



HORIZON
STE

Plan for Exploitation and Dissemination of the Project Results (PEDR Report)

Deliverable 4.1

WP4: Communication and dissemination
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This report should be cited as:

Project Coordinator, Work Package Coordinator and Lead Beneficiary



ESTELA, European Solar Thermal Electricity Association

Contributing Partners



CIEMAT, Centro de Investigaciones Energeticas, Medioambientales y Tecnologicas



ENEA, Agenzia nazionale per le nuove tecnologie, l'energia e lo sviluppo economico sostenibile



DLR, Deutsches Zentrum fuer Luft - Und Raumfahrt EV



METU, Middle East Technical University



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ABOUT THE PROJECT

HORIZON-STE is a Horizon 2020 funded project aiming at supporting the Implementation of the Initiative for Global Leadership in Solar Thermal Electricity (STE), also known as Concentrated Solar Power (CSP), which was launched by the European Commission and adopted within the Strategic Energy Technology Plan (SET Plan) of the European Commission.

Since more than a decade, Europe's Solar Thermal Electricity sector holds a worldwide technology leader until its further development abruptly hindered in Europe. To unlock this situation, the European Commission has launched a dedicated Initiative – Initiative for Global Leadership in Concentrated Solar Power focusing on 2 targets: a cost reduction target and an innovation target, in order to keep STE/CSP's global technology leadership and rebuild a home market in Europe.

Acting as competence centre of the Implementation Working Group within the Strategic Energy Technology Plan (SET Plan) of the European Commission, the overall goal of HORIZON-STE is to support the execution of the Implementation Plan regarding both STE/CSP Research and Innovation lines as well as First-Of-A-Kind projects that will help steer countries through political, legislative, and institutional shortcomings linked to various national policies concerning solar thermal electricity. Much of the focus centres on improving procurement of manageable RES and increased public funding for STE/CSP research.



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EXECUTIVE SUMMARY

This document outlines the communication and dissemination planning integrated with all the technical activities carried out by project partners. This document presents the initial agreed dissemination strategy and plan. However, we consider that an effective dissemination plan should be flexible and living. Therefore, this strategy and plan will be regularly monitored and updated during the course of the project. This monitoring will be based on key performance indicators. In this sense, the final dissemination impact report – D.4.10 “*Final Report on Dissemination and Communication activities*” will be a living document that evolves with and over the course of the project’s duration, learning from the project’s dissemination experiences and adapting to its changing needs. The D.4.10 report will be finalised at the end of the project (M36).

Based on the defined target groups and objectives described in the work packages 2 and 3, the communication strategy will be designed for these core work packages aiming at maximizing the use of project deliverables, mainly the project findings and ensuring key stakeholders receive the key information from HORIZON-STE’s activities. All performed tasks will be documented yearly after each annual project meeting (General Assembly) (i.e. M13 and M25) in the D4.10 “*Final Report on Dissemination and Communication activities*” under the “Implementation” section so as to provide a timely reality check on progress and what should be improved in light of experience for allowing the project team to adapt to future developments, especially the lessons learned from the first months of the project and its initial activities. Therefore, it will be regularly reviewed, revised and updated as dissemination materials and specific strategies are evaluated for their reach, effectiveness in targeting particular stakeholders and alignment with stakeholder interests and barriers.

Main activities will centre around the deliverables of communication to be carried out by work packages to ensure that results and publications under the HORIZON-STE banner are extensively disseminated and promoted within STE community and related external communities, widely announced via appropriate channels, and fully grasped by targeted stakeholders.

An overview is given of all dissemination activities identified through traditional communication channels such as:

- project publications (e.g., leaflets, newsletters, press releases as well as reports, etc.);
- event attendance (e.g., conferences, seminars, workshops, etc.);
- project presentations (e.g., to local national stakeholders, etc.), and;
- complemented also by online project website, and through the main social platforms (e.g., Twitter, LinkedIn).

The dissemination activities have been designed to target the key audience groups to maximize awareness of HORIZON-STE's objectives, making findings available that the audiences could make use of the results.

The dissemination strategy will be implemented through 3 main aspects:

- 1) Design and delivery of Plan for Exploitation and Dissemination Report
- 2) Communication and dissemination activities and materials
- 3) Continuous dissemination beyond the project lifetime

Highlights of the Communication tools and Dissemination channels/activities:

Reports on progress and main findings of the project will be produced and disseminated to all identified target audience groups including general audience via selected channels, such as newsletters, social media, website where public documents and information will be available for download. These reports will be shared and presented at SET-Plan IWG meetings.

Reports containing significant results, and possibly controversial findings, will be circulated to national and European media outlets as well as international media and NGOs covering Europe's energy and R&D policy. This will raise awareness and public acceptance on the benefits of CSP/STE with a better integration in the future energy mix.

Social media channels nowadays become an efficient tool to reach the targeted audience and general public at large. The social media accounts used by project partners will notify "followers" of the availability of the documents and their key findings, as well as sharing information with/from SET-Plan IWG.

HORIZON-STE's progress and main findings will be presented at the SET-Plan annual conference (if needed) by providing input and findings to the IWG. Country reports about different country needs, regulatory constraints and opportunities in several European countries will be shared with the IWG in order to help IWG conceive solutions that can be applied across Europe and have a wider impact (mainly benefits) when carrying out the Implementation Plan of the STE-Plan.

The Joint Industry-R&I National events will be organised based on the outcomes of the country reports from WP2. About 6 joint national events with high-level national decision makers and authorities will be held in the identified countries after a series of brokerage meetings. These national events will be designed to draw public attention and the interest of the media in these countries. An extensive coverage by national (and European) media will be needed to raise general interest and increase the social acceptance in that country. During these national events, potential business cases for cooperation between countries



will be identified. The resulting country mapping related to cooperation opportunities will be the basis for organising an EU Cooperation event, together with a site visit for political office holders before the end of the project.

Apart from these events, additional one or two visits to STE power plants or research institutions will be organised together with the first 2 General Assemblies inviting authorities and policy makers (especially potential off-takers) for showcasing the proven technologies and research activities on STE. This will help strengthen political engagement into the Cooperation Mechanism supporting the importing and exporting electricity produced by STE from European countries and considering STE in the energy transition.

Farther to the above-mentioned dissemination activities, HORIZON-STE coordinator and partners will also actively participate in different international events and conferences, such as SolarPACES, SET-Plan Conferences, EERA conferences, etc., in order to convey the key messages developed during the project, as well as to reinforce active international collaborations and increase the visibility of the project objectives, thus increasing and enhancing a strong interest to implement the IP.

At the end of the project, a final project closing event will be organised for all audience groups, so that the project findings are widely spread and taken up as messages by various pressure groups directed to policy makers and provide a dialogue platform for exchanging point of views on the future development of the project.

Last but not least, the effectiveness of communication and dissemination will also rely on the efforts of partners in maximizing all occasions (from national to international level) to increase exposure of HORIZON-STE and meet key stakeholders in different forms of events to convey messages and tailored information.

1 INTRODUCTION

This document outlines the communication, dissemination exploitation planning integrated with all the activities carried out by project partners. This document presents the initial agreed dissemination strategy and plan. However, we consider that an effective dissemination plan should be flexible and living. Therefore, this strategy and plan will be regularly monitored and updated during of the project.

This monitoring will be based on key performance indicators and timetable listed in Annex 2. In this sense, the final dissemination impact report – *D.4.10 “Final Report on Dissemination and Communication activities”* will be a living document that evolves with and over the course of the project’s duration, learning from the project’s dissemination experiences and adapting to its changing needs. The D.4.10 report will be finalised at the end of the project (M36).

This Plan outlines the following:

- Identifying target groups, key stakeholders, and other relevant national and international audiences, and listing the identified stakeholder groups the project intends to reach;
- Identifying and classifying effective communication tools and dissemination channels;
- Matching the identified target groups with effectively tools, channels and measures;
- Supporting the communication activities in WP 2 and WP3 on specific communication plans, messages, and materials towards targeted stakeholder groups to adapt the content to each of them;
- Listing exploitable main outputs of the project and key milestones throughout the project;
- Developing appropriate communication activities to ensure the dissemination of the project results as developed in the work packages;
- Listing detailed products and deliverables of communication to be made;
- Listing of awareness-raising international and national events and promotion, as well as possible external networking opportunities and networks for HORIZON-STE to link up with;
- Description of the monitoring and control of compliance of the PEDR;
- Naming the possible factors influencing exploitation and wide deployment of HORIZON-STE’s results;
- An exploitation strategy for further making use of results and knowledge transfer.

First of all, the first part of the Plan for Exploitation and Dissemination Report (PEDR) is to identify target groups, key stakeholders, and other relevant national and international

audiences based on the stakeholder mapping exercise in WP2 and WP3, and to list the identified stakeholder groups the project intends to reach.

Then the second part of the PEDR is to identify and classify effective communication tools and dissemination channels.

The main purposes of the communication and dissemination activities of HORIZON-STE are:

- Delivering a set of communication tools that give easy-to-access information addressing the objectives and activities of HORIZON-STE to civil society. Key messages will be tailored (language adequacy, visuals, etc.) and extended in specific cases beyond HORIZON-STE's own community;
- Showcasing how the collaboration between STE industry and research institutions can be achieved for the sake of realisation of the FOAK project(s) in Europe;
- Making better use of the results by documenting the policy advices and ensuring the messages are taken up by policy makers and inducing a commercial re-launching programme for the CSP/STE technology in Europe;
- Showing how the impacts are relevant to public audiences, such as by creating jobs, introducing a better way of energy mix for a sustainable future.

These tools and channels should support the communication activities in WP 2 and WP3 on specific communication plans, messages and materials, appropriate communication activities towards targeted stakeholder groups to adapt the content to each of them. A table in Annex is listing exploitable main outputs of the project and key milestones throughout the project and matching the identified target groups with effectively tools, channels and measures.

The next part will provide listing of awareness-raising international and national events and promotion, as well as possible external networking opportunities and networks for HORIZON-STE to link up with.

Setting up of monitoring procedures is essential at the beginning of the project to adapt the right tools and measures for the communication and dissemination activities. This monitoring will be based on key performance indicators and timetable listed in Annex 2 and 3. This plan will be updated and revised after each General Assembly to adapt changes and actions towards targeted audience.

Finally, possible factors influencing exploitation and wide deployment of HORIZON-STE's results will be analysed. An exploitation strategy for further making use of results and knowledge transfer will be elaborated in the last section.

2 TARGET AUDIENCE

HORIZON-STE's dissemination activities will ensure wide reaching impact, uptake and use of project deliverables among identified stakeholders and direct beneficiaries. According to the D2.1 Stakeholder Mapping, the target audience of this project can be divided into 7 main categories:

1. STE/CSP sector: Industry and R&D
2. Policy makers: European Institutions, Member States, energy attachés.
3. System operators and regulators: National Transmission system operators (TSOs), ENTSO-E, Agency for the Cooperation of Energy Regulators (ACER), national regulators
4. International, European, and national financial institutions and consultants
5. Media (international, EU, national)
6. Civil society, Associations, NGOs
7. IWG of SET-Plan, other JA-2 projects or STE-related projects

Since the stakeholder mapping has been well defined in D2.1, we have summarised 4 categories on Policy makers, System operators and regulators and financial institutions and consultants in the Annex 1 (extracted results from D.2.1).

Among the above-mentioned stakeholders, companies of the STE industry sector and the research institutions, as well as general public are the key target audience of the PEDR. Communication and dissemination tools and activities will be adjusted depending on the types of stakeholders and activities of the work packages.

We have divided the dissemination dimension into 3 types based on the different activities of the work packages:

- General communication to all stakeholders across all WPs;
- Specific communication to selected stakeholders for WP2 and WP3;
- Specific communication to network partners and other project initiatives for WP5.

3 TASKS OF THE PROJECT PARTNERS

ESTELA, as the project coordinator, is also the Work Package leader in WP 4 – Communication and Dissemination. ESTELA is responsible for carrying out all dissemination and communication activities. All the partners will contribute to the development of the dissemination actions, coordinated by the WP leader.

All project partners are expected to actively contribute by:

- Identifying and informing about dissemination opportunities (e.g. events, publications, etc.);



- Contributing the contents of their respective work packages to website content, news, press releases, newsletters, presentations, etc.;
- Using their network to support the dissemination of project information;
- Presenting the project at relevant conferences, workshops and other events;
- Helping promote the HORIZON-STE project, engaging key stakeholders to act as multipliers and to motivate participants.

HORIZON-STE consortium has a wide-range of profiles from national research centres to European association, covering all key actors across the STE sector. For example, ESTELA, as the European association of STE industry, not only represents the whole value chain of the STE industry in Europe, but also have close contacts with the EU institutions and other key actors and stakeholders in the energy sector. With the joint effort from all partners to participate in the dissemination activities through their own networks, we certainly believe that this could provide huge capacity for dissemination among main stakeholders at national and EU level.

4 PLANNING FOR COMMUNICATION, DISSEMINATION AND EXPLOITATION OF THE PROJECT RESULTS

4.1 Communication tools and Dissemination activities

Experience shows that a strong visual identity is essential when there is a need for wide dissemination of the project results. Therefore, HORIZON-STE's logo should be a consistent and recognizable visual identity that will be used across all communication materials to ensure a common look and feel. Below are the general tools for communication and dissemination activities in this project. Different tools will be used in different strategies. And strategies should be flexible that will be adapted depending on different activities and stakeholders as described in the previous sections. A detailed strategy planning will be updated and revised every 6 months.

4.1.1 Logo

Objective: *Building awareness and visibility, elevating HORIZON-STE's presence, prominence and recognition, and providing a clear and consistent documentation around the logo for all partners*

The logo, which has been designed in the early stage of the project (M3), is the representative of the HORIZON-STE's concept and vision. Its colours and design determined the look of all the upcoming visual materials in order to keep the consistency of the visual identity of the project.

A set of templates has been prepared based on the logo design, such as presentation slide template, report template and letter head template. All these materials will be used by

project partners during all their presentations that touch upon the project will be created, so that the visual identity of the project is sustained throughout all events, internal or external to the project. A detail report D4.2 has been documenting the project visual identity, website and social media channels.

4.1.2 Project website

Objective: *Having a versatile dissemination channel to provide comprehensive information about project activities, results and event announcements for the STE sector*

The project website is one of the main channels for general disseminating information and results of the project available to most stakeholders. The website has been established at the start of the project (M3) and will be maintained for at least one year after the project ends by project coordinator ESTELA. The website will be improved and modified according to the development of the project activities.

The HORIZON-STE website can be accessed via the World-Wide-Web at the following address: <http://www.horizon-ste.eu>.

The website is mainly in English. News/announcements in other languages may be included depends on the necessity of the project activities.

It is designed to be informative yet uncomplicated with clear layout to ensure wide communication with diverse categories of stakeholders and external audience. The website will contain deliverables produced as part of the HORIZON-STE project as well as other dissemination and communication items aimed at stakeholders, such as press releases, project brochures, conference presentations, etc.

In order to assess how well the website is reaching stakeholders and acting as a source of information, the website will use standard web traffic analysis tools, such as Google Analytics, to track the number of visitors and similar metrics over the life of the project. Tools for monitoring will be further evaluated throughout the course of the project.

The website will be continually updated until M36 and event beyond the project lifetime if necessary. Thus, it will act as a dynamic and up-to-date source of information for stakeholders interested in HORIZON-STE findings and further exploit the results.

4.1.3 Social media

Objective: *Connecting with wider audience and drawing attention to news, publications or other HORIZON-STE findings, events and STE-related news*

Online social media channels nowadays become an efficient tool to reach the targeted audience and general public at large. The HORIZON-STE consortium believes this is an important means of outreach to the public and potential stakeholders. The social media accounts used by project partners will notify “followers” of the availability of the documents and their key messages, as well as sharing information with/from SET-Plan and other European institutions.



HORIZON-STE results will be disseminated mainly through ESTELA's social media platforms such as Facebook, Twitter, and LinkedIn. The project will take advantage of the well-established social media channels of partners, e.g., ESTELA already has more than 3000 followers on social media. Posts will be shared by project partners' channels too. We believe that information will reach out effectively to more stakeholders and have a better outreach rate. Therefore, at this stage, separate social media accounts for the project will not be created. We may consider creating one if needed in the future.

Using hashtags strategically is one of the means for a successful social media plan. The hashtag **#HORIZON_STE** is created for all content related to project. Other popular hashtags, such as #HorizonEU, #Renewable, #SETPlan, as well as #STE and #CSP will be used to tie all the posts related to HORIZON-STE project. Mentions will be used to tag relevant parties, such as @SETPlan_eu.

- Link to hashtag **#HORIZON_STE**: https://twitter.com/hashtag/horizon_STE
- ESTELA twitter – 1001 followers*: https://twitter.com/ESTELA_SOLAR
- ESTELA LinkedIn – 791 followers*: <http://www.linkedin.com/company/2104838>
- ESTELA Facebook – 1262 followers*: <https://www.facebook.com/ESTELA.ORG>

**Updated end of Sep 2019*

4.1.4 Leaflet and poster

Objective: *Building awareness and visibility, establishing project position and elevate HORIZON-STE's presence, prominence and recognition, providing a clear and consistent documentation around the logo for all partners*

A first version of leaflet and poster has been prepared (D.4.3) by the end of M6. It contains a brief description of HORIZON-STE and its objectives and partners. It will be distributed at events attended by HORIZON-STE partners in order to increase visibility of HORIZON-STE and expand our network of contacts. A second version of the leaflet or poster may be prepared (after M18) adapting to the project key messages and results. All promotional materials are downloadable from the website of the project.

4.1.5 Newsletters

Objective: *Updating stakeholder about the project progress, news on STE, and raising awareness of the project*

Six electronic newsletters in English will be published throughout the 36 months (in M8, M14, M20, M26, M32 and M36). Work package leader will be the main responsible and supported by partners.

This will highlight key results and activities and any forecast of the activities. An online tool, Mailchimp, will be using to send mass mailing to the stakeholder contacts. ESTELA members will be the first group of contacts in the mailing lists. Additional mailing list has

been added for new subscribers to the newsletter. The subscribe form is provided on website.

All newsletters will be archived under the “Media Outreach” section of the website.

4.1.6 Press releases, media communications and contacts

***Objective:** Updating project progress, news on HORIZON-STE STE, eliciting participation and generate interest in project and drawing attention or drive interested parties to project development and keeping good contact with media*

A press release is a formal announcement to all stakeholders and decision makers, as well as general public and press journalists. As part of its dissemination strategies, press releases will be prepared for announcing project news, important achievements, reports, publications, workshops/online seminars and conferences. These aim at eliciting participation and generate interest in HORIZON-STE and related events, draw attention to published reports or drive interested parties to sources such as the project website and make them a useful tool in support of other engagement and dissemination strategies.

Media, especially national media, would be one of the crucial communication partners to get our announcement, such as on national events, reported to a wider audience base. In addition to English, if necessary, press releases may be also prepared in partners' languages for distribution to the media and stakeholders at national level in order to draw national policy makers' attention.

Examples of national newspapers:

- Germany: Tagesspiegel, Wirtschafts Woche, Süddeutsche Zeitung, Die Welt, VDI
- Italy: Corriere della Sera, la Repubblica, La Stampa, MF Milano Finanza, Italia Oggi, Leggo, Staffetta Quotidiana, Quotidiano Energia, Rinnovabili, Resmagazine
- Spain: El País, El Mundo, ABC, La Razón, Expansión, Agencia EFE, Energias Renovables
- France: Les Échos, Le Figaro, Le Monde, La Tribune, Libération
- Turkey: Hurriyet, Cumhuriyet, Birgun and Evrensel

In order to build up a better media partnership and communications, HORIZON-STE will consider signing up partnership with EU-based media, such as Euractiv, EnergyPost.eu, etc., for publishing press preleases directly at their news and social media channels. Also, these media channels also provide content sharing with national newspaper partners. If needed, additional PR/communication services from media support agencies may be considered in order to increase the visibility and influence to police makers. This would be an added value for extending reach through their channels to national stakeholders.



4.1.7 Special reports and journal articles

Objective: *Providing newsworthy articles based on the project findings to media outlets (e.g. Euractiv, and other EU/national news agencies) to make findings known to general public.*

During the WP2 brokerage events, such as delegation meeting with national stakeholders, a comprehensive report on specific issues and information, as well as all relevant data gathered would be helpful for delegation team to promote the position and explain the issues with supported examples and data. These reports can be in the form of journal articles or editorial reports from stakeholders (for example interviewed by media e.g. Euractiv).

Moreover, any reports or articles about project published in magazines, newspapers and any news about project mentioned or published in any press media will be collected, shared and reported in social media and reports. Links to the sources of news and articles in which the HORIZON-STE project is mentioned will be documented in reports.

4.1.8 Project result reports

Objective: *Publishing findings of WPs and Tasks, making data available publicly*

The consortium will publish several reports (which are not restricted) presenting the project results throughout the course of the project.

These reports and publications will be included in Press Releases, Newsletters, etc. and uploaded to HORIZON-STE website under the news sections, as well as sharing on social media channels. Information from the reports may be used in brokerage events with stakeholder meeting and workshop events. Reports containing significant findings, and possibly controversial findings, will be repackaged as editorial or journal article, and circulated to national and European media outlets as well as international NGOs covering Europe's energy and R&D policy. This will raise awareness and public acceptance on the benefits of STE.

As one of the main objectives of HORIZON-STE is to actively support the IWG of SET-Plan to fully execute the Implementation Plan, country reports (from WP2) will be shared with the IWG. The knowledge of different country needs, regulatory constraints and opportunities in several European countries will help conceive solutions that can be applied across Europe and have a wider impact (mainly benefits) on STE-Plan.

As one of the main objectives of HORIZON-STE is to actively support the IWG of SET-Plan to fully execute the Implementation Plan, country reports (from WP2) will be shared with the IWG. The knowledge of different country needs, regulatory constraints and opportunities in several European countries will help conceive solutions that can be applied across Europe and have a wider impact (mainly benefits) on STE-Plan.



4.1.9 Infographics/Factsheets

Objective: Presenting information on STE and its benefits and raising awareness

Based on the published reports (which are not restricted), infographics/factsheets will be prepared for present information on STE and promoting its benefits in a visual way.

Infographics/Factsheets will be shared on social media channels and uploaded to HORIZON-STE website under the news sections, as well as sharing to other news media channels. It can be used in WP2 brokerage events in stakeholder meetings and workshop events to raise awareness.

4.1.10 Explainer video

Objective: Visualising the FOAK concepts through a short video to draw public interest

Based on the published reports (which are not restricted), an explainer video will be created to for example visualise the FOAK concepts through a short video presentation to draw public interest.

4.1.11 Positional paper/Policy briefs or recommendations

Objective: Publishing policy recommendations based on HORIZON-STE findings; available to policy, industry audience

Based on the findings and experience during the brokerage events with stakeholders, policy briefs or recommendations can be gathered and shared to policy, industry audience.

4.1.12 Online webinar

Objective: Having a common online platform to share information and discuss with stakeholder without travelling

A webinar will be organised within the WP3 to discuss the content of relevant calls (e.g. from CSP-Eranet) and facilitate consortia building (brokerage event).

4.1.13 Online survey

Objective: Gathering opinions and data from stakeholder and engaging with stakeholder and gauge their reactions

A survey will be carried out within the WP3 in order to gather STE stakeholders' opinions and their interests in the future calls for proposals.

4.1.14 Awareness-raising events and promotion

Objective: conveying the key messages, increasing the visibility of the project via attending events related to STE/energy/SET-Plan and handing out project leaflets at these events.

Apart from active dissemination activities, HORIZON-STE coordinator and partners will also actively participate in different international events and conferences, such as SolarPACES, SET-Plan Conferences, EERA conferences, etc., in order to convey the key messages developed during the project WP2 and WP3, as well as to reinforce active international collaborations and increase the visibility of the project objectives, thus increasing and enhancing a strong interest to implement the IP.

HORIZON-STE will also present its progress and main findings at the SET-Plan annual conference (if needed) by providing input and findings to the IWG.

Moreover, if appropriate, joint events/activities with other events in Member States, or other project events may be considered during the course of the project.

4.1.15 Seminars/ “International workshop and brokerage” events

Objective: Presenting the identified R&I projects and funding framework to stakeholders at European level and facilitating a dialogue and information exchange platform

Once the R&I projects and their funding framework have been determined, specific seminars related to R&I activities (WP3) will be organised to inform the stakeholders about the project news, achievements and funding opportunities related to the Implementation Plan.

4.1.16 Joint national events/workshops

Objective: Presenting the findings of the mapping exercise between needs and STE value proposition opening ground for potential cooperation; and facilitating dialogue and information exchange in a bidirectional manner (i.e. incorporate lessons learnt and discuss draft results and findings) – at national/regional level

The **Joint Industry-R&I National events** will be organised based on the outcomes of the country reports from Task 2.3 and Task 2.4 in WP2. About 6 joint national events with high-level national decision makers and authorities will be held in these identified countries after a series of brokerage meetings in WP2. These events will be designed to draw public attention and the interest of the media in these countries. HORIZON-STE will seek for an extensive coverage by media to raise general interest and increase the social acceptance in that country.

4.1.17 EU cooperation event

Objectives: Presenting the findings of the mapping exercise between needs and CSP/STE value proposition opening ground for potential cooperation; and facilitating dialogue and information exchange in a bidirectional manner (i.e. incorporate lessons learnt and discuss draft results and findings) – at European level.



During the above-mentioned national events, potential business cases for cooperation between countries will be identified. The resulting country mapping related to cooperation opportunities will be the basis for organising an EU Cooperation event, together with a site visit for political office holders before the end of the project.

4.1.18 Power Plant visits

Objective: Engaging stakeholders by inviting mainly authorities and policy makers to site visit to STE power plant or research institutions. These interactive visits will be organised together back-to-back with General Assemblies and the EU Cooperation Event.

One or two visits to CSP/STE power plants or research institutions will be organised together with the first 2 General Assemblies inviting authorities and policy makers (especially potential off-takers) for showcasing the proven technologies and research activities on STE. This will help strengthen political engagement into the Cooperation Mechanism supporting the importing and exporting electricity produced by STE from European countries and considering STE in the energy transition.

The last site visit would be organised together with the EU Cooperation Event at the end of the project.

4.1.19 Final closing event

Objective: Summarising the project findings, sharing achievements and experience, and encouraging further discussion on future actions

A final European project closing event will be organised for all stakeholder, especially media and general audience, so that the key project findings can be widely spread and taken up as messages by various pressure groups directed to policy makers.

Spreading and anchoring final findings of HORIZON-STE in policy and academic communities, and to the CSP and electricity industry. This event will be organised together with the last General Assembly.

5 AWARENESS-RAISING EVENTS

Throughout the duration of the project, consortium partners will be actively taking part in different types of national, European, and international events in order to promote and raise awareness of the project objective and findings, as well as the benefits of the STE technology. A list of events, that are in the scope and planning to be attended, should be updated constantly.

For example:



Date	Location	Event & URL	Type & Size of Audience	Contribution	Who will attend
1-4 Oct 19	Daegu, S. Korea	SolarPACES	Industry companies and research centres, national and EU officials.	Leaflet	ESTELA
13-15 Nov 19	Helsinki, Finland	SET-Plan Annual Conference	Industry companies and research centres, organisations, national and EU officials.	Presentation, leaflets, etc.	ESTELA
19-20 Nov 19	Madrid, Spain	CSP Madrid	Industry companies and research centres, organisations, financial consultants, etc.	Presentation, leaflets, etc.	ESTELA

Apart from promotion in external events, it is also important to not to forget the internal promotion. Not only should all the partners participate the dissemination of materials within their network, but also support the dissemination activities while they will be hosting the meeting throughout the project lifetime.

Below is the schedule of the coordination meetings:

Month	Place	Partner	N°	Additional technical activity of the meeting
1	Brussels	ESTELA	1	Stakeholders' meeting
12	t.b.c.		2	Plant/research institute visit
24	t.b.c.	CRES	3	Plant/research institute visit
36	Brussels	ENEA	4	Stakeholders' meeting

6 DISSEMINATION TIMETABLE

In Annex 3, the dissemination table illustrates the communication and dissemination activities of the project based upon a month-by-month delivery schedule. The scheduling of these activities is closely aligned with key project deliverables and milestones. Some activities (e.g., e-mail and press releases) intensify pre and post key deliverables. These time frames should be regarded as indicative. As mentioned earlier in section 4, strategy



plannings will be updated and revised every 6 months depending on the situation and audience. Thus, dissemination timetable will be also adjusted accordingly. The time indicators shown in the table is for reference only.

7 EVALUATION OF THE EFFECTIVENESS

Evaluation is a transversal action of the project, including WP 8, so continuous monitoring action is needed. As mentioned earlier in the objective, this strategy and plan will be regularly monitored, updated and reported upon during the project.

All performed tasks will be documented in the “Implementation” section as an annex to this Dis-semination and Communication Plan, so as to provide a timely reality check on progress and what should be improved in light of experience for allowing the project team to adapt to future developments, especially the lessons learned from the first months of the project and its initial activities.

This monitoring will be based on key performance indicators. In this sense, it will be a living document that evolves with and over the course of the project 's duration, learning from the project's dissemination experiences and adapting to its changing needs. In other words, it will be regularly reviewed, revised and updated as dissemination materials and specific strategies are evaluated for their reach, effectiveness in targeting specific stakeholders and alignment with stakeholder interests and barriers.

The final dissemination impact report will be produced at the end of the project (month 36).

7.1 Monitoring Tools

Serval monitoring tools and services will be used in order to provide a timely reality check on progress.

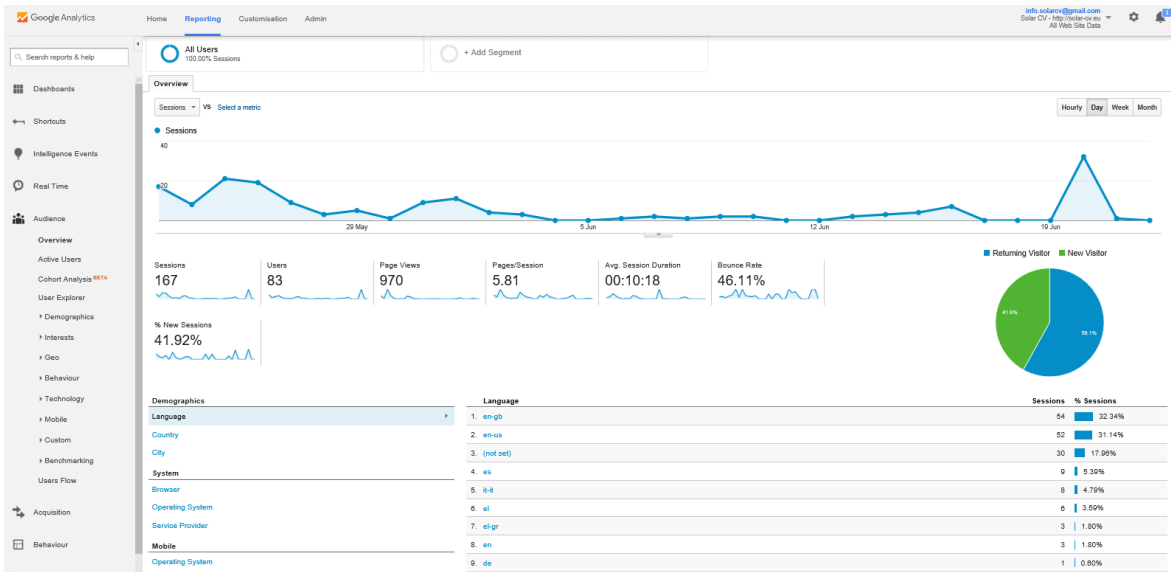
7.1.1 Google Analytics

It is a standard and free application to monitor and analysis the website activities, such as demographics of the audience, user activities, etc.



HORIZON STE

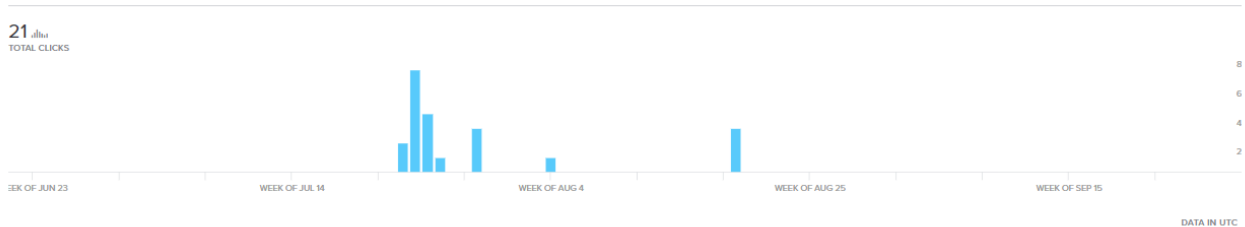
Initi



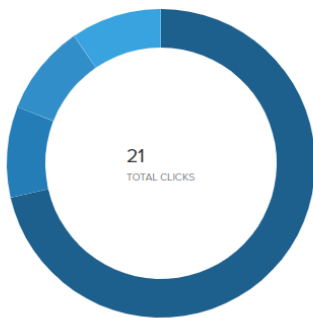
7.1.2 Bitly

It is a helpful management tool to shorten URL links and monitor audience activities by reporting how many clicks on each link, from where and from which channels, etc.

CREATED JUL 19, 12:51 PM | ESTELA - European Solar Thermal Electricity Association
H-STE PR 01
http://www.horizon-ste.eu/Docs/PR/HORIZON-STE_PR-01_20190722.pdf
[m.estela.solar/HSTEPR01](#) COPY SHARE EDIT

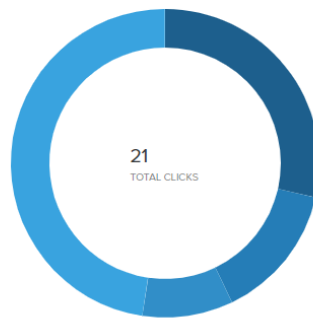


REFERRERS



Email, SMS, Direct 15
 Twitter 2
 www.horizon-ste.eu 2
 +2 more 2

LOCATIONS



Belgium 6
 France 3
 Italy 2
 +8 more 10

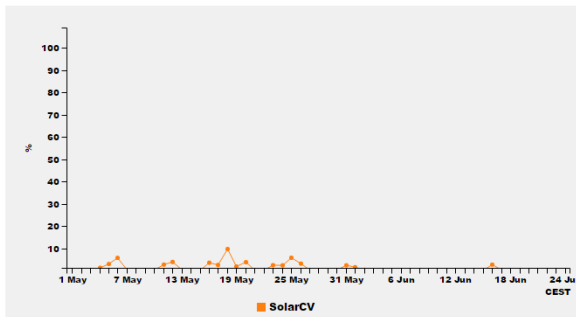


7.1.3 Web hosting monitoring

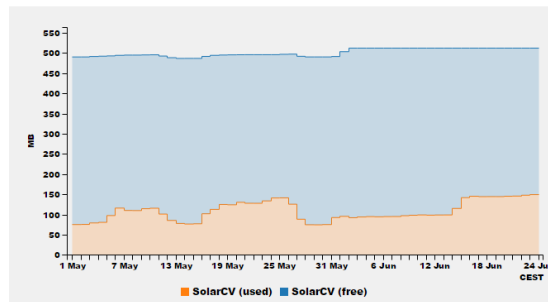
Web hosting provider offers tools to monitor the website usage activities. These analyses should be regularly checked in case of any needs to increase the capacity of the web server.

Example:

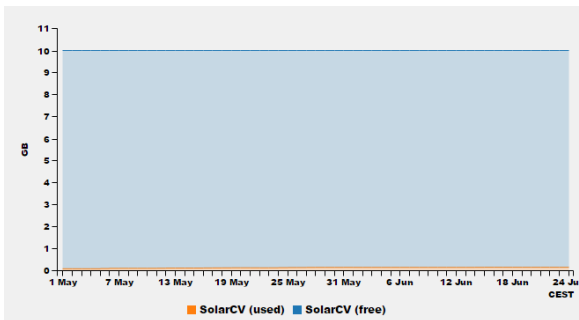
CPU usage



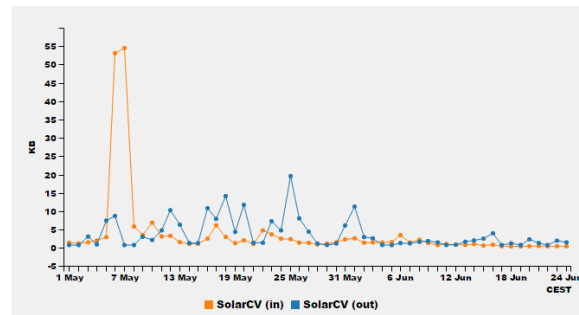
Memory usage



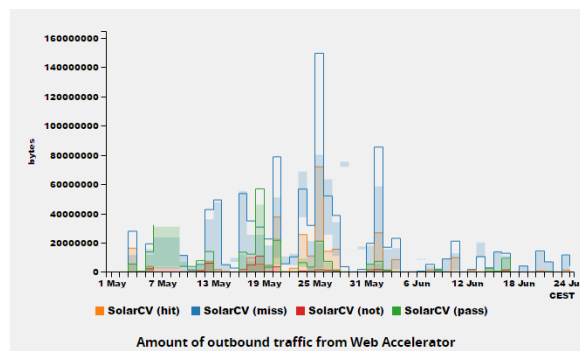
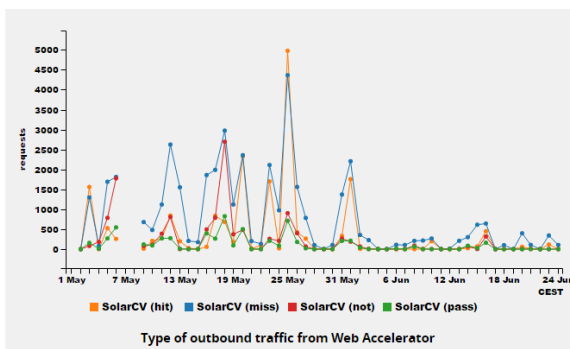
Data Disk usage



Network throughput



Web Accelerator Usage



7.2 Performance indicators

In order to perform an effective Communication and Dissemination Plan, strategies and actions will be regularly monitored and updated during the project. This monitoring will



be based on key performance indicators. In Annex 2, key performance indicators have been assigned to most of the planned tools and activities, while some are not applicable.

7.3 Contingency Plan

In order to ensure that the Communication and Dissemination Plan handles any risk and obstacle promptly, risks should be identified with a set of mitigation actions to reduce risks and a contingency plan at the beginning of the project to reduce the impact.

Whatever new challenge occurs, we must be able to do the following:

1. Act quickly.
2. Identify the situation.
3. Brief senior management about the situation.
4. Communicate situation information and procedural instructions to partners.

Risk	Mitigation (reduce possibility)	Contingency Plan (reduce impact)
Delay of communication products/deliverables	<ul style="list-style-type: none"> ▪ Constantly monitor the work carrying out by out-sourcing company. ▪ Set up deadline for delivering product and keep it updated. ▪ Send reminder to urge any incomplete work. <p>Responsible: WPL 4</p>	<ul style="list-style-type: none"> ▪ As soon as a potential delay is detected, person in charge (work package leader) will need to communicate with this company in advance to discuss possible actions to be taken. ▪ Coordinator will communicate with project officer about the situation and may request for a delay in submission.
Web server is down	<ul style="list-style-type: none"> ▪ Constantly monitor the web server activities and identify potential risks if the capacity is not enough due to high usage. ▪ Back-up of website content is needed regularly. ▪ Web defence should be implemented. <p>Responsible: WPL 4</p>	<ul style="list-style-type: none"> ▪ As soon as the problem is detected, person in charge will need to fix the problem immediately. ▪ Mirroring the website could be a solution if the downtime is long.
Receiving negative comments on news or social media channels	<ul style="list-style-type: none"> ▪ Constantly monitor the news and social media activities and response carefully. ▪ Hire external media agency to monitor 	<ul style="list-style-type: none"> ▪ As soon as possible a negative comment is received, administrators should identify the what sort of critic and seek senior management or project



	<p>news and social media on our sector in order to respond rapidly to the situation.</p> <p>Responsible: WPL 8</p>	<p>coordinator for opinions before taking any action.</p> <ul style="list-style-type: none"> Person in charge will need to find the right argument and tone to reply, if necessary.
<p>Project execution risks (e.g. key milestones and/or deliverables are delayed)</p>	<ul style="list-style-type: none"> The deliverables and milestones lying on the critical path of the project activities will be identified and handled with extra care (i.e. constant monitoring & control) from the Project Coordinator so that delays are avoided. The problem should be detected very fast by periodic telephone conferences and meetings. Close collaboration will circumvent such problems. Constantly monitor the work carrying out by the senior staff and set up internal deadline for delivering product. Coordinator sends regular reminder to urge any incomplete work. <p>Responsible: all WPL and Project Coordinator</p>	<ul style="list-style-type: none"> As soon as a potential delay is detected as unavoidable with the initially assigned manpower, the management commits to increase the time devoted to work by the involved partner/people. Coordinator will communicate with project officer about the situation and may request for a delay in submission. In case a deliverable that depends on an event (e.g. training, seminar) is shifted, the EC will be informed as soon as the even date is confirmed.
<p>Low participation leading to low engagement of events/webinars/seminars</p>	<ul style="list-style-type: none"> Promotion of events should be intensified in order to attract more participants to the planned events via email reminder, social media and phone calls. Pay advertisement on popular online news platforms to 	<ul style="list-style-type: none"> Measures that used to motivate target audience to participate will be evaluated after each event and improved if necessary; Webinars and variety of online tools are used in order to reduce the burden of physical participation; The use of these



	<p>encourage people to attend (national/EU)</p> <ul style="list-style-type: none"> ▪ Pay for out-sourcing event management for support, such as invitation, preparation, etc. <p>Responsible: all WPL and Project Coordinator.</p>	<p>tools will be evaluated in order to identify more fruitful ways;</p> <ul style="list-style-type: none"> ▪ Physical meetings will be organised in correspondence with other relevant events if possible. Selection of meetings for workshops can be re-evaluated and adapted. ▪ Ask for feedback from previous attendees
<p>Lack of awareness of the project and the events</p>	<ul style="list-style-type: none"> ▪ Promotion of the project should be a joint effort by all partners. ▪ Pay advertisement on popular online news platforms to increase visibility (national/EU) <p>Responsible: all WPL and Project Coordinator.</p>	<ul style="list-style-type: none"> ▪ Measures that used to motivate target audience to participate will be evaluated after each training events and improved if necessary; ▪ Necessary actions should be taken to raise the awareness in order to attract more participants to planned events via extremal events promotion, email reminder, social media and phone calls. ▪ Considering handing over and outsourcing the whole event management service to event agency in order to have more capacity to focus on the content and speaker invitation.

8 EXPLOITATION STRATEGY

The Exploitation Strategy is developed in order to ensure that project results are mainstreamed, multiplied and sustained, as well as transferred to other stakeholders at national and EU level. The plan will describe the activities to perform in order to ensure the continuation of the HORIZON-STE project well beyond the project period.

By ensuring that the project results are used by specific target groups, stakeholders and end-users, we will stimulate the continuity and transfer of outputs to other stakeholders at national and EU level. The goal is to allow others to benefit and be influenced by the project outputs.

The exploitation strategy will focus on these products with higher transferability potential:

- Current policy framework and market conditions (W1)

- Integrated country reports (Industry and R&D) (WP2 &3)
- STE potential case studies for each country (WP2)
- Event proceedings (WP4)
- All communication products and materials (WP4)

A general structure of exploitation for all project deliverables and results is shown in Annex 2 and 3, identifying which products will be released, which tools will be used for dissemination and when the actions will be performed.

Exploitation strategy after the completion of the project:

In general, all materials, documents and media produced will be available to the wider public through project website and social media channels via open access approach.

English is the main language used in all written reports and communication products, therefore, the website and dissemination materials enables the project to reach all target audience in Europe and worldwide, fulfilling the first objective of transferring the knowledge developed to other countries. Moreover, project coordinator will maintain the project website and its online content at least one more year after the completion of the project.

The consortium will take following actions after the project lifetime:

- Maintenance of the project website;
- Free access to 100% available project results, at least 1 year after project lifetime;
- Maintenance of the social media channels;
- Send out one more newsletter 6 months after the project updating the current situation;
- A workshop may be organised for reality check, comparing the project results and current situation;
- Making use of project content for further promotional actions;
- 100% available content of the project should be accessible for SET-Plan IWG members.

The main tools which will provide sustainability to the project after the project lifetime are:

1. Project website
2. Social media channels

These two products will be maintained after the project lifetime. Project coordinator will be in charge of the maintenance of the website after the completion of the project.



9 APPENDIX

9.1 Annex 1: Stakeholder mapping by category

Stakeholder mapping						
Stakeholder category						
	Member States	Civil society, NGOs	TSOs	National regulators	European & national financial institutions and consultants	Media
EU	<ul style="list-style-type: none"> - Permanent Representation to the EU - SET-Plan IWG members 	<ul style="list-style-type: none"> - Greenpeace - Friends of the Super Grid - EASE Storage - Eurelectric - EERA - EUREC - other STE EU projects/JA-2 projects 	ENTOS-E	ACER	<ul style="list-style-type: none"> - European Investment Bank - World Bank 	<ul style="list-style-type: none"> - Euractiv - Politico - Energypost - Recharge - Bloomberg - Platts
BE	<ul style="list-style-type: none"> - Public Service of the Walloon region – DG Energy (DG04) - Economy and Employment Administration of Brussels-Capital region - Public Service of the Walloon region – DG Economy, Employment and Research (DGO6) 	Walloon Energy Commission	Elia	Federal Authority for the Regulation of Electricity and Gas (CREG)	<ul style="list-style-type: none"> - KBC - BNP Paribas 	
CY			Cyprus Transmission System Operator	Cyprus Energy Regulatory Authority		



DK	Danish Ministry of Energy, Utilities and Climate	Danish Energy Agency	Energinet	Danish Energy Regulatory Authority	- Danish Export Credit Agency - Investment Fund for Developing Countries - Danish Green Investment Fund	
FR	- DG Competition Policy, Consumer Affairs and Fraud Control (DGCCRF) - Ministry of the Ecological and Inclusive Transition	- Environment and Energy Agency (ADEME) - Association for Renewable Energy - Financial Market Authority (AMF) - French-German Office for Energy Transition - National Energy Mediator	Réseau de Transport d'Électricité (RTE)	Energy Regulatory Authority (CRE)	- Crédit Agricole - Amundi	- Les Échos - Le Figaro - Le Monde - La Tribune - Libération
DE	- Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) - Federal Ministry of Finance (BMF)	- German Energy Agency (DENA) - Renewable Energy Federation	- 50Hertz - Amprion - TenneT - TransnetBW	Federal Network Agency	Kreditanstalt für Wiederaufbau (KfW) Förderbank	- Tagesspiegel - Wirtschafts Woche - Süddeutsche Zeitung - Die Welt - VDI
EL	Ministry of Environment and Energy	- Centre for Renewable Energy Sources and Saving - Greek Association of RES Electricity Producers - Public Power Corporation S.A. (Renewables branch) - Greek Electricity Market Operator (LAGIE) [under development]	ADMIE	Regulatory Authority for Energy (RAE)		



IT	<ul style="list-style-type: none"> - Ministry of Economic Development - Ministry of Environment 	<ul style="list-style-type: none"> - Italian Producer of Renewable Energy Federation (FIPER) - National Agency for new technologies, energy and sustainable development (ENEA) - Gestore Servizi Energetici (GSE) 	TERNA	Regulatory Authority for Energy, Grids and Environment (ARERA)	Convert Italy	<ul style="list-style-type: none"> - Corriere della Sera - la Repubblica - La Stampa - MF Milano Finanza - Italia Oggi - Leggo - Staffetta Quotidiana - Quotidiano Energia - Rinnovabili - Resmagazine
LU	<ul style="list-style-type: none"> - Ministry of Economics, Department of Small and Medium Enterprises and Entrepreneurship - Ministry of Energy and Spatial Planning - Ministry of Environment, Climate and Sustainable Development 		Creos	Regulatory Authority (ILR)		
NL	Ministry of Economic Affairs and Climate Policy	Energy Research Centre of the Netherlands (ECN)	Tennet TSO	Authority for Consumers and Markets (ACM)	<ul style="list-style-type: none"> - ABN AMRO - Triodos Bank 	
PT	DG Energy and Geology [Ministry of Environment and Energy Transition] (DGEG)	Portuguese Association of Renewable Energy (APREN)	Redes Energéticas Nacionais	Energy Services Regulatory Authority (ERSE)	EDP Renováveis	
ES	Ministry for the Ecological Transition (MITECO), Secretariat of State of Energy	Association of Spanish Producers of Electricity from Renewables Sources (APPA)	Red Electrica de España	National Commission on Markets and Competition (CNMC)	<ul style="list-style-type: none"> - EDP Renováavis - Protermosolar - Iberdrola - Santander - Sabadell - Caixabank - Bankia - BBVA 	<ul style="list-style-type: none"> - El País - El Mundo - ABC - La Razón - Expansión - Agencia EFE - Energias Renovables



SE	Ministry of Environment and Energy	Swedish Energy Agency	Svenska Kraftnät	Energy Markets Inspectorate (EI)	- Nordea - Skandinaviska Enskilda Banken (SEB) - Svenska Handelsbanken - Swedbank	
CH	Swiss Federal Office of Energy (SFOE) – Federal department of the Environment, Transport, Energy and Communication	Agency for Renewable Energy and Energy Efficiency	Swissgrid	Swiss Federal Electricity Commission	- UBS company Clean Energy Infrastructure Switzerland (CEIS) - Credit Suisse Energy Infrastructure Partners AG - Zürcher Kantonalbank - Alternative Bank Switzerland	
TR	- Ministry of Foreign Affairs - Ministry of Energy and Natural Resources (MENR) - DG Renewable Energy (YEGM)	TÜBIAK	Türkiye Elektrik İletim Anonim Şirketi (TEİAŞ)	Energy Market Regulatory Authority (EPDK)	Garanti Bank	-Hurriyet -Cumhuriyet -Birgun - Evrensel



9.2 Annex 2: A table of communication tools and dissemination activities

Tools & Activities	Target audience	Objective/Description	Related WP	Timing/Frequency	Monitoring Measure	Key Performance indicator
E-mailing (internal comms.)	All	<ul style="list-style-type: none"> · Setting up meetings, exchanging information via emails; · Providing regular contact regarding the project progress. 	All	Regular	Regular conference calls	
Face-to-face meeting/Brokerage events	All	<ul style="list-style-type: none"> · Meeting with national, EU officials, national & international funding agencies and STE stakeholders; · Meeting with partners, SET-Plan partners and other project partners. 	WP2, WP3, WP5	Regular	Number of meetings	Milestone: M.2.2



<p>Online conference call</p>	<ul style="list-style-type: none"> • STE sector: Industry and R&D • System operators and regulators: TSOs, ENTSO-E, ACER, national regulators • International, European and national financial institutions and consultants • IWG of SET-Plan, other JA2 projects or STE-related projects 	<ul style="list-style-type: none"> • Online meetings, exchanging information; • Regular conference calls with partners, IWG, EC, and other projects 	<p>WP2, WP3, WP5</p>	<p>Regular</p>	<p>Number of meetings</p>	<p>At least once a month for project coordination call for all partners</p>
<p>Online Webinar</p>	<ul style="list-style-type: none"> • STE sector: Industry and R&D • International, European and national financial institutions and consultants • Media (international, EU, national) • IWG of SET-Plan, other JA2 projects or STE-related projects 	<ul style="list-style-type: none"> • Organising a webinar to discuss the content of relevant calls (e.g. from CSP-Eranet) and facilitate consortia building (brokerage event) and inviting all relevant stakeholders for joining the webinar 	<p>WP3</p>	<p>Yearly (e.g. M11 expected)</p>	<p>Number of webinars, participants invited and attended</p>	<p>At least 2 webinars are organised</p>



Online Survey	<ul style="list-style-type: none"> · STE sector: Industry and R&D · International, European and national financial institutions and consultants 	<ul style="list-style-type: none"> · Online survey will be used to collect data from stakeholders, with an online tool, such as Survey Monkey 	WP3	Yearly (e.g. M10 expected)	Number of participants took part in the survey	At least 2 times
Project Identity (Logo, standard)	All	<ul style="list-style-type: none"> · Build awareness and visibility · Establish project position and elevate HORIZON-STE's presence, prominence and recognition · Provide a clear and consistent documentation around the logo for all partners 	WP4	Due M3	Availability of electronic format, guideline to use.	All project materials should use the logo properly
Website - project site - ESTELA site - partners' sites	All	<ul style="list-style-type: none"> · A public site available for everybody interested in CSP/STE. This web site will provide information about project activities, results and interesting events for the CSP/STE sector. · Ensure the website will be fed in a timely 	WP2, WP3, WP4	Due M3	Website hits, page views, deliverable/document downloads, comments received, requests for information received.	2500 visitors overall



		manner, with relevant and consistent up-dates.				
Social Media (Twitter, LinkedIn) - of ESTELA - of partners - of news media (payment)	All	<ul style="list-style-type: none"> · Connecting with wider audience and drawing attention to new publications or other HORIZON-STE output or events or CSP/STE-related news. · General communication, announcements, news 	WP2, WP3, WP4	M1-M36	Number of posts for HORIZON-STE, number of likes, page comments, mentions, re-tweets, feedback.	Social media analytics. Expect 500 followers, and 200 posts use in the HORIZON-STE hashtags
Brochures	All	<ul style="list-style-type: none"> · Introduction to HORIZON-STE · Promote the project concept · Raise awareness · General info about project 	WP2, WP3, WP4	Due M6	Number of material printed and distributed, number of events where they are displayed and/or distributed	Brochures/Flyers: in hard copy (500-1000 copies) and e-copy. Keep track on where the materials are displayed or distributed.



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Posters/Roll-up	All	<ul style="list-style-type: none"> · Introduction to HORIZON-STE · Promote the project concept · Raise awareness · General info about project 	WP2, WP3, WP4	Due M6	Number of materials printed, number of events where they are displayed	Poster/Roll-ups: in hard copy (2 rollups) and e-copy. List of events where the materials are displayed.
Newsletters	All	<ul style="list-style-type: none"> · Promote the project concept · Update on project progress, news on STE · Raise awareness · Keeping the stakeholders informed about the project progress and meeting results 	WP2, WP3, WP4	M8, M14, M20, M26, M32, M36	Number of contacts to whom the newsletter is sent, number of requests to join mailing list.	Newsletter every 6 months. E-mailing to at least 400 subscribers.



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<p>Press Releases</p>	<p>All</p>	<ul style="list-style-type: none"> · Promote the project concept · Update on project progress, news on STE · Raise awareness · Announcing project news and important achievements. 	<p>WP2, WP3, WP4</p>	<p>M1-M36</p>	<p>Number of press releases published, number of media communications issued, number of published articles, media interviews, geographical scope and range of publication, media used, size of distribution list.</p>	<p>E-mailing to at least 400 subscribers.</p>
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<p>Attending events related to CSP or energy</p>	<p>All</p>	<ul style="list-style-type: none"> · Important opportunity to share project news and achievements with experts in the field and networking (e.g. CSP events, Euractiv events as participants or speakers) · Informing the STE stakeholders about the project news and progress, as well as about the specific funding opportunities launched to achieve the objectives of the IP (e.g. CSP-ERANET) 	<p>WP2, WP3, WP4, WP5</p>	<p>Regular</p>	<p>Type of event, and stakeholders attended, materials presented</p>	<p>At least 3 events attended</p>
<p>Journal articles to media</p>	<p>Specialized media press, national & EU media, etc.</p>	<ul style="list-style-type: none"> · Providing newsworthy articles based on the project findings to media outlets (e.g. Euractiv, and other EU/national news agencies) to make findings known to general public. 	<p>WP2, WP3, WP4</p>		<p>Number of articles published by media</p>	<p>News articles taken or published by news media</p>



<p>Infographics/Factsheets</p>	<p>All</p>	<ul style="list-style-type: none"> · Infographic factsheets present information on CSP/STE and its benefits · Raise awareness Using available data/content as promotional materials 	<p>WP2, WP3, WP4</p>	<p>M12, M24</p>	<p>Number of material printed and distributed, number of events where they are displayed and/or distributed, number of downloads</p>	<p>2 issues. Both in hard copy (500 copies) and e-copy. Keep track on where the hard copies are displayed or distributed. Monitor the clicking and download rate of the links shared.</p>
<p>Explainer video</p>	<p>All</p>	<ul style="list-style-type: none"> · Visualising the FOAK concepts through a short video to draw public interest. · Using available data/content as promotional materials 	<p>WP2, WP3, WP4</p>	<p>M12, M24</p>	<p>Number of video views/likes/shares, comments received</p>	<p>At least 100 views on social media platforms.</p>



Project reports (deliverables)	All	<ul style="list-style-type: none"> • Publishing findings of WPs and Tasks, making data available publicly 	All	M1-M36	Milestones; Publish online (for Public only) and store all reports on shared online platform (including, number of downloads)	Deliverable due dates
Special report/Publication	<ul style="list-style-type: none"> • STE sector: Industry and R&D • Policy makers: European Institutions, Member States, energy attachés. • System operators and regulators: TSOs, ENTSO-E, ACER, national regulators • International, European and national financial institutions and consultants 	<ul style="list-style-type: none"> • Special editorial reports from stakeholders (e.g. by Euractiv) 	WP2, WP3, WP4		Number of contacts to whom the report/newsletter is sent, number of downloads,	



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	<ul style="list-style-type: none">• Media (international, EU, national)• Civil society, Associations, NGOs					
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<p>Positional paper/Policy Briefs or recommendations</p>	<ul style="list-style-type: none"> • STE sector: Industry and R&D • Policy makers: European Institutions, Member States, energy attachés. • System operators and regulators: TSOs, ENTSO-E, ACER, national regulators • International, European and national financial institutions and consultants • Media (international, EU, national) 	<ul style="list-style-type: none"> • Publishing policy recommendations based on HORIZON-STE findings (or meeting officials); available to policy, industry audience. 	<p>WP2, WP3</p>	<p>M8-M36</p>	<p>Deliverables D.2.2 & D.2.3</p>	
<p>Press media contacts</p>	<p>All</p>	<ul style="list-style-type: none"> - Building good relationship with media contacts and informing them regularly the status of the project 	<p>WP2, WP3, WP4</p>	<p>Regular</p>	<ul style="list-style-type: none"> - Database of the media contacts 	<p>At least 10 news media contacts</p>



Joint events with other projects/events	All	<ul style="list-style-type: none"> Organizing specific seminars to inform the attendants about the project news, plans, achievements and funding opportunities related to the IP 	WP2, WP3, WP4		Type of event, and stakeholders attended, materials presented, the impact of joint events	At least 1 joint event with other projects/events
Seminars	<ul style="list-style-type: none"> STE sector: Industry and R&D Policy makers: European Institutions, Member States, energy attachés. International, European and national financial institutions and consultants Media (international, EU, national) IWG of SET-Plan, other JA2 projects or STE-related projects 		WP3	Yearly	Number of participants; List of participants, event description, presentations of the events, photos, etc.	At least 2 seminars will be organised



<p>Joint national events/workshops</p>	<p>All</p>	<ul style="list-style-type: none"> · Presenting the findings of the mapping exercise between needs and STE value proposition opening ground for potential cooperation. · Facilitating dialogue and information exchange in a bidirectional manner (i.e. incorporate lessons learnt and discuss draft results and findings) – at national/regional level. 	<p>WP2, WP3, WP4</p>	<p>M10, M15, M20, M24, M28, M33 (1 event per country selected) estimated</p>	<p>List of participants, event description, presentations of the events, photos, etc. 50 expected participants per event, 6-events are foreseen.</p>	<p>At least 4 events will be organised</p>
<p>Power Plant visits</p>	<p>All</p>	<ul style="list-style-type: none"> · Organising site visits to CSP/STE power plant or research institutions for authorities and policy makers showcasing the technology & potential. These visits will be organised together back-to-back with General Assemblies and the EU Cooperation Event. 	<p>WP2, WP3, WP4</p>	<p>M12, M24, M35 (estimated)</p>	<p>List of participants, event descriptions, photos, etc.</p>	<p>3-5 government delegates, 3-5 representatives of regulators participating; at least 3 events.</p>



<p>EU cooperation event</p>	<p>All</p>	<ul style="list-style-type: none"> · Presenting the findings of the mapping exercise between needs and CSP/STE value proposition opening ground for potential cooperation. · Facilitating dialogue and information exchange in a bidirectional manner (i.e. incorporate lessons learnt and discuss draft results and findings) – at European level. 	<p>WP2, WP3, WP4</p>	<p>M34-M35</p>	<p>List of participants, event description, presentations of the events, photos, etc.</p>	<p>1 event will be organised, expected 50 participants.</p>
<p>Final closing event</p>	<p>All</p>	<ul style="list-style-type: none"> · Disseminating the final results of the project to all stakeholders <p>Spreading and anchoring final findings of HORIZON-STE in policy and academic communities, and to the CSP and electricity industry. This event will be organised together with the last General Assembly.</p>	<p>WP2, WP3, WP4, WP5</p>	<p>M36</p>	<p>List of participants, event description, presentations of the events, minutes photos, etc.</p>	<p>Expected 80 participants.</p>

