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DeCrises

# D6.2 Plan for Exploitation and Dissemination of Results

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## Key takeaway messages

The ultimate goal of the Plan for exploitation and dissemination of results (PEDR), and the associated communication strategy for the DeCrises project is to translate project results into concrete societal and political impact, supporting democratic resilience, equity, and sustainable governance in times of crisis. To achieve this, the plan puts forward communication, dissemination, and exploitation (CDE) activities as central to ensuring that the project's results are visible, accessible, and impactful. All the key exploitable results (KERs) - including conceptual frameworks, methodological tools, policy recommendations, and governance models - will be tailored for practical use by their corresponding stakeholders. Tailored outreach actions will promote the impact of results and will take place at multiple levels. Policymakers will gain actionable roadmaps and recommendations; communities and civil society will be provided with tools for community empowerment to co-create governance frameworks; and academia and technology sectors will receive policy toolkits and frameworks to strengthen policy development and implementation. All of this will be carried out through project-specific CDE tools and pathways, ranging from open-access scientific outputs, policy briefs, and workshops to infographics, videos, and social media campaigns, ensuring both broad and targeted reach. These tools and pathways will be implemented throughout the project's duration, with their focus and use shifting according to the two phases of the project's CDE actions as established by the CDE implementation plan outlined in this document.

## Executive summary

The DeCrises Plan for Exploitation and Dissemination of Results (PEDR) sets out the strategy for maximising the visibility, uptake, and long-term impact of project outputs. This first edition combines measures defined in the Description of Action (DoA) with input from consortium partners collected via a PEDR survey, ensuring alignment between contractual commitments and stakeholder needs.

The DeCrises PEDR covers the three core dimensions: communication, focused on awareness-raising and project visibility; dissemination, ensuring timely access to knowledge and results for researchers, policymakers, and practitioners; and exploitation, targeting the sustainable use of outputs beyond the project duration. Key exploitable results (KERs) have been identified across research outputs, applied tools, dissemination products, and capacity-building activities, and linked with specific CDE pathways.

The current deliverable is organised into distinct sections to ensure clarity and coherence. Section 1 introduces the purpose of the PEDR, situating communication, dissemination, and exploitation (CDE) within the Horizon Europe framework and outlining their importance for DeCrises. Section 2 provides an overview of the CDE strategy, explaining the scope and objectives of communication, dissemination, and exploitation, and how they will be implemented in line with the project's aims and activities. Section 3 presents the Key Exploitable Results (KERs) identified through analysis of the Description of Action and partner survey inputs, structured by work package and category. Section 4 describes the project's target groups and stakeholders, explaining how outreach activities will be tailored to their specific needs. Section 5 outlines the

communication and dissemination pathways, channels, and tools, distinguishing between primary and secondary mechanisms for outreach. Section 6 details the implementation plan, broken down into three stages (foundation building, active dissemination, and exploitation/legacy building), accompanied by a set of Key Performance Indicators (KPIs) to monitor effectiveness. Finally, the Outlooks section outlines the process for updating and refining the PEDR over the course of the project, ensuring its continued alignment with project objectives and stakeholder expectations.

DeCrises develops and applies a phased implementation plan, which will be evaluated and updated in consecutive deliverables: M1-18 (April 2025 – September 2026) - foundation building, including establishing and reaffirming the project identity and outreach structures; M19-36 (October 2026 – March 2027) - active dissemination, targeting stakeholder engagement and policy uptake; planning and setting up of exploitation and legacy building, ensuring durable policy and societal impact. A set of key performance indicators (KPIs) has been defined to track progress and adapt strategies as required.

This PEDR provides the initial roadmap for ensuring that DeCrises results support EU policy objectives, strengthen multilevel governance, and contribute to the green and digital transitions in times of crisis.

## Non-technical summary

The D6.2 Plan for Exploitation and Dissemination of Results (PEDR) is a DeCrises deliverable that outlines how the findings from the project will be used, shared, and communicated to various stakeholders, to maximize impact. The current first edition is due in M6 (September 2025), and will be updated in M19 (D6.3, October 2026) to assess progress and plan future actions. The plan is developed based on the project's Description of Action (DoA) and insights from the consortium, gathered through a questionnaire.

The DeCrises PEDR is built around three key activities: communication, which makes the project visible and accessible to the wider public; dissemination, which ensures that findings and tools reach researchers, policymakers, and practitioners who can use them; and exploitation, which focuses on making sure that results are applied and continue to bring value throughout and beyond the project's lifetime.

This first version of the PEDR outlines the Key Exploitable Results (KERs), target groups, tools, and channels that will be used, as well as a phased plan for implementation. The plan is divided into three stages: establishing the project identity and outreach structures (M1-18, April 2025 – September 2026), intensifying dissemination and stakeholder engagement and maximising uptake of results and securing the project's legacy (M19-36, October 2026 – March 2027). Key performance indicators (KPIs) have been defined to monitor progress. Overall, the PEDR provides a roadmap to ensure that DeCrises supports EU policy objectives, strengthens governance, and contributes to the green and digital transitions in times of crisis.

# List of abbreviations

| | |
|---|---|
| CDE | Communication, Dissemination and Exploitation |
| DeCrises | EU Decarbonisation in Times of Crises: Exploring Social Innovations and Enhancing an Equitable Twin Transition (Project acronym) |
| DoA | Description of Action |
| EC | European Commission |
| EU | European Union |
| IKEM | Institute for Climate Protection, Energy and Mobility |
| JRC | Joint Research Centre |
| JYU | University of Jyväskylä |
| KERs | Key Exploitable Results |
| KPIs | Key Performance Indicators |
| MLG | Multilevel Governance |
| NGOs | Non-governmental Organizations |
| PEDR | Plan for Exploitation and Dissemination of Results |
| PI | Principle Investigator |
| SI(s) | Social Innovations(s) |
| SPI | Science-policy Interface |
| WP | Work Package |

# 1. Introduction

The DeCrises project addresses the governance challenges of the European Union (EU)'s twin transition, supporting the transformation of society, economy, and infrastructure towards greater sustainability and resilience. The research methodology is grounded in the framework of multi-level governance and will produce results for a variety of target groups at different levels - from the local to regional and to the EU-wide level. The project has also four case studies: Green Region Vestland (Norway), Fingrid Datahub (Finland), City of Riga (Latvia), and Municipality of Potęgowo (Poland). The case studies provide a practical foundation for generating insights and developing solutions that contribute to an equitable transition, with direct relevance for academia, research, business, industry, policymakers, and society at large.

To ensure that the project's results achieve maximum visibility and impact, a comprehensive Plan for Exploitation and Dissemination of Results (PEDR) is developed. This initial PEDR is delivered in M6 (September 2025) of the project, and will have a scheduled evaluation of performance and update in M19 (October 2026).

The communication, dissemination, and exploitation (CDE) activities of DeCrises are structured in line with the project timeline and organised into three distinct phases:

- Phase 1 (M1–M18): Establish project identity, raise awareness, and launch initial outreach activities.
- Phase 2 (M19–M36): Intensify dissemination, foster collaboration, and strengthen stakeholder engagement; focus on exploitation, ensuring uptake of results and securing the project's long-term legacy.

The first version of the DeCrises PEDR was developed by building on the measures to maximise impact identified in the project's Description of Action and amplifying them through a consortium-wide consultation process based on feedback from a comprehensive questionnaire. This questionnaire had 30 questions and was sent to partners in M3 to collect information about their communication and dissemination needs, planned activities, and the relevance of their output to each stakeholder group.

Partners' answers to the questionnaire provided valuable insights into expected outputs, target audiences, and suitable channels and tools for communication, dissemination, and exploitation (CDE). Building on this input, the PEDR is organised in a clear sequence. Section 2 defines the fundamental aspects of CDE implemented in DeCrises. Section 3 presents the Key Exploitable Results (KERs), outlining their objectives and assigning a dedicated CDE strategy to each. Section 4 develops the narrative and key messages. Section 5 identifies and refines the target groups and stakeholders in line with the questionnaire results. Section 6 describes the project's CDE pathways, channels, and tools. Finally, Section 7 brings these elements together in an implementation plan.

# 2. Communication, dissemination, and exploitation (CDE)

In Horizon Europe, communication, dissemination, and exploitation (CDE) represent three complementary but distinct dimensions of project impact. Together, they ensure that project results are visible, accessible, and sustainably used beyond the project's lifetime. For DeCrises, these activities are not only essential for maximising outreach and impact, but also intrinsic to its mission of strengthening governance for the EU's green and digital transitions in times of crises.

## 2.1 Communication (C)

Communication is the broadest activity, aimed at raising awareness of the project, its objectives, and its relevance for society. According to Horizon Europe guidelines, effective communication ensures visibility of EU-funded projects and promotes the value of their contribution to European citizens and stakeholders. Communication activities will present DeCrises as a flagship initiative contributing to the just twin transition, making complex research understandable and relevant for the general public. Communication activities support the establishment of the recognisable identity of the project, ensure the building of trust with target audiences, and highlight the societal benefits of improved multilevel governance in times of crises. A diverse set of tools and channels is employed in communication terms, ranging from the project website and newsletters to social media campaigns, multilingual promotional materials, and press outreach. Particular attention will be paid to tailoring content for segmented audiences: for instance, LinkedIn for academia and research, and YouTube for audiovisual explainers.

While broadly targeting awareness, communication outputs will also integrate policy-relevant messaging, ensuring that evidence and insights from DeCrises are visible and accessible to policymakers at the EU, national, and local levels.

The communication strategy for DeCrises in this initial PEDR focuses on broad outreach and awareness raising. A set of diverse channels and tools is developed to achieve this goal. To effectively integrate policy feedback, communication activities should be strategically tailored to ensure that policy-relevant insights reach and engage the intended audiences within government and policymaking spheres. The communication pathways, channels, and tools are presented in further detail in Section 6 of the current document.

## 2.2 Dissemination (D)

Dissemination ensures that project results and knowledge are shared with those who can best use them - researchers, policymakers, practitioners, civil society, and industry. It aligns with Horizon Europe's principle of making EU-funded knowledge available for uptake, thus increasing scientific, social, and economic value.

DeCrises dissemination activities will provide access to the project's scientific outputs, methodologies, and policy-relevant insights. Open-access publications in peer-reviewed journals, policy briefs, factsheets, and thematic reports will ensure that findings are usable for different communities.



Dissemination is closely linked to policy feedback, which is necessary to monitor achievement of policy objectives, encourage evidence-based policymaking, and fine-tune policies where required. As DeCrises' research and outputs strongly relate to policymaking at the EU, regional, and national levels, the application of policy-specific dissemination tools, channels, and pathways is envisioned in the project's PEDR.

DeCrises places strong emphasis on disseminating results directly to policymakers at multiple levels. A collection of multilingual policy briefs (English, Polish, Latvian, Norwegian and Finnish) will distil evidence, recommendations, sustainability aspects, and project legacy. Policy webinars and targeted workshops will create structured spaces for dialogue and uptake of results. Collaboration with the JRC Competence Centre on Participatory and Deliberative Democracy will further ensure that DeCrises methodologies and findings align with EU-level practices.

Workshops, webinars, and participation in European platforms such as the Horizon Results Platform will ensure that dissemination is not only unidirectional but also creates opportunities for feedback and co-creation with stakeholders.

## 2.3 Exploitation (E)

Exploitation refers to the process of ensuring that project results are used beyond the lifetime of the project. It involves valorising knowledge by translating it into practical applications, policy frameworks, governance tools, or further research. In Horizon Europe, exploitation is essential for ensuring long-term value and sustainability of EU-funded research.

DeCrises' exploitation efforts will focus on transforming project results into actionable insights and durable outputs that support governance, crisis response, and democratic resilience. Key exploitable results (KERs) identified in DeCrises (presented in Section 3 of the current document) include conceptual frameworks, methodological tools, policy recommendations, and governance models. These results will be packaged into user-friendly formats, such as policy handbooks, decision-making frameworks, and practice-oriented reports.

DeCrises exploitation will be pursued through an array of pathways, including direct engagement with policymakers and stakeholders to ensure uptake of results; integration of outputs into policy processes, supported by co-developed recommendations and handbooks; creation and fostering of synergies with EU-level platforms such as the Horizon Results Platform and Horizon Standardisation Booster; monitoring and adaptation through the iterative PEDR updates (D6.3 in M19 of the project's duration and beyond), ensuring that exploitation strategies are aligned with stakeholder needs and evolving contexts.

DeCrises brings a distinctive added value by providing a theoretical framework to assess data governance and security in energy systems while enhancing transparency, effectiveness, accountability, and legitimacy in public policymaking. This contribution will be advanced in collaboration with the JRC Competence Centre on Participatory and Deliberative Democracy and the Institute for Climate Protection, Energy and Mobility (IKEM), ensuring integration into broader EU governance and policy debates.

# 3. Key Exploitable Results

Key exploitable results (KERs) represent the most significant outputs generated by a project that have clear potential for practical use, application, or further development beyond the project's lifetime. They represent concrete results that can be taken up by specific stakeholders - such as scientific knowledge, datasets, models, policy recommendations, technological tools, or capacity-building methodologies. Identifying and documenting KERs is essential because they form the bridge between research activities and tangible societal, economic, and environmental impact. By clarifying the exploitable results, identifying potential target users, and understanding how these results can be transferred, adapted, or scaled up, projects ensure their contributions extend well beyond academic dissemination.

The DeCrises KERs were withdrawn and synthesised through a two-step process. First, the Description of Action (DoA) was systematically reviewed to extract all planned research outputs, applied results, engagement activities, and dissemination products across the five work packages. Each expected result was provisionally classified under four categories: **Research results, Applied and technical outputs, Capacity building and engagement outputs, and Communication and dissemination outputs**.

Second, these DoA-derived results were cross-validated and refined through the input provided by project partners in a dedicated survey for the dissemination and exploitation of project results. The structured online PEDR survey was circulated to all work package leaders and members. This partner consultation provided valuable contextualisation and clarified the practical outputs foreseen.

This process has resulted in a coherent and partner-validated list of KERs for DeCrises, structured by work package and categorised by type of result. The methodology strengthens both the transparency and the usability of the KERs for exploitation, ensuring they reflect not only the project's contractual commitments but also the practical and scientific priorities of the consortium. The list of KERs is provided in Table 1 (below).

Table 1. DeCrises Key Exploitable Results (KERs)

| Work package | Task | Category | KER |
|---|---|---|---|
| WP1 | Task 1.1 - MLG Mapping | Research results | A comprehensive map of MLG across the EU, detailing key institutions, actors, and processes. |
| WP1 | Tasks 1.2 and 1.3 - In-depth analysis and Effectiveness Assessment | Research results | Identification of gaps and inefficiencies in existing MLG systems across the EU. |

| | | | |
|---|---|---|---|
| WP1 | Task 1.4 - Innovation in Policymaking | Applied and technical outputs | Identification of opportunities to integrate social innovations into MLG systems for improved policymaking. |
| WP1 | General WP Outcome | Research results | Development of a conceptual framework for integrating bottom-up actors and initiatives into the EU's MLG system. |
| WP1 | General WP Outcome | Capacity building and engagement outputs | Engagement with various policy and decision-making levels to identify gaps and opportunities for enhanced bottom-up participation. |
| WP1 | General WP Outcome | Communication and dissemination outputs | MLG map, report identifying gaps, and a report on an appropriated MLG framework for climate and digital transitions. |
| WP2 | Task 2.1 | Research results | Examination of regional policies for just twin transitions in four countries, focusing on equity and inclusion. |
| WP2 | Task 2.2 | Research results | Assessment of how civil society is involved in climate and digital transitions, including grassroots movements and NGOs. |
| WP2 | Task 2.3 | Applied and technical outputs | A strategic framework to enhance participatory governance, ensuring inclusion in decision-making processes. |
| WP2 | General WP Outcome | Communication and dissemination outputs | 3 reports to be made available to the public. |
| WP3 | Tasks 3.1-3.2 | Research results | Systematic examination and critical systematisation of EU Green Deal and Digital Strategy frameworks; principles and guidelines to be used as indicators. |
| WP3 | Tasks 3.3-3.4 | Research results | Assessment of case study alignment and feasibility of EU guidelines. |

| | | | |
|---|---|---|---|
| WP3 | Task 3.5 | Research results | Development of a theoretical framework for data governance in energy systems. |
| WP4 | Task 4.1 | Research results | Participatory mapping of socio-technical imaginaries. |
| WP4 | Task 4.2 | Research results | Identification of enabling and limiting factors in social innovation project implementation. |
| WP4 | Task 4.3 | Research results | Insights into governance reconfiguration driven by SIs. |
| WP4 | Task 4.4 | Capacity building and engagement outputs | Reports and tools facilitating stakeholder knowledge exchange. |
| WP5 | Task 5.1 | Applied and technical outputs | Actionable policy recommendations co-developed with stakeholders. |
| WP5 | Task 5.2 | Research results | Exploration of future policy scenarios and energy transition pathways. |
| WP5 | Task 5.3 | Applied and technical outputs | Strategic policy framework with sequencing and key performance indicators. |

# 4. DeCrises narrative and key messages

The narrative of DeCrises is crucial for the project's communication and dissemination actions throughout its duration and beyond. The wide spectrum of target groups and levels of interaction calls for a holistic approach and coordination of the project's main messages. The central theme of the DeCrises narrative is "Empowering Communities for Inclusive Climate and Digital Transitions through Efficient Multilevel Governance and Social Innovation".

In addressing the intertwined challenges of climate change and digital transformation, it is increasingly recognised that viable solutions do not solely originate from central authorities but also from local communities. Through grassroots initiatives and innovative practices, communities exhibit resilience and resourcefulness that contribute significantly to the broader objective of transitioning towards a sustainable and digitalised future.

An inclusive approach is advocated whereby dominant institutions are supported and informed by the experiential knowledge and diverse solutions generated at the community level. This



approach emphasises collaborative change processes that leverage the synergies between digital transformation and decarbonisation policies, commonly referred to as the twin transitions, to enhance systemic resilience.

The establishment and reinforcement of positive feedback mechanisms, characterised by bidirectional flows of information and action across governance levels, are fundamental. By fostering such feedback loops, policymakers and local stakeholders can co-develop integrated strategies to address multifaceted challenges. Facilitating bottom-up contributions from communities unlocks significant potential for improving the efficiency, equity, and adaptability of crisis management efforts.

This framework underscores the critical role of community-led social innovation as an indispensable element in advancing the twin transitions towards sustainable development and climate resilience. The convergence of evolutionary institutional reforms and empowered grassroots initiatives is essential for constructing a more robust and equitable future.

Table 2: Key messages per target groups

| Key messages per target group |
|---|
| **Policymakers (EU, national, regional, local levels)** |
| DeCrises provides a clear roadmap to enhance governance structures during transitions. Policymakers can engage with the project's recommendations to foster more effective and inclusive climate and digital transition policies. The project aims to improve climate and digital policy implementation and inform decision-making for EU member states, including future members. |
| **Civil society and community actors** |
| DeCrises empowers communities to actively participate in the twin transition processes, ensuring their voices are heard and integrated into policy decisions. Active involvement in co-creating a Multi-Level Governance (MLG) framework for just twin transition ensures that community voices are considered in governance decisions, fostering a more robust culture of inclusive governance. The project encourages social innovation practitioners to seek models for community-led transitions and aims for decision-makers to routinely engage and co-create with communities, fostering trust and cooperation. |
| **Research and technology groups** |
| These groups will gain access to a valuable policy guidelines toolbox to aid policy development and implementation, thereby elevating the impact of transition policies. The project aims to contribute to improved policy development and implementation through enhanced capacity building and guidance, applicable not only to the twin transition but also to other policies. |
| **All stakeholders** |
| DeCrises aims to enhance the transparency, effectiveness, accountability, and legitimacy of public policymaking, particularly during times of crises and threats to democracy. Engagement |

with all stakeholders is expected to foster immediate improvements in policymaking. In the long term, the project can significantly contribute to integration of new EU member states by offering valuable methodologies and recommendations for governance, community engagement, and collaborative efforts in challenging times. The DeCrises project aims to produce content relevant to all these stakeholder groups, often in their respective national languages, to ensure effective communication and dissemination.

# 5. Target groups and stakeholders

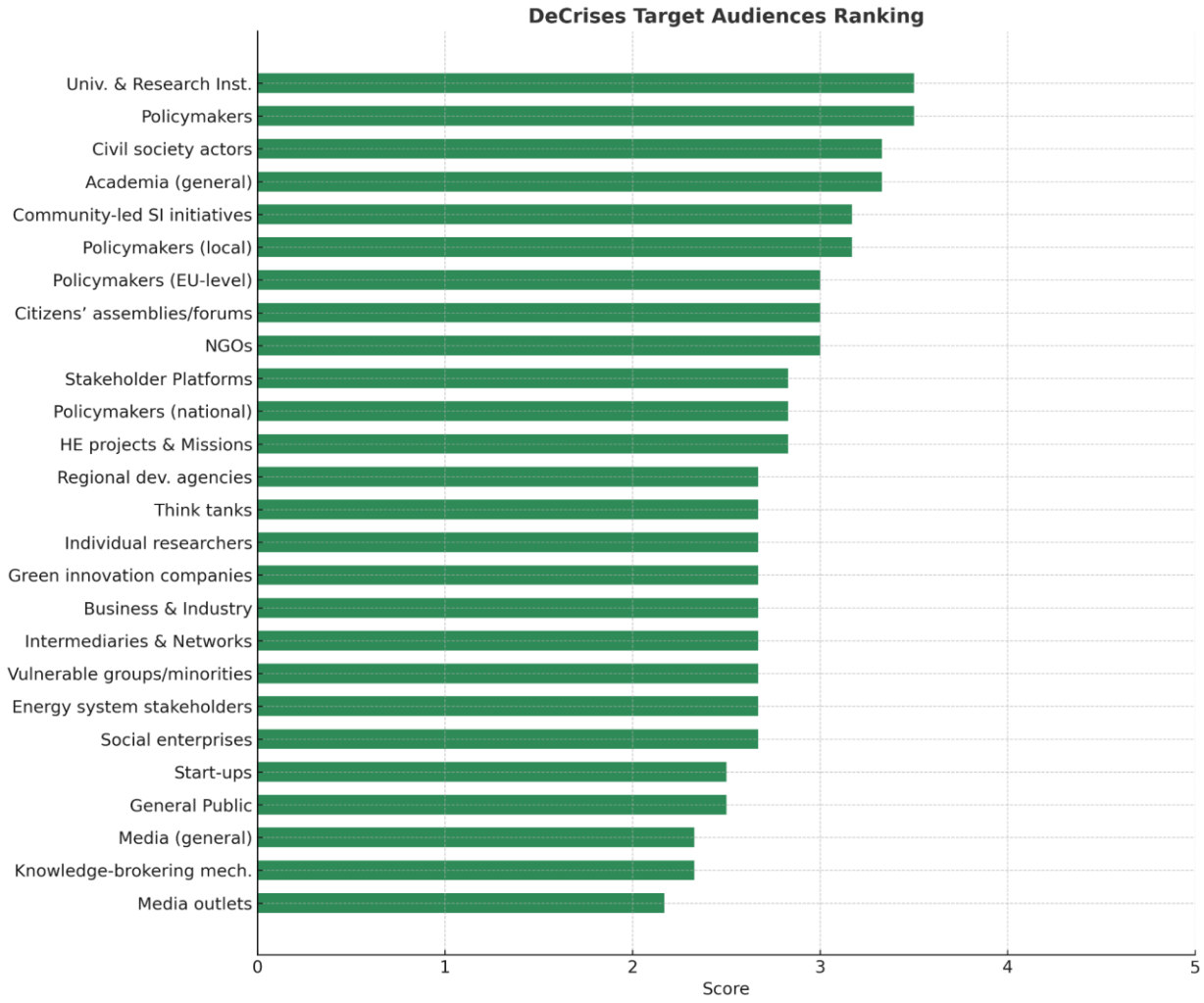
Identifying clear target groups is essential for ensuring that the CDE activities of DeCrises are effective and impactful. By defining who the intended audiences are, a project can tailor its messages, choose the most appropriate channels and allocate resources efficiently to reach stakeholders who can benefit from and act upon its results. Clear target group identification also supports the alignment of outreach activities with project objectives, maximises stakeholder engagement, and increases the likelihood that project outcomes will inform policy, guide practice, or stimulate further innovation. Moreover, it enables the monitoring and evaluation of communication effectiveness, ensuring that key messages resonate with the right audiences and contribute to the long-term sustainability and uptake of project results.

The identification of the DeCrises target groups is guided by the project's overarching objectives for communication, dissemination, and exploitation, ensuring that outputs reach the most relevant stakeholders. Through a structured survey of project partners, including Work Package (WP) leads, WP members, and the Principal Investigator (PI), project partners were asked to assess the relevance of various groups using a five-point Likert scale (from Not relevant to Highly relevant). This process enabled the project to prioritise engagement with academia and research institutions, civil society and community actors, intermediaries and networks, policymakers at EU, national, and local levels, business and industry stakeholders, and the media and general public. The analysis was conducted both at the overall project level and for each WP, distinguishing between the perspectives of all WP representatives and WP leads alone. This dual-level ranking not only reflects the broad consensus on key audiences but also highlights specific nuances and strategic priorities within each WP, ensuring that DeCrises' outreach is both targeted and aligned with the diverse objectives of its components. The results from the ranking of the results from the DeCrises questionnaire are shown in Figure 1 at the end of the current section.

The results from the conducted survey among partners, alongside the conducted analysis of stakeholders in the topical field of DeCrises show that the primary levels of communication and dissemination should be: EU-level, transboundary/international level, regional level, and national level of dissemination. This indicates that the DeCrises project communication and dissemination efforts should adopt a differentiated approach for delivering the project's messages, focusing on both reaching out to the EU-level and international stakeholders, as well as regional and national ones.

To achieve this, the project aims to produce content relevant to all of these stakeholder groups in an appropriate format, and where necessary and possible, provide it in the respective national language. Further information about the communication and dissemination pathways, channels, and tools used by DeCrises is provided in Section 6 of the current plan.

Figure 1. PEDR questionnaire survey




**Source: DeCrises PEDR survey among project partners (author's graph).**

A set of initial stakeholder representatives of the target groups has been developed as an internal database of stakeholders within WP6, with the document made available to DeCrises partners on the shared project management space of the project. The high-priority stakeholders are crucial to DeCrises' communication and dissemination efforts during the project's first 18 months.

# 6. CDE pathways, CDE channels, and tools

Project communication and dissemination channels, tools, and pathways are the means and methods through which a project shares information, engages stakeholders, and promotes its results to relevant audiences. Channels refer to the platforms used, such as websites, social media, newsletters, or press release services, while tools encompass the specific formats and materials, including videos, infographics, reports, and presentations. Pathways describe the strategic routes for delivering messages to target groups, ensuring they reach the right people at the right time. Together, these elements are essential for maximising visibility, fostering stakeholder engagement, encouraging the uptake of results, and ensuring that the project achieves its intended impact during its lifetime and beyond.

DeCrises employs a combination of primary and secondary communication channels to ensure broad, targeted, and effective outreach to its diverse stakeholder groups.

The primary channels include the project website, which serves as a central hub for information and resources; the project's social media accounts on LinkedIn, Instagram, and YouTube; and the project e-newsletter. These channels are multi-purpose, providing timely updates, showcasing project results and fostering engagement across all audience types. Within this mix, LinkedIn is strategically oriented toward academia and research communities, facilitating professional networking and the dissemination of scientific outputs. Instagram is oriented towards reaching civil society.

Secondary channels complement this core strategy: platforms such as EurekAlert! and AlphaGalileo are used for distributing press releases to media outlets; the Horizon Results Platform targets researchers and EU policymakers; and other ad hoc channels are leveraged depending on specific events, opportunities, or stakeholder needs. Together, these channels enable DeCrises to maintain high visibility, ensure information reaches the right audiences, and maximise the impact of its communication and dissemination efforts.

DeCrises employs a wide range of communication and dissemination tools to maximise the reach, relevance, and impact of its activities and results across its diverse stakeholder groups. These tools are designed to serve multiple purposes, from informing and engaging stakeholders to promoting uptake of the project's outputs and are adaptable to the needs of specific audiences. Core activities include regular news items and calendar updates on the project website, volumes of the e-newsletter, and posts on social media platforms (LinkedIn, Instagram, YouTube), which may take the form of standard updates, visually engaging carousel posts, or targeted social media campaigns for key project milestones or thematic moments. Visual and concise formats such as infographics and fact sheets are used to make complex information more accessible, while policy briefs and outlook documents target decision-makers and strategic stakeholders. Specialised promotional materials are developed for the case studies, alongside tailored summaries, resumes, and other concise documents for specific audiences. Direct engagement is supported through presentations at conferences and events, ensuring visibility among academic, policy, and practitioner communities. Crucially, the case-studies-related communication tools will be multilingual, ensuring that local stakeholders, such as policymakers in the project's case study



communities, receive materials in their respective national languages, enhancing inclusivity and impact.

Communication and dissemination tools include:

- News items on the project website
- Website updates and calendar updates
- Volumes of the e-newsletter
- Social media posts (LinkedIn, Instagram)
- Carousel posts and thematic social media campaigns
- Promotional materials (general and case study-specific)
- Infographics
- Policy briefs
- Factsheets
- Outlook documents (for case study results and descriptions)
- Summaries and resumes
- Presentations at conferences and events
- Scientific publications
- An open-access book dedicated to the DeCrises outcomes

In accordance with the main target groups identified in the PEDR survey, DeCrises is also set out to perform various communication and dissemination activities for local and national-level target groups in several national languages.

## 6.1 Communication Pathways, Tools and Channels

Communication in Horizon Europe projects aims to raise awareness and promote the project and its results to multiple audiences, including policymakers, academia, civil society, media, and the general public. In DeCrises, communication activities focus on enhancing visibility towards the general public, building awareness of the project's objectives, and highlighting its contribution to the EU's green and digital transitions.

DeCrises adopts broad outreach strategies that combine professional, community-based, and localised approaches to ensure that project messages reach diverse stakeholders effectively. This includes integrating policy-relevant communication into public-facing outputs and tailoring content to highlight societal benefits and impacts. A key measure of this effort is the commitment to achieving four successful collaborative initiatives across different governance levels by the end of the project.

The main communication channels identified are as follows:

- **Project website** (decrises.eu) - The DeCrises website serves as the central hub for resources, news, events, and outputs, outlining the project's objectives and the concrete



results achieved. The project aims to achieve measurable targets, including more than 10,000 visits over the project duration, an average session duration of more than 120 seconds, and attracting more than 30% returning visitors. **Target group**: All;

- **Social media accounts** - Social media accounts on LinkedIn, Instagram and YouTube provide dynamic platforms for reaching diverse audiences through timely updates, visual content, and interactive engagement. They play a key role in communicating DeCrises to the general public by raising awareness, showcasing results, and fostering dialogue across professional, community, and local stakeholder groups. Specific metrics established for these channels include posting more than two posts per week, aiming for more than 100,000 impressions on social media over the project duration, and gaining more than 100 new followers/subscribers per year. Furthermore, two social media posts each month will be dedicated to deliberative processes and Multilevel Governance (MLG) and the topic of social innovation (SI) to popularise the relevance of MLG and SI and achieve a higher level of community empowerment in EU regions for the twin transition by the end of the project. **Target group**: All
- **General promotional materials** - General promotional materials, such as brochures, posters, roll-up banners, and project stickers serve as accessible and visually engaging tools to introduce the project's objectives, activities, and relevance to a wide audience. Their role is to raise awareness among all stakeholders, including the general public, ensuring visibility of the project beyond expert circles and fostering broader recognition of its societal impact. The project commits to producing five promotional materials, with the understanding that more than 500 will be distributed. Promotional materials that use non-technical language and engaging visuals also ensure better accessibility of DeCrises. **Target group**: All;
- **Webinars and events** - The project commits to several measurable event outputs, including the delivery of D5.3: Three webinars. The overall implementation plan sets a goal for six webinars (until the end of the project), which includes three collaborative international knowledge-sharing webinars and four additional national knowledge-sharing webinars, with a minimum target of 100 attendees (total) for the webinars. The project also commits to organizing 12 local workshops and three international workshops.
- **Press releases** - Published in dedicated platforms such as EurekAlert! and AlphaGalileo, the DeCrises press releases will aim to reach out to the broader communities through their general media outreach efforts. In addition, on an ad hoc basis, media participation of project partners on the topic of DeCrises will also be endorsed by project communication to maximise impact. Upon request, the project communications team provides ad hoc training of speakers preparing for interviews aimed at the general public. Joint press releases with other projects and initiatives (such as Interreg Energy Equilibrium and Europe-Ukraine Energy Transition Hub) are identified as another potential instrument that could amplify the effect of communication efforts. **Target group:** General public and media.



Communication efforts of DeCrises will be focused not only on the general presentation of the project, its objectives and results, but also towards communicating efficiently the key messages of the project's narrative, identified in Section 4 of the current document.

The main communication tools that the project is going to utilise include:

- Promotional materials (brochures, roll-ups, 2-pagers, project presentations);
- Infographics and factsheets (adapted to specific audiences);
- Social media posts, carousel posts, and thematic campaigns, including the celebration of international days (such as World Environment Day);
- Multilingual communication activities and outputs;
- DeCrises videos

## 6.2 Dissemination Pathways, Tools, and Channels

Dissemination ensures that project results and knowledge are made accessible to stakeholders to whom the results are relevant and who can use them, including researchers, policymakers, civil society, and industry. Dissemination supports the open science policies of DeCrises and contributes to the uptake of results during and beyond the project's lifetime.

Dissemination activities are designed to ensure the early and continuous availability of outputs. They are designed to maximise the scientific, societal, and policy impact of DeCrises by promoting open access result publication, supporting knowledge sharing, and embedding results into relevant European and national policy processes such as the Horizon Results Platform, CORDIS and Science for Environment Policy.

DeCrises has identified the following main dissemination channels:

- Open-access scientific publications in peer-reviewed journals. Target group: Academia and research;
- Horizon Results Platform and other EU platforms. Target group: Policymakers (EU-level), academia and research;
- Project newsletter (bi-annual). Target group: Policymakers (all levels), academia and research, experts;
- Science for Environment Policy EU platform and newsletter. Target group: Policymakers (EU-level), academia and research, experts.
- Workshops and webinars (international, national, and local levels), Target group: policymakers (local and regional level, all levels), local communities;
- Policy briefs (multi-lingual). Target groups: policymakers (all levels).
- Social media: LinkedIn. Target groups: policymakers (EU-level), academia and research;
- Social media: Instagram. Target groups: general public, local communities, all;
- Social media: YouTube. Target groups: all.

The main dissemination tools that the project is going to utilise include:

- Scientific articles in acknowledged peer-reviewed journals such as *Politics and Governance* and *Energy Strategy Reviews*. Target groups: Academia and research;
- Open-access book dedicated to DeCrises outcomes. Target groups: Academia and research;
- Policy briefs structured around evidence, recommendations, sustainability, and legacy; Target groups: Policymakers (all levels);
- Reports, outlook documents, and thematic summaries; Target groups: Policymakers (all levels), experts, and practitioners;
- Collaborative workshops (12 local, three international) fostering co-development of policy inputs; Target groups: Local communities, policymakers;
- Dissemination of results through EC platforms and clustering events. Target groups: Policymakers (EU-level);
- Project videos and informative dissemination materials (e.g. infographics). Target groups: All.

### 6.2.1 Scientific publications and open access publications

DeCrises will publish scientific papers in open-access journals, such as Politics and Governance, Energy Strategy Reviews, Journal of Common Market Studies, Energy Policy, European Politics and Society. This ensures broad accessibility not only for the academic and research community but also for practitioners, industry, and the informed public. Adherence to Open Access principles ensures that policy documents, research data, and publications are freely available for policymakers and the public, maximizing their uptake and reuse.

### 6.2.2 Collaborative workshops (WP4, WP5)

Twelve local and three international workshops are foreseen in the DeCrises project. These will be vital for disseminating findings directly to various stakeholders, including policymakers, social innovators and NGOs. They are designed to facilitate the co-development of policy inputs and foster a sense of shared ownership and knowledge exchange among participants, ensuring outputs align with users' needs.

### 6.2.3 Events and webinars

Beyond general awareness events, DeCrises will organize or actively participate in events tailored for various audiences. These will include policy webinars (D5.3) designed for policymakers, as well as national knowledge-sharing webinars for local communities and civil society organizations. International workshops will bring together research and technology groups, local workshops will foster collaboration with the general public and social innovators, such as those in the Riga Neighbourhood Alliance and the Municipality of Potęgowo. These events will be designed to facilitate direct interaction and dialogue with all relevant decision-makers and stakeholders, presenting research findings and practical tools in a way that directly informs their respective needs and actions.

### 6.2.4 Targeted promotional materials

While general promotional materials (e.g., corporate presentation, brochure, poster, roll-up banner, 2-pager) are planned, specific versions or accompanying materials will be developed to highlight the project's broader relevance and actionable insights for various stakeholders. These could include infographics and factsheets for easy understanding across different groups, or concise summaries that distil findings specifically for a particular audience (e.g., technical factsheets for researchers, simplified for the public). Key materials will be translated into relevant national languages (Finnish, Norwegian, Polish, Latvian, Lithuanian, Slovak, German) to ensure local stakeholders, including citizens and policymakers, are effectively reached.

## 6.3 Dissemination to Policymakers and Ensuring Policy Impact

A core element of DeCrises dissemination is ensuring that results contribute directly to policy development at EU, national, and local levels. This is achieved by:

- **Policy brief collection (D5.1):** A multi-lingual series tailored for EU, national, and local authorities (English, Polish, Latvian, Norwegian, Finnish).

The policy brief collection is a multi-lingual deliverable intended for EU policymakers, national, and local authorities. These briefs will address four key aspects: Evidence and Analysis, Policy implications and recommendations, sustainability and legacy. While directly targeting policymakers, these briefs will also be made accessible and promoted among other interested groups, such as NGOs, civil society groups, and academics studying policy. The policy briefs will be provided in five versions (Norwegian, Finnish, Latvian, Polish and English) and are to be distributed on knowledge platforms.

DeCrises envision the following policy-relevant outputs:

- Policy brief (D6.4, M35): Mandatory deliverable highlighting evidence, recommendations, sustainability, and legacy;
- Policy webinars (D5.3): Structured dialogues with policymakers and stakeholders;
- Explore potential collaboration with JRC Competence Centre on Participatory and Deliberative Democracy and/or other respective structures to ensure methodological robustness and integration of project results into EU-level policy processes;
- Participation in cluster events and networks to amplify reach and feed into policy discussions.

The DeCrises website will also feature a dedicated "Policy & Practice" page on the project website (as well as dedicated filters in sections for "News and announcements" and "Publications") where policy-relevant outputs (e.g., policy briefs, policy synthesis reports), research findings, and community engagement updates are prominently displayed and easily accessible.

Furthermore, leveraging platforms such as the Horizon Results Platform and relevant Knowledge Centres is essential for disseminating DeCrises results to EU policymakers and researchers, promoting their uptake across Europe.

## 6.4 Exploitation Pathways, Tools, and Channels

Exploitation ensures that DeCrises results lead to concrete impact, including societal benefits, policy reforms, and further research. It focuses on maximising the uptake of project outputs by relevant users.

Exploitation strategies follow a best-efforts approach, ensuring results are used beyond the lifetime of the project. This includes valorisation of results through further research, policy recommendations, and integration into governance processes.

The initial exploitation channels identified for DeCrises are as follows:

- Uptake of developed methodologies for MLG;
- Uptake of results of scientific research;
- Horizon Results Platform for wider visibility and uptake;
- Horizon Results Booster and Horizon Standardisation Booster services for exploitation support;
- Direct collaboration with policymakers, civil society, and academia in case study regions.

The project will adopt and utilise the following exploitation tools and measures:

- Consolidated Key Exploitable Results (KERs) aligned with DoA and partner input.
- Policy recommendations and strategic decision-making frameworks (WP5).
- Practical handbooks and governance tools for policymakers.
- Stakeholder testimonials and co-created outputs ensure ownership.
- Monitoring of exploitation impact through periodic PEDR updates (D6.3, M19).

### 6.4.1 Policy brief collection (D5.1)

The policy brief collection is a multi-lingual deliverable intended for EU policymakers, national and local authorities. These briefs will address four key aspects: Evidence and Analysis, Policy implications and recommendations, sustainability and Legacy and project objectives and methodology. While directly targeting policymakers, these briefs will also be made accessible and promoted among other interested groups, such as NGOs, civil society groups, academics studying policy. The policy briefs will be provided in five versions (Norwegian, Finnish, Latvian, Polish and English) and are to be distributed on knowledge platforms.

### 6.4.2 Scientific publications and open access

DeCrises will publish scientific papers in open-access peer-reviewed journals, such as Politics and Governance and Energy Strategy Reviews. This will ensure not only the broad accessibility of project research results, but it will also provide a long-term outlet for the exploitation of the results, including in subsequent studies on the respective topics. In this way, the continuity and maximisation of impact of the research KERs of the project in the long-run. Adherence to Open Access principles ensures that policy documents, research data, and publications are freely available for policymakers and the public, maximizing their uptake and reuse.

### 6.4.3 Collaborative workshops (WP4, WP5)

Twelve local and three international workshops are foreseen in the DeCrises project. These will be vital for disseminating findings directly to various stakeholders, but also for the long-term exploitation of project results. The workshops are designed to facilitate the co-development of policy inputs and foster a sense of shared ownership and knowledge exchange among participants, ensuring outputs align with users' needs. This approach will ensure a level of capacity building for the participating stakeholder representatives which can be transferred to subsequent cases. Furthermore, the results from the workshops will provide insight into the long-term development trends of community-led social innovation, as well as valuable information on the sustainable conduct of multilevel governance.

### 6.4.4 European platforms

Leveraging platforms such as the Horizon Results Platform and the Knowledge Centre for Biodiversity is essential for disseminating DeCrises results to EU policymakers and researchers, promoting their uptake across Europe.

## 7. Implementation plan (M6-M18)

The implementation plan details the specific CDE activities, target groups and Key Performance Indicators (KPIs) to measure effectiveness. Table 3 outlines targets for the project's entire duration (M1-M36).

Table 3: DeCrises CDE implementation plan for M6-M18

| Tool | Activity type | Target group | Action (M1–M18) | Target (M1–M18) |
|---|---|---|---|---|
| DeCrises website | C, D | All | Regular updates (news, case study highlights, events, publications). Case study pages with case-specific content<br><br>**Additional indicator will be provided in the PEDR update for the development of Policy & Practice corner (M18 - M36)* | 4000 users, > 35 countries |

| | | | | |
|---|---|---|---|---|
| Social media: LinkedIn, Instagram, YouTube | C, D | All<br><br>Segmented focus: LinkedIn → academia & research;<br><br>Instagram → general outreach;<br><br>YouTube → all, audiovisual explainers | Creation of social media posts<br><br>Social media campaigns (e.g. on social innovation and MLG); carousel posts<br><br>Synergies with relevant initiatives, organisations, including other Horizon Europe projects | New followers:<br><br>700 (LinkedIn),<br><br>500 (Instagram),<br><br>>100 views/video (YouTube) |
| Promotional materials | C, D | All | Creation of brochures, factsheets, flyers, posters; multilingual case study-specific materials. | 200 downloads/item; 30 - 50 distributed/event |
| DeCrises Newsletter | C, D | All | Bi-annual project newsletter (general dissemination). Targeted case study newsletters where relevant. | 6 general newsletters; subscriber increase +15% |
| Press relations and media coverage | C | Media, policymakers, civil society | Press releases for key project milestones (case study launches, major policy briefs, final conference). Dissemination via Eurekalert!, AlphaGalileo. | 4 press releases |
| Policy briefs | D, E | EU policymakers, national & local authorities | Issue concise policy briefs aligned with project outputs (e.g. governance innovations, crisis response). | 4 policy briefs (until the end of the project) |
| Videos | C, D | All (focus on public & policymakers) | Creation of animated explainer videos on DeCrises case studies, and a final “Crisis Governance Tools” video. | 3 videos; ≥ 1000 combined views |

| | | | | |
|---|---|---|---|---|
| Events (organised by DeCrises) | D, E | All | Project conferences, stakeholder dialogues, SPI Dialogue training, and final conference. | 5 events |
| Webinars | D, E | Policymakers, academia, civil society | Thematic webinars linked to project results (e.g. crisis governance, digitalisation in transitions). | 6 webinars (until the end of the project); ≥ 100 attendees (total) |
| Conferences (participation) | D | Academia, policymakers | Active participation in external conferences & forums (Cluster 5 & 6 events, global fora). | 10 conferences |
| Conferences and events (organised) | D | Academia, policymakers | Organised events by DeCrises project partners, aiming to showcase results and increase their visibility and impact | 2 events/year |
| Factsheets | D | All | Production of factsheets on case studies, governance tools, and lessons learned. | 5 factsheets (until the end of the project) |
| Infographics | C, D | All | Visual infographics for social media and website, highlighting project findings. | 2 infographics |
| Joint actions with other projects | C, D | EU-funded projects, networks | Collaboration with related Horizon Europe projects and other relevant initiatives. | 2 joint actions/year |
| DeCrises event at key EU-level forum | C, D, E | All | High-visibility dissemination & exploitation event, including dedicated communication campaign, at a key EU-level forum (such as EU Regions Week) | 1 high-impact event |

In its initial version, the PEDR presents an implementation plan covering the first period the project (until M18), which focuses on laying the foundations for effective communication, dissemination, and exploitation by creating a recognisable project identity and a growing follower base. During

this period, the priority is to raise awareness of the project, establish a distinct project identity, set up the key CDE channels, initiate outreach, and consolidate the project's stakeholder community. The subsequent stage (M19–M36) will build on this foundation, shifting the emphasis towards active and targeted dissemination, fostering collaborations, and engaging stakeholders more intensively through the established networks. Finally, the final months of the project's duration will further concentrate on exploitation pathways and legacy-building. Activities in this phase will focus on maximising the uptake and use of project results, ensuring their long-term value, and planning for the sustained legacy of DeCrises beyond the project's lifetime.

# 8. Outlook

The DeCrises PEDR uses a phased approach to CDE activities throughout the project's duration and beyond. It is a living document that will be updated to assess progress and plan future actions.

In the first stage of the project (M1-18), the DeCrises PEDR strategy focuses on establishing the core elements for effective CDE. Key activities include raising awareness of the project, establishing a distinct project identity, setting up and developing the main CDE channels, initiating outreach efforts and consolidating the project's stakeholder community.

In the second stage (M19-36), the PEDR strategy will build on the initial groundwork. This stage shifts towards active dissemination activities, fostering collaborations and engaging stakeholders more intensively through established networks.

As the project matures, DeCrises will also create dedicated dissemination campaigns for project results, notably for the results published in the project deliverables. These will include dedicated campaigns on the website, social media, and newsletter, as well as, where appropriate, new dissemination materials such as fact sheets and/or infographics. Furthermore, DeCrises will amplify its outreach to the general public by creating dedicated campaigns explaining the project's fundamental concepts, such as multilevel governance, social innovation, and twin transition. A detailed description of these campaigns and their execution will be provided in the update of the PEDR, which will also address the feedback received on this deliverable at the project review.

The final stage, including the post-project legacy (M37-M60+), is dedicated to maximizing the exploitation pathways of the project's most important results and establishing the project's long-term impact legacy. Activities here concentrate on ensuring the uptake and concrete use of results beyond the project's duration.

The plan incorporates KPIs to measure the effectiveness of communication, dissemination, and exploitation efforts. These metrics will be regularly monitored, allowing for strategy adjustments based on performance and feedback.

The ultimate goal of the exploitation activities is to translate project results into concrete societal and political impact, extending the scientific and societal influence of DeCrises far beyond its official duration. This involves ensuring actionable insights and tools are provided for communities, industry, and research, influencing policy and decision-making towards an equitable twin transition.