Establishment of a FramewORk for Transforming current EPES into a more resilient, reliable and secure system all over its value chain

D6.4 Communication and Dissemination Plan

Initial version

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Table of contents

This project has received funding from the European Union's Horizon Europe Energy Research and Innovation programme under Grant Agreement No. 101075665

This project has received funding from the European Union's Horizon Europe Energy Research and Innovation programme under Grant Agreement No. 101075665

List of figures

List of tables

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Abbreviations and Acronyms

Acronym	Description
C&D	Communication & Dissemination
CRoF	Control Room of the Future
DoA	Description of Action
DSO	Distribution System Operator
EPES	Electrical Power and Energy Systems
GA	Grant Agreement
HV	High Voltage
IoT	Internet of Things
KER	Key Exploitable Result
KPI	Key Performance Indicator
LV	Low Voltage
RTU	Remote Terminal Unit
MV	Medium Voltage
TSO	Transmission System Operator
WP	Work Package

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Executive summary

This report sets forth the initial dissemination and communication strategy for the EU-funded eFORT project. Using a targeted and customised multi-channel communication approach, the plan contains specific strategies for both the overall project and each of the four demonstration sites (Spain, the Netherlands, Italy, and Ukraine). The project has three main communication and dissemination objectives: 1) Communication for Awareness; 2) Communication for Action and Engagement; and 3) Dissemination of Results.

The report presents the initially identified and categorised target groups, the main messages and communication channels for the project and each demonstration site. The main target groups include local, national and international energy actors, technical and scientific communities, policymakers, and the general public.

A number of internal procedures are established to ensure that the project produces unified and meaningful communication output, to prevent consortium partners from working in silos and to ensure that partners' communication and dissemination efforts and activities are consistently reported. As part of internal communications, a Communications Board has been established, consisting of the communication task leader, the project coordinator, the work package leaders, and the demonstration leaders.

Specific communication channels, tools, and activities are identified, and their current status and execution plans with initial timelines are provided. eFORT's main channels of communication include a website (www.efort-project.eu), social media channels (Twitter, LinkedIn and YouTube), a bi-annual newsletter, brochures, videos, scientific publications, articles, press releases, direct contacts and networks, workshops, and conference presentations. Lastly, communication and dissemination KPIs are defined to provide a consistent framework for assessing the progress and success of the activities.

The communication and dissemination plan is flexible, and the strategy and activities will be updated in the following deliverables: D6.5 *Communication and Dissemination Plan. Intermediate version* (M24) and D6.6 *Communication and Dissemination Plan and periodic reports. Final version* (M48).

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1 Introduction

The EU-funded eFORT project addresses the need to urgently upgrade European Electrical Power and Energy Systems (EPES) to meet new societal and environmental challenges. The grids require comprehensive modernisation to ensure their future security, reliability, and resilience against extreme weather events, man-made hazards and equipment failures. The expected impacts of modernisation include reducing the frequency and duration of power blackouts, diminishing the impact of disruptive events and restoring service faster when outages occur.

eFORT addresses this complex challenge by developing a set of tools and strategies, including software, hardware, standardisation, and regulatory framework. The solutions will be demonstrated in four pilot sites:

1) Spain: DSO micro-grid

2) Netherlands: pan-European transmission level

3) Italy: remote distribution grid

4) Ukraine: digital substation

Each demonstration site represents different geographical areas and different aspects and challenges in grid resiliency, covering different parts of the value chain.

1.1 Purpose of the document

This report outlines the communication and dissemination strategy for both the eFORT project and for each demonstration site individually, in accordance with the eFORT Grant Agreement (GA). The strategy includes the definition of key communication and dissemination (C&D) objectives and key messages, identifying stakeholders, selecting appropriate tools and channels, establishing initial content and event plans, and internal procedures, and defining key performance indicators (KPIs).

The purpose of creating separate C&D strategies for the project and demonstration sites is to ensure a balanced distribution of communication activities and to highlight each aspect of the project equally. Furthermore, having tailored communication strategies for each demonstration ensures that each site's unique objectives, activities and stakeholders are taken into consideration.

The plan outlined in this report will act as a reference framework for implementing and evaluating the communication and dissemination activities throughout the project. The strategy and initial content and event plans outlined in this report are flexible, and the

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methods chosen will be evaluated throughout the project, by monitoring the activities consistently, using analytics tools, such as Google Analytics, and reviewing the KPIs. The plan can be adjusted as the project progresses, and possible changes will be reported in the deliverables D6.5 *Communication and Dissemination Plan. Intermediate version* (M24) and D6.6 *Communication and Dissemination Plan and periodic reports. Final version* (M48).

The objectives of this report are:

1. Ensure that all relevant aspects of the project, including all demonstration sites, are communicated and disseminated adequately and effectively.
2. Identify the relevant stakeholders and networks, including sister projects, at local, regional, national and international levels, to focus C&D efforts strategically.
3. Establish key messages and mission statements for the project and each demonstration site to create impactful communication.
4. Define internal procedures within the project for efficient information sharing and equal and sufficient engagement in the C&D activities among the partners.
5. Select the appropriate communication channels and methods for different purposes.
6. Define ambitious but realistic KPIs to evaluate progress.

1.2 Structure of the report

In Chapter 2, the overall strategy and approach to communication and dissemination are outlined. A clear definition of the key communication and dissemination objectives is provided, target groups are identified and categorised, and a mission statement and key messages are established for the overall project. Stakeholder lists with more detailed information have been created by partners but they remain confidential and are not included in this document.

In Chapter 3, a description of the internal procedures will be provided, including the internal Communication Board, the monitoring and reporting file, the use of the project logo and colour scheme, recognition of EU funding, and unified project templates. The purpose is to set out clear guidelines for creating unified project communication procedures.

In Chapter 4, the different dissemination tools, channels and activities are presented and their uses are described. Each communication channel has a unique strategy and target groups, despite the messages communicated across different channels being similar.

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Using a variety of communication channels allows for reaching broader audiences and enhances the project's visibility.

Chapter 5 outlines the individual strategies for each demonstration site. The strategies were developed in consultation with the demonstration site leaders, in order to take into account the unique locations, activities, purposes, and stakeholders at each site. The primary target groups, key messages, and communication channels are identified for each demonstration site.

Finally, in Chapter 6, the key performance indicators for the main communication activities are defined.

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2 Project communication & dissemination strategy

In this chapter, the basis of the communication strategy for the overall project is laid out, following the chosen approach presented in the introduction. The chapter is divided into three sections: 1) key objectives, 2) target groups and stakeholders, and 3) key messages and mission statements.

The communication and dissemination strategy selected aims to reach key stakeholders at the appropriate time and with the appropriate messages. The strategy follows the principles of the Lasswell model of communication (Lasswell, 1948), illustrated in Figure 1. This approach aims to ensure that communication is tailored to the project's needs and that resources are utilised effectively. A thorough consideration of messages, channels, target audiences and desired impact provides the foundation for appropriate targeting and focusing of communication activities.

Figure 1. The Lasswell model of communication

Following the Lasswell model, the project's communication needs are considered when choosing and creating the key messages, stakeholder groups, channels and networks. As a first step, it is necessary to define the desired outcomes, which can be accomplished through the definition of key objectives. Following that, the remainder of the points will be analysed according to the Lasswell model.

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The process of developing a communication and dissemination plan (illustrated in Figure 2) has five phases:

1) Analysing the project needs and developing a strategy,

2) Designing the communication materials such as websites, brochures and articles,

3) Implementing the communication, such as publishing articles, distributing brochures, holding workshops and giving presentations,

4) Evaluating the methods based on feedback and KPIs, and

5) Adjusting the strategy and methods when necessary.

The process is cyclical, and throughout the project, all phases will be undertaken more than once.

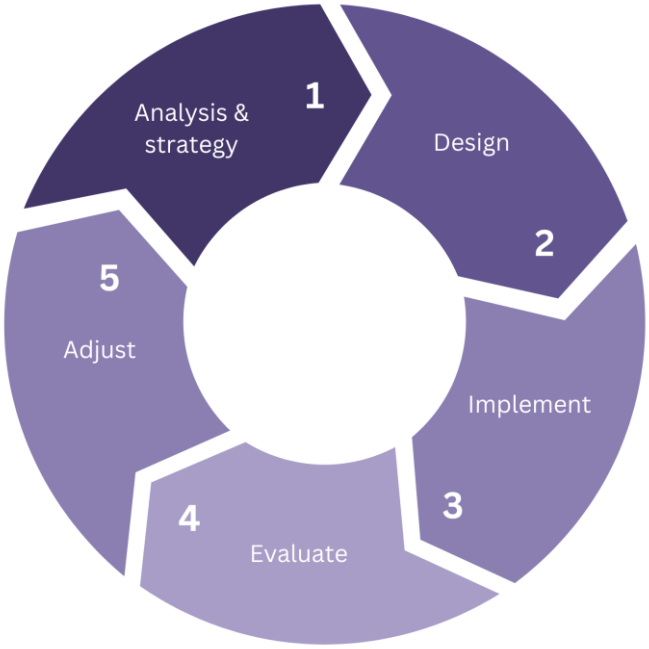

Figure 2. Phases of C&D plan development

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2.1 Key C&D objectives

eFORT communication and dissemination activities aim to spread awareness, mobilise relevant stakeholders, support exploitation and replicability, impact policies, and create synergies by facilitating networking in the sector. In addition to the direct beneficiaries and other stakeholders of the project, the C&D activities aim to reach the media and general public, in order to create broader awareness of the publicly funded project. Therefore, the results must be communicated in a generally understandable manner.

The objectives of the eFORT communication and dissemination activities are divided into three main areas:

1. **Communication for awareness**

The first objective is to create awareness of the project, targeted at both the broader public and the identified key stakeholders. Communication channels are established and the project objectives, progress, and activities are communicated to broad audiences. Diverse communication methods are used, including a website, newsletter, social media, workshops, articles, and brochures. Throughout the project, the scientific and technical results will be communicated comprehensibly to the non-technical audience.

Furthermore, creating awareness of the project supports establishing connections with the stakeholders whose impact and inputs are critical for the successful implementation and exploitation of the solutions.

2. **Communication for action and engagement**

As the project progresses, communication for action will become more prominent, with demonstration sites being at the centre. The initial results will be disseminated to targeted audiences in tailored manners. There will be an emphasis on workshops, networking with the key stakeholders, collaboration with other Horizon Europe projects, and showcasing the demonstration sites.

One main objective and the Key Exploitable Result (KER) 4 (GA, Part B, p. 35) of eFORT is the training of energy companies and grid operators to use the solutions of the project. Thus, engagement with these stakeholders is a prerequisite for the project's successful implementation. High engagement levels are also needed for reaching several other project objectives, such as market uptake and policy standardisation.

3. **Dissemination of results**

The third objective of the C&D activities is to disseminate the results, and findings and created solutions. The purpose is to ensure the continuity of the solutions by supporting exploitation efforts including market uptake and thus maximise the long-term impact of the project. Dissemination of results will be emphasized in the final phase of the project,

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together with exploitation efforts. Methods of dissemination will include promotion through the website, social media and newsletters, presentations at conferences and events, a final video, webinars, and publishing press releases and scientific articles.

The eFORT C&D objectives and phases are illustrated in Figure 3.

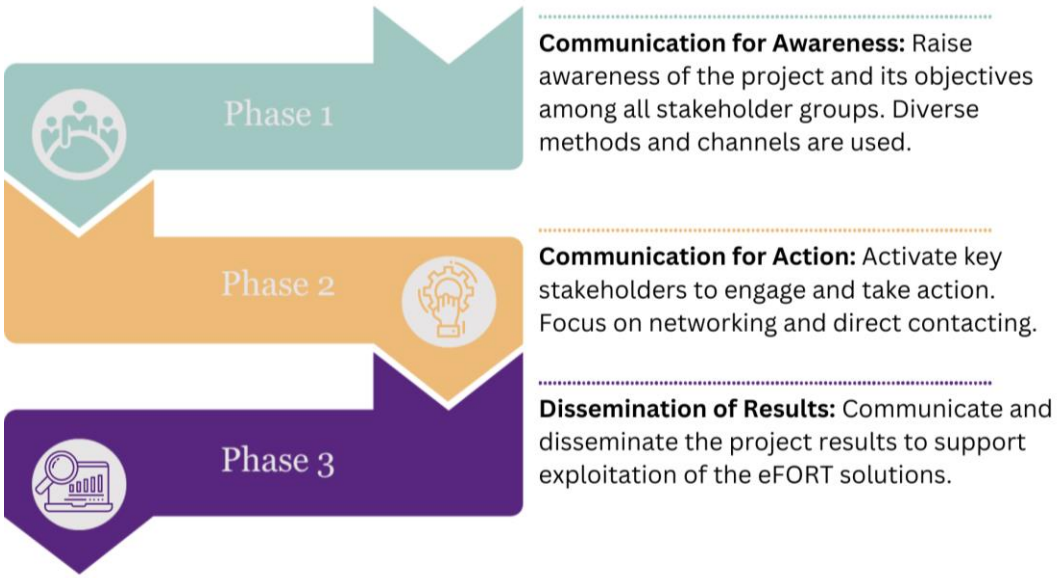

Figure 3. Communication and dissemination objectives

2.2 Target groups and stakeholders

Identifying and categorising target stakeholders has been an essential step in the C&D plan establishment. First of all, the project communication activities aim to create engagement in addition to mere awareness, but the desired level and method of engagement varies from one stakeholder group to another. In addition, different stakeholders are best reached in different ways and through different channels. Therefore, the messages, methods, channels, and languages need to be chosen and tailored to the specific needs of the stakeholder groups.

Lead by the communication task leader Smart Innovation Norway (SIN), the key stakeholders have been analysed and categorised within the consortium. However, the understanding of the different groups will increase while the project proceeds and the strategy will be updated and adapted when needed.

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The following table illustrates the results of the stakeholder identification[1]:

Group	Main goals	Key results to disseminate	Main channels
Main energy actors *E.DSO, ENTSO-E, CEDEC, GEODE, Eurelectric, EU.ESCO, RESCoop, EUASE, ENISA*	To train specialised workforce and to build strong organisational cultures for the implementation of eFORT solutions.	Demonstration reports.	• Workshops, webinars, conferences • Direct contacts & networks • Articles • SoMe, website • Newsletter • Policy briefs
Technical & scientific community *EERA, EUREC, CIGRE, eu.bac, ESMIG, APPLIA, NESSI, BDVA, IEA*	To trigger further innovations and progress.	• D3.1. Results of dynamic risk assessment, IDS and SIEM tools • D3.3. Reporting actions for Blockchain and secure digital substations developments • D5.5. Technical and cost-benefit analysis. • D6.3. Business models for the promotion of eFORT innovations	• Webinars & conferences • Scientific articles • Direct contacts & networks • SoMe, website • Newsletter

[1] This table covers the whole project's stakeholders. The stakeholders of the individual demonstrations are presented in Chapter 5.

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Group	Main goals	Key results to disseminate	Main channels
Policymakers *Local, regional, national, EU* *EC, ACER, CEER, CCRE, EURADA, Covenant of Mayors*	To ensure a regulatory and standardisation framework required for widespread adoption of the eFORT solutions.	• D5.5. Technical and cost-benefit analysis • D6.4. Relevant eFORT standardisation framework inventory and contributions to existing regulations.	• Webinars & conferences • Field site showcases • Direct contacts • Policy briefs • SoMe, website
Sister projects *BRIDGE, ECSCI, Horizon2020 and Horizon Europe projects*	To raise awareness of the project and create synergies. To trigger further innovations and progress.	Overall results and progress of the project. Collaboration possibilities.	• SoMe, website • BRIDGE • Direct contacts • Newsletter • Workshops, webinars, conferences
General public *Citizen and consumer organizations at EU level (BEUC) partners' countries and demo-sites, NGOs*	To increase awareness and social acceptance of research and innovation on increasing grid reliability and resilience.	The overall purpose and solutions of the project.	• SoMe, website • Non-scientific articles • Site showcases • Videos • Press releases • Brochures

Table 1. Key stakeholders and target groups.

A set of sister projects have been identified as relevant target groups for the project communication and dissemination efforts. In particular, collaboration with projects participating in BRIDGE will be promoted to create synergies and disseminate eFORT.

The following table provides an initial list of eFORT's sister projects:

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Sister project	Coordinator	Description	End date
ACCEPT	HYPERTECH	Creating energy communities.	6/2024
ERIGrid 2.0	Austrian Institute of Technology	Expands the research services and tools of European research infrastructures for validating smart energy networks.	9/2024
FARCROSS	UBITECH	The project promotes state-of-theart technologies to enhance the exploitation/capacity/efficiency of transmission grid assets.	9/2023
FlexiGrid	CIRCE	Improving distribution grid operation making it more flexible, reliable and cost-efficient, through the development of four hardware solutions.	4/2023
HVDC-WISE	SuperGrid Institute	Reliable and resilient AC & DC grid design to accelerate the integration of renewables across Europe.	3/2026
R2D2	ETRA	Improving the resilience and reliability of EPES.	9/2025
BeFlex	I-DE REDES ELECTRICAS INTELIGENTESSA	Aims at increasing energy system flexibility, enhancing cooperation among DSOs and TSOs and easing participation of all energy-related actors.	8/2026
ebalanceplus	CEMOSA	Aims to increase electric grid flexibility and resilience by creating and integrating smart energy technologies into an energy balancing platform.	7/2023

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Sister project	Coordinator	Description	End date
ELECTRON	NETCOMPANY - INTRASOFT	Aims at delivering a new-generation EPES platform, capable of empowering the resilience of energy systems against cyber, privacy, and data attacks	9/2024
ENFLATE	NOVA	Develop cross-sector flexibility solutions and energy services for system operators and consumers.	8/2025
PHOENIX	UMU	Designs the necessary hardware and software upgrades and make use of artificial intelligence technologies as well as edge/cloud computing methods to transform existing buildings into smart buildings.	8/2023
SYNERGIES	TXT	Developing cross-sector data management platform and services.	2/2026
SYNERGY	ETRA	Introduces a novel framework in response to the need for “end-to-end” coordination between the electricity stakeholders.	6/2023
TIGON	CIRCE	Builds and tests solutions for the future widescale rollout of hybrid microgrids.	8/2024

Table 2. Sister projects

Collaboration with sister projects allows sharing of learnings and the creation of joint articles, policy briefs, events, and thus maximising the project's impact.

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2.3 Key messages and mission statements

The definition of key messages helps maintain focus while planning and implementing the C&D activities. Key messages and mission statements help create a project narrative and to communicate in an understandable and unified manner across the project activities. They help communicate the needs, objectives and benefits of the project, and support in creating broader awareness.

In the core of all communications are eFORT's main objectives and the solutions to be created: improving grid security and resilience, and enhancing digitalisation and cybersecurity. These messages will be highlighted throughout the communications material, including the website, brochures, SoMe posts, and workshops.

As mentioned in the communications objectives (Chapter 2.1), the first phase of the project will focus on communicating about the project more holistically, and the mid-final phase will focus on disseminating the results and solutions. The technical solutions and the demonstration sites are at the core of the communications targeted at other energy actors and scientific audiences. To the broader public, the communication messages will focus on the more general benefits of the project, the broad societal impacts of a well-operating electrical infrastructure, and the necessity of the project.

Keywords will be used in communications, particularly in the form of hashtags and SEO keywords. The list of keywords will be updated throughout the project but the following have already been identified:

- Electrical engineering
- Electronic engineering
- Information engineering
- Electricity grid resilience
- Electricity security
- Grid cybersecurity
- Grid digitalisation
- Digital substation
- IoT
- Blockchain
- Cybersecurity
- Electricity grid
- Power engineer
- Critical infrastructure

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The aim is to inform the public about the necessity of the upgrades, and how it supports their everyday life, including smooth and possibly cheaper electricity in residential houses, and supporting industrial development, meaning creating more jobs in communities. The key messages vary from demo site to site, and are defined in more detail in Chapter 6. For the whole project, the following mission statement has been created:

> *"eFORT is making European power grids more resilient and secure."*

The longer initial main message is as follows:

> *"eFORT is an EU-funded project that will make European power grids more resilient and reliable against failures, cyberattacks, physical disturbances and data privacy issues. eFORT will increase power system stability by developing technologies for identifying, preventing, and mitigating risks and vulnerabilities.*
>
> *The need for eFORT is prompted by power and electricity systems undergoing unprecedented changes caused by social and environmental concerns. The holistic approach of the project covers the whole grid value chain and is demonstrated in four pilot sites across Europe."*

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3 Internal procedures

This chapter will explain how the communications task leader and other eFORT partners will work together in the context of communication and dissemination activities, including a communications board, guidelines on the project brand and visuals, and methods of monitoring C&D activities. The communication and dissemination activities will support all work packages (WPs) and vice versa. Moreover, each consortium partner brings in their unique knowledge of the stakeholders, networks and communication points relevant to the project. Consequently, successful implementation of the C&D plan requires a two-way flow of information with each of the other work packages.

3.1 Communications Board

The project has set up a Communications Board that plays an important role in planning and executing the C&D activities. To make the board agile and well-operating, the members represent the project coordinator, WP leaders and demo leaders. In addition, any communications-oriented members of the consortium are encouraged to join the board.

The objectives of the board are to prevent working in silos, to improve internal communications, and to create better communications by involving the industry and scientific experts in the planning and topic selection. Moreover, the Communications Board can be used as an opportunity to plan joint articles, events, and other activities.

The Communications Board members may help the communications leader to:

- Select topics and news to communicate
- Appoint dedicated members from partner organisations to take part in specific C&D tasks
- Write or edit articles
- Create content for the newsletter and social media
- Update lists of relevant events
- Give input on visual materials, such as brochures
- Create video scripts
- Plan events

The Communications Board meetings will be held monthly or once every two months, with the communications leader and representatives of each work package and demonstration.

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3.2 Distribution and monitoring of C&D activities

Each partner shall participate in communication activities and report on publications, presentations, articles, conference participation, etc. A monitoring and reporting file of C&D activities has been created and shared in the project repository. The monitoring and reporting file must be updated continuously by each partner to maintain a clear overview of the activities. The file entails two sections: general communication, such as presentations, news posts and workshops; and scientific dissemination for academic articles, conference proceedings, etc. These outputs, activities and publications should be added regularly according to guidelines presented in the file. In addition, the partners should inform the communication leader of significant progress, new activities, presenting the project in significant events, or other newsworthy topics.

Partner	Activity	Title (of the event, article, etc.)	Place	Date dd-mm-yyyy	Description	Link if any	Outreach (number of reached people, even if an estimation)
Example	Oral presentation (other than eFORT events)	Electricity conference 2022	Online	08/12/2022	Presentation of the project at the annual Electricity conference. Highlighted x and y. Joined a panel discussion afterwards.	Link to the conference website / news post / other	80
COMILLAS	Oral presentation	Barcelona Cybersecurity Congress	In person	31/1/2023 - 2/2/2023	Presentation of the project putting especial emphasys on cybersecurity research	https://www.barcelonacybersecuritycongress.com/	75

Figure 4. Screenshot of the eFORT C&D monitoring file.

All partners may contribute to content creation, such as supporting in writing newsletter content, social media posts, and contributing to articles. Throughout the project, each partner should send at least two pieces of content to the communications leader that can be published in the website news, newsletters and social media. The division of tasks is elaborated in a content creation schedule. The communication leader will adjust the schedule for the partners each year.

3.3 Logo and colours

A unique logo, cover image, and colours have been selected for the project. These help target audiences remember the project and differentiate it from several other EU projects. In addition, the fort and traditional style represent the protective elements of the project.

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The logo and colours should be used on all eFORT communications. The logo and its different formats can be found in the project repository.

Figure 5. eFORT logo

The colour codes of the project are as follows:

Colour name	Colour code	Colour sample
Camel	#b08d5a	
Khaki web	#d0bc9e	
Gold Crayola	#eabc78	
Wheat	#f2d7ae	
Cadet Blue	#5fa098	
Opal	#a1c7c3	
Cyper Grape	#4f417c	
Purple Mountain Majesty	#9183be	
Battleship Grey	#858585	
Floral White	#fcf5ea	
Jet	#303030	

Table 3. Colour codes

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3.4 Recognition of EU funding

The European Commission's communication rules define how the EU funding should be recognised and visualised in the project communication and dissemination materials and activities. First, all communication and dissemination activities must use factually correct information.

Second, the following statement about EU funding must be visibly displayed on all communication and dissemination materials (and translated into local languages when appropriate):

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

The EU emblem (displayed below) can be downloaded in different sizes and formats on the following page: https://ec.europa.eu/regional_policy/information-sources/logo-download-center_en

Figure 6. Visual recognition of EU funding.

When displaying the EU emblem, these rules should be followed (European Commission, 2021):

- The statement 'Funded by the European Union' or 'Co-funded by the European Union' must always be spelled out in full and placed next to the emblem. It should be translated into local languages, where appropriate.
- The typeface to be used in conjunction with the EU emblem must stay simple and easily readable. The recommended typefaces are Arial, Auto, Calibri, Garamond, Tahoma, Trebuchet, Ubuntu and Verdana.
- Underlining and use of other font effects is not allowed.
- The positioning of the text in relation to the EU emblem must not interfere with the EU emblem in any way. The positioning of the funding statement in relation to the EU emblem is described in these guidelines.
- The colour of the font should be Reflex Blue (the same blue colour as the European flag), white or black depending on the background.
- The font size used should be proportionate to the size of the emblem.

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- Sufficient contrast should be ensured between the EU emblem and the background. If there is no alternative to a coloured background, a white border must be placed around the flag, with the width of this being equal to one 25th of the height of the rectangle.
- Where several operations are taking place at the same location and are supported by the same or different funding instruments, or where further funding is provided for the same operation at a later date, only one plaque or billboard must be displayed.

More information and examples about the EU emblem display can be found in: The Use of the EU Emblem in the Context of EU Programmes 2021-2027

3.5 Templates

Following the visual identity of the project, several templates have been created for promoting an impactful and memorable brand and to unify external communications. The templates are available for the partners in the project repository.

The following templates have been created:

- Deliverable template
- Presentation template
- Minutes template

Figure 7. Screenshot of the eFORT presentation template.

4 Tools, channels, and activities

To ensure that all stakeholders and target audiences are effectively reached, a wide range of dissemination tools and channels have been selected. In this chapter, the different tools and channels will be presented, along with their purpose and use.

4.1 Website

The eFORT website (www.efort-project.eu) has been developed to function as a centralised information hub for all stakeholders and external audiences. The website summarises the project and demonstration sites, introduces the objectives and approaches, presents the consortium, disseminates public deliverables, links to sister projects and eFORT social media channels, and invites visitors to subscribe to the project newsletter. Moreover, all relevant communications items, such as brochures, posters, and videos, will be available on the website.

The website will also promote and disseminate technical solutions and scientific publications, and publish the eFORT solutions in an Innovation Book at the end of the project. A private password-protected area has been developed for the project's internal use and information sharing.

Figure 8. Screenshot of eFORT website's About page

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In order to maintain the website's constant flow of new content, the Communication Board will assist the communications leader in producing content in the following ways:

- Providing a description of relevant public deliverables (executive summaries can be used)
- Providing images and a description when presenting the project at an event or workshop
- Providing a description of new activities beginning
- Providing a description and possible images of any other relevant update, such as non-IP-sensitive technical news or milestone achieved

The eFORT website is search engine optimized and envisaged to be active by the communications leader for two years after the finalisation of the project.

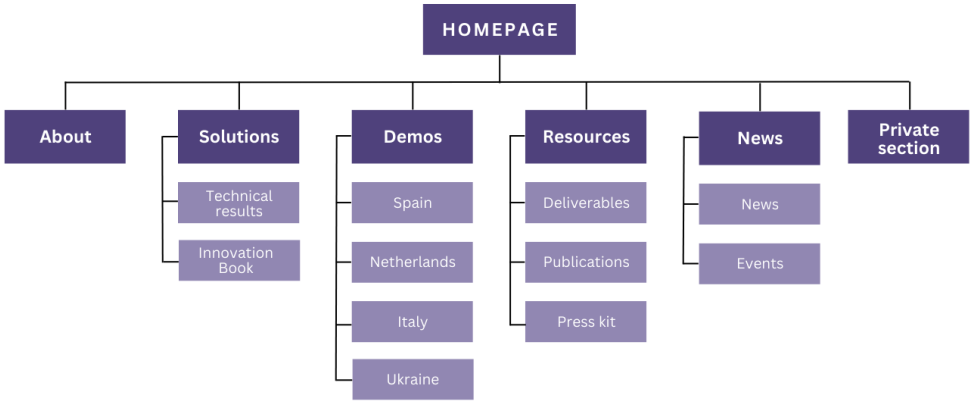

Figure 9. eFORT website sitemap

4.2 Social media

In order to share project objectives, activities, and other updates strategically, a social media content plan is created twice a year. The selected social media channels are LinkedIn, Twitter, and YouTube, because of the high user rate among the targeted key audiences. Moreover, some partners communicate via other social media channels known to be most popular in their countries and languages. In addition to the eFORT accounts, the project partners' social media channels are strategically used to communicate the most relevant messages within their online communities.

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Social media channel	eFORT account
Twitter	www.twitter.com/EfortProject
LinkedIn	www.linkedin.com/company/efort-project
YouTube	www.youtube.com/efortproject

Table 4. Social media accounts

Hashtags relevant to the project keywords or the post content will be used in social media posts to make them searchable and increase broader outreach. As mentioned above, the social media channels are linked to from the website and promoted in newsletters and partner organisations' communication channels. The social media strategy will be updated throughout the project, based on KPI measurements.

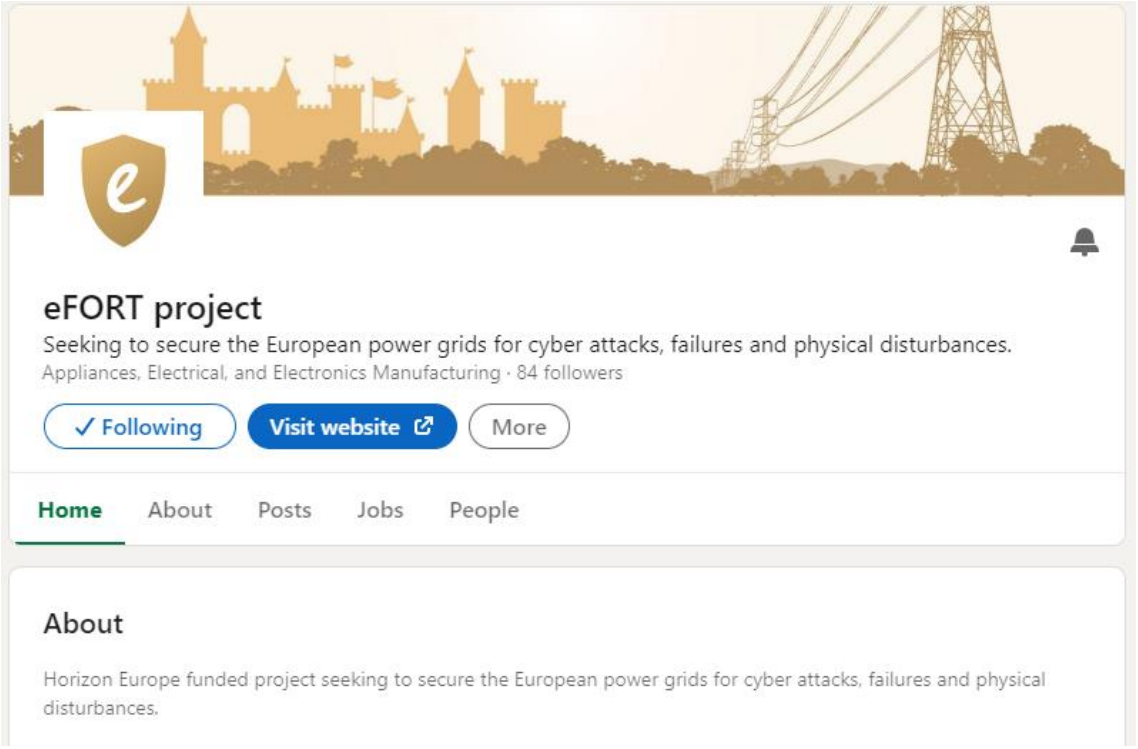

Figure 10. Screenshot of eFORT LinkedIn page (3 February 2023)

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Figure 11. Screenshot of eFORT Twitter page (3 February 2023)

4.3 Brochures, factsheets, and posters

Posters, brochures and factsheets are used to promote the project online and at selected events, such as conferences and workshops. They provide general information and preliminary results, addressing both technical and non-technical audiences.

There will be two versions of the brochures, created at the beginning and at the end of the project. The first version will introduce the project, its purpose and approaches, and the second version will disseminate the results and solutions, created in collaboration with the exploitation task leader. The first version will be available on the eFORT website from March 2023.

All the printouts will be uploaded to the website in electronic format and will be available for downloading. The materials will be aligned with the overall vision and brand identity of the project.

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4.4 Videos

A professionally produced final video will be published during the last year of the project. The video will introduce the project to new and old audiences to support exploitation efforts, and present the results in a way that is understandable also for non-technical viewers. The video will be shared on the website, newsletters, and social media, and can be played at events, such as at conference stands.

Shorter videos will be produced throughout the project. Video content will include topics such as an interview with the project coordinator, presenting the demonstration sites, workshop and event recordings, showcasing the solutions, and other relevant aspects of the project.

4.5 Press kit & press releases

A press kit will be developed to help partners in the creation of communications, such as press releases, or to help the interested media to write about eFORT. The press kit will contain:

- written identity and key messages of the project (as in chapter 2.3)
- a press release
- general presentation in PowerPoint format
- a list of frequently asked questions
- previous press releases & media impacts
- copyright free photographs

The press kit material will be freely available on the eFORT website under the Resources section.

In addition to the press kit, press releases are published and distributed at relevant points of the project, including at the start of the project, newsworthy results, the start of the demonstration activities, and the final phase of the project. A list of relevant media outlets is placed in the internal eFORT repository and updated regularly.

4.6 Scientific and technical publications

One of the main target groups of the project is the scientific community, which will be targeted through publications in scientific literature, journals or magazines, and conference proceedings relevant to the research and innovation activities of eFORT. At least four scientific publications are expected to be produced by the academic partners during the project.

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The publications will be promoted on the project website, newsletters, and social media channels. The technical results and public deliverables will be published in the dedicated section on the website, along with an abstract highlighting key outputs. The guidelines for reporting scientific publications internally have been elaborated in chapter 3.2.

Following the European Commission's open science policy, eFORT will make data "'*as open as possible, as closed as necessary*", with the aim to encourage collaboration across disciplines for solving today's complex societal challenges. Thereby, all non-confidential research data generated by the project will be made open and disseminated on Zenodo.

Complying with open science principles, the scientific articles published will be mainly under Gold Open Access scheme, making them available for everyone through the journals. Green Open Access scheme may also be used, if possible without an embargo period. eFORT is committed to sharing its results within 6 months of publication, within the IPR and security limits.

Pre-selected scientific journals:

Journal	Gold	EUR[2]	Green	Embargo
Electric Power System Research (ISSN: 0378-7796)	x	2331	x	24 months
Energy Policy (ISSN: 0301-4215)	x	31340	x	24 months
IEEE Transactions on Smart Grid (ISSN: 1949-3053)	x	2063	x	24 months
IET Generation, Transmission & Distribution (ISSN: 1751-8695)	x	2500	x	24 months
IEEE on Security and Privacy (ISSN: 1558-4046)	x	1833	x	24 months
IEEE Transactions on Industrial Electronics (ISSN 0278-0046)	x	1833	x	24 months
IEEE Transactions on Dependable and Secure Computing (ISSN 1941-0018)	x	1833	x	24 months

Table 5. Pre-selected scientific journals with prices

[2] On 22 February, 2023

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4.7 Non-technical articles

Whenever possible the project will use external resources, such as news servers, scientific portals, etc. to enlarge its communication radius and audience. Also, at least four non-technical articles will be written during the project period. The communications leader has the main responsibility of producing the articles, but the partners may collaborate according to their resources. Partners can collaborate by, for instance, co-authoring, giving interviews, and suggesting topics and resources. Prior to publication, each non-technical article will be distributed among the partners for feedback and revision.

The initial content plan for the articles is as follows:

Topic	Description	When
Electricity security in Europe / eFORT narrative	The article will address the benefits and objectives of eFORT from the viewpoint of climate change, security situation, and societal developments. Recent news in the field will be referred to, as well as the ongoing and expected transfer from oil, gas and coal to electricity. Electricity security impacts all aspects of security and society; these include heating, cooling, lighting, traffic and infrastructure, communication, finance, and many more. Hence, it impacts the industrial, commercial and domestic sectors.	2023
Cybersecurity in electronic grids	The growing need for improved cybersecurity in the field of electricity will be discussed, along with the eFORT solutions.	2024
Presenting the demonstration sites	The four demonstration sites will be presented. The focus of the article will be on the project's impacts and benefits on the local communities as well as European citizens.	2025
eFORT solutions	The results and learnings of the project will be introduced.	2026

Table 6. Non-technical articles. Initial plan

4.8 Newsletter

As stated in the DoA, biannual newsletters are sent out to the stakeholder community to inform and engage them. The newsletters will introduce the project, its activities and outcomes, share invitations to events, disseminate the results, share relevant news in the field, and more. The content will be created in collaboration with the partners, and

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each partner is responsible for sharing up-to-date information and relevant news via the newsletter.

The subscription to the newsletter can be done from the eFORT website, and the subscription form will be shared regularly on social media, partner organisations' channels, and other relevant contexts. A QR code leading to the newsletter subscription will be added to printed brochures to be disseminated at physical events.

4.9 Events, workshops, and conferences

In addition to the communication and dissemination methods discussed in the previous chapter, eFORT will be disseminated through a series of events locally and internationally.

The demonstration sites will be showcased to the target stakeholder groups and the general public in different ways, such as presentations, videos, or workshops. Each demonstration plan (Chapter 5) will discuss whether the demonstration site will be physically opened to the public, as it may not be feasible with all the sites. If the demonstration site cannot be physically opened to the public, it will be presented through other activities, such as online workshops, conference presentations, etc. The local demonstration teams are responsible for the showcases, with the support of the communications leader.

The consortium will hold a minimum of 6 outreach events, such as workshops (including specific exploitation workshops), seminars, or conference presentations. The workshops, webinars or seminars will have a focus on the developed solutions and grid architectures, as well as the accommodation of higher shares of renewables in them. There will be at least two eFORT events, including the final conference, disseminating the technological and operational advances of eFORT. The final conference will also cover the replication and exploitation strategies. Online events will be available on the YouTube channel and the website.

In addition, the partners will attend multiple relevant industry and scientific events and conferences. The full event list (including application deadlines) will be on Sharepoint and updated by the communications leader twice a year, but the initial list of events can be found below:

- Annual Demand Response & Distributed Energy
- Resources World Forum
- IEEE International Conference on Smart Grid Communications
- IEEE International Conference on Innovative Smart Grid Technologies
- TSO/DSO Cybersecurity Conference (ENCS, EDSO, ENTSO-E).

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5 Demonstration site strategies

A communication and dissemination strategy has been identified for each demonstration site by consulting the demonstration leaders about the activities, communication needs, and specific features of the sites. The strategies presented in this chapter include definitions of target groups, key messages, desired objectives, and primary means of communication and dissemination for each site. The plans described in this report are initial and will be further refined in the next report on the C&D plan (D6.5). As the demonstration activities will begin in March 2025, determining some methods of dissemination, including specific conferences and events, will occur at a later stage of the project.

5.1 Demo 1: Spain

The first demonstration site, located in a rural area in Granada, Spain, will demonstrate the eFORT solutions for improving a digital substation and a prosumer grid. The substation is operated by the demonstration site leader CUERVA Energía S.L and connects the Medium Voltage (MV) distribution grid directly to the High Voltage (HV) network. This distribution network feeds the village of Escúzar, which will serve as the demonstration site for the microgrid.

The Low Voltage (LV) distribution grid serves mainly residential consumers, with 450 supply points. Near the village, there are 2 PV plants (solar parks) and a small number of residential households with self-generation in the area.

Additionally, a small-scale PV plant will be deployed for shared self-consumption between the public supply points owned by the town hall. Escúzar electrical substation will be also used as a complementary demonstration site.

Solutions demonstrated

1. At the Internet of Things (IoT) level, the methodology for mitigating a massive attack on distributed resources will be applied. This will allow the assessment of the vulnerabilities of the CUERVA's living lab, defining an action plan to prevent attacks, generating cybersecurity algorithms and simulating faulty conditions to test the response and resiliency.

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2. At the industrial level, the SecureBox, as part of the IDS/IPS system will be tested. It will be used for monitoring the status of industrial devices (security patches, alarms, etc.), such as smart meters, and their emergency functions.
3. Some of the developments performed in the Ukrainian demonstration site will be replicated to modernise and secure the CUERVA substation, with attention to RTU (Remote Terminal Unit) enhancements. The focus will be on user management and secure access, and activity monitoring, facilitating the direct integration of DSO custom systems in microgrids and segments of the network.

5.1.1 Target groups and stakeholders

The main objective of the site is to demonstrate digital substation, especially IoT, blockchain and cybersecurity solutions in the context of a prosumer grid. It is important to note that the solutions are highly technical and not physically visible. Due to this, the primary target groups consist of professionals in the industry and technological experts. Given the demonstration site's highly technical nature, it is anticipated that the broader public is unlikely to be interested in the details of the activities. Nevertheless, the public, including the residents in the area, will be informed of the overall objective of the site and the project, and an ongoing effort will be made to find opportunities for further communication with end users.

The identified key stakeholders and target groups are:

- DSOs
- Associations
- Utilities
- Technological companies

Key stakeholders will be contacted via CUERVA's well-established list of contacts in the industry concerning the whole value chain.

5.1.2 Key messages

Initially, there are two types of key messages: those directed at other industry experts and those directed at the general public in the area and throughout the European Union. The key messages may be tweaked once the project proceeds and the demonstration site begins to deploy the developed technologies and strategies.

1) Key message to other professionals in the field:

- The increasing importance of cybersecurity in critical infrastructure, particularly from the perspective of DSOs and utilities, and how eFORT solutions can contribute to the improvement of cybersecurity.

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2) Key message to the broader public:

- The solutions developed by CUERVA and eFORT aim to improve the lives of residents and families in the distribution area, as well as throughout Europe. By improving grid security and thereby supporting industrial growth in the area, the project and the demonstration activities will contribute to a better quality of life now and in the future.

Policy-related messages are not expected to be relevant.

5.1.3 Tools and activities

As mentioned above, the demonstration site will deploy highly technical and specified cybersecurity solutions, which will not be physically visible to the residents of the area. In light of this, it is intended to inform the general public through broader, cross-project activities in the area. Moreover, in planning the demonstration site activities, it will be taken into account that it will take place in a rural area.

Different target groups will be made aware of the demonstration activities through press releases, videos, website posts, newsletters, and social media posts. In addition, an article written in a non-technical manner will introduce the demonstration site to the general public. All relevant eFORT press releases will be translated into Spanish and sent to the local media, and the demonstration leader CUERVA will translate and distribute relevant content through its online channels, such as its website, newsletter and social media. The focus on communications will increase from the end of 2024 onwards.

Additionally, workshops and events, such as industry conferences, will be held to introduce the demonstration site to the different target groups. The demonstration leader CUERVA will organise local B2B workshops, for the key stakeholders mentioned above. The local workshops will be held in Spanish.

Figure 12. Screenshot of Demo 1 website page.

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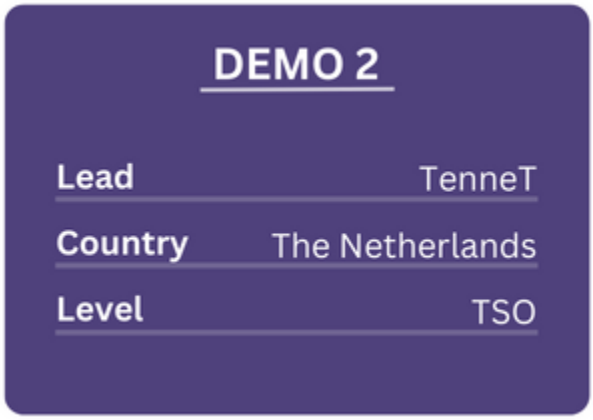
5.2 Demo 2: Netherlands



The demonstration site located in the Netherlands is led by TenneT with support from Delft University of Technology (TU Delft). It will include strategies and tools to defend, prevent, respond and mitigate disturbances, contain cascading failures to avoid a blackout and restore the interconnected power grids from a European-wide blackout.

The main solutions developed and demonstrated in Demo 2 are: (i) power grid digital twin for cyber resilience. (ii) decision support for operational technology recovery and power system restoration, (iii) algorithms and strategies for secure grid operation modes and blackstart recovery, (iv) self-healing grid capabilities to defend against cascading failures caused by cyber attacks, and (v) reactive and preventive actions for self-healing reaction techniques at the cyber layer to mitigate cyber-attacks. A Control Room of the Future (CRoF) for TSOs at TU Delft will be used to jointly train Computer Security Incident Response Team (CSIRT) and power grid operators in the developed solutions and strategies through red/blue team exercises and power grid operation scenarios under emergency, blackout and restorative conditions.

A digital twin of the power grid will be developed using open data, common and future grid components, and standards. The focus is on interconnected power grids at the TSO level, including interfaces with DSOs. The demonstration activities encompass the simulation of the transmission system of the Netherlands and parts of Germany using the digital twin in CRoF at TU Delft.

5.2.1 Target groups and stakeholders

The primary groups to be engaged with:

- Power grid operators on the local and European level
  - TSOs
- ENTSO-E
- Vendors of power system technologies
- Energy companies

TSOs and ENTSO-E are the main target groups, as the demonstrated solutions will directly benefit and impact them. These stakeholders will be informed and interacted with most, and training TSOs is an essential part of the demonstration activities.

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Other groups to be informed:

- DSOs
- E.DSO
- Contacts from sister projects
- Dutch municipalities
- General public

The training will mainly involve TenneT and ENCS. Additionally, members of relevant networks outside the project will be directly contacted as well as contacts from sister projects.

5.2.2 Key messages

For effective communication, message points are differentiated based on the target groups.

1) Key messages and communication points to grid operators:

- Increasing awareness of the importance of cybersecurity within the TSOs (engineers, senior management, also non-engineers).
- Bridging the gap between system operators and cybersecurity professionals by facilitating and improving their collaboration and communication with each other.
- Cybersecurity needs to be considered in the planning studies in addition to physical disturbances. Cybersecurity affects how the whole grid should be operated.
- Promoting workshops and cybersecurity training for grid operators.

2) Key messages to the broader public:

- Cybersecurity is becoming increasingly important in electricity grids; the grids are critical infrastructure and their proper operation affects everything in society, such as transport, heating, and many industries. With the rapid digitalization of the power grid, cybersecurity is more important than ever.
- Ultimately, the goal is to prevent failures, and if done correctly, the citizens will not see the effects of the project, other than not experiencing disruptions in the wide range of benefits that flow from a functional grid.

Additionally, the demonstration site may provide grid operators with some assistance with their cybersecurity network requirements, but not necessarily with direct solutions. It is not expected that policy-related messages will be required.

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5.2.3 Tools and activities

In addition to the eFORT website and social media channels, the websites and social media channels of TU Delft and TenneT will be used. Moreover, the demo partners will utilize specific LinkedIn pages for dissemination, including the Control Room of the Future LinkedIn page. Videos, presentations, newsletters, and articles will also be used to showcase the demonstration site in order to reach the targeted audiences. English, Dutch, and German will be the main languages of communication.

The TU Delft will approach industry partners directly, and a workshop may be organized for them. Furthermore, TU Delft plans to organize summer schools where eFORT solutions will be presented in short sessions, but these may occur within the context of other projects that go beyond the scope of eFORT.

Figure 13. Screenshot of Demo 2 website page.

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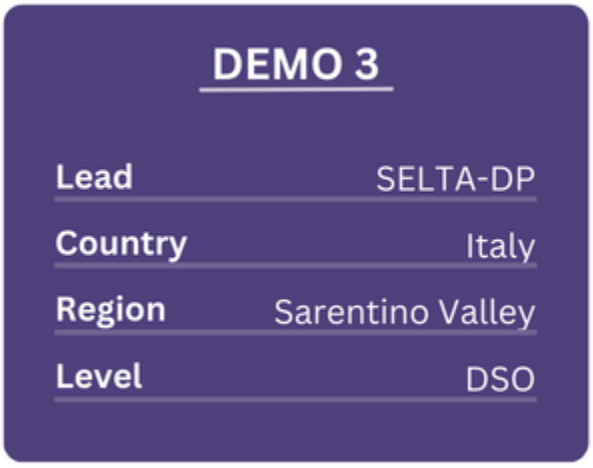
5.3 Demo 3: Italy



The Italian demo site is a distribution system located in the Sarentino valley in northern Italy. The main DSO in the region is EDYNA, managing 8,608 km of the network and supplying electric power to 230,000 customers. The pilot demonstration activities will be performed in the MV and LV grid supplied by the HV/MV Sarentino substation.

Subtended DSOs should also be able to manage their grid in island mode, through automatic primary/secondary frequency and voltage regulation of the local system. The Italian site's purpose is to showcase the developed grid islanding algorithms to prevent potential power outages and ensure grid service quality.

Main solutions

- Real-time decision support system for grid restoration
- Control scheme for islanding operation mode
- Digital twin
- Innovative services to exploit resources (ChatBot)

5.3.1 Target groups and stakeholders

The main C&D target groups identified are as follows:

- DSOs
- National and European DSO associations
- National and local authorities
    - Including the province and municipality
- Electrical committee
- End-users

The national authorities and regulatory bodies are typically the ones proposing standards and innovative solutions to the electrical distribution system's players.

5.3.2 Key messages

Initially, the key messages are divided into four categories; directed at DSOs, grid users, policymakers, and the general public.

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1) To DSOs

- Marketing the innovative solutions, including the developed software, and how it can be beneficial to the DSOs.

2) To users of the grid, such as factories

- The aim is to provide high quality service in terms of stability, availability and security to the users of the distribution grid. The islanding mode operation tested in the demo has the aim to guarantee the quality of the grid also in these specific operating conditions.

3) To policymakers

- Policymakers will be kept informed about the general project development and outcomes. As a result, they can be inspired in making crucial decisions for creating the next generation vision.

4) To locals and the broad public

- The demonstration activities contribute to the development of the area, preventing power outages and ensuring grid service quality.

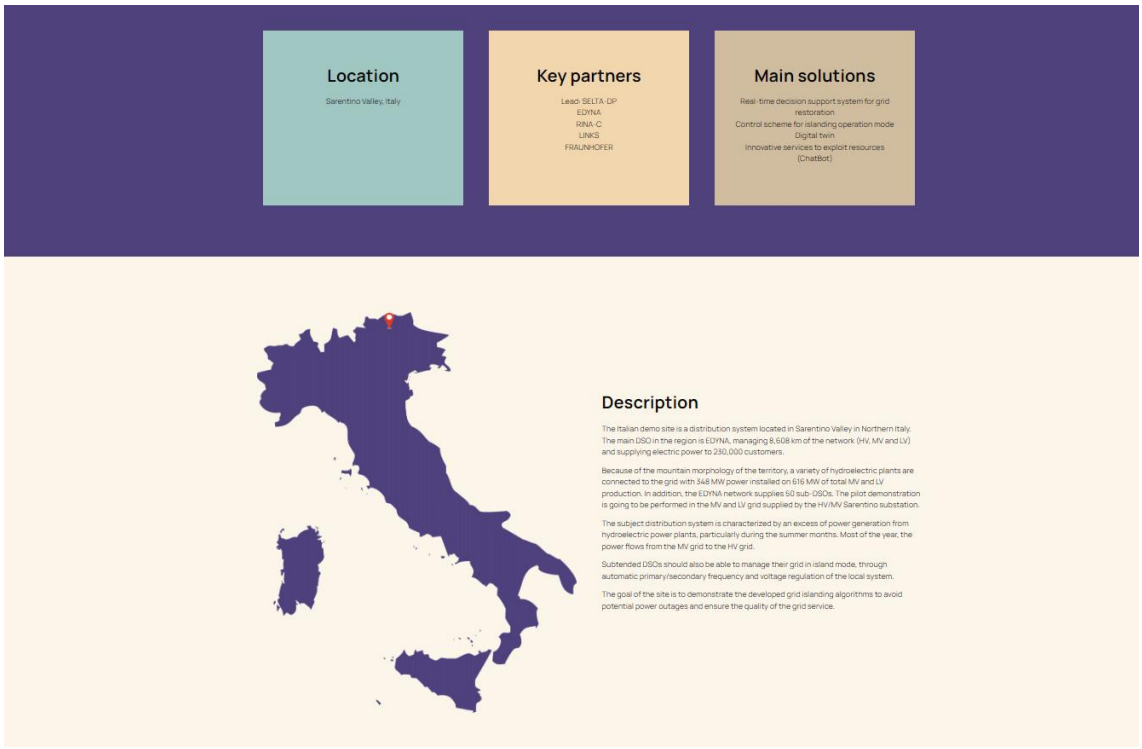

Figure 14. Screenshot of Demo 3 website page.

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5.3.3 Tools and activities

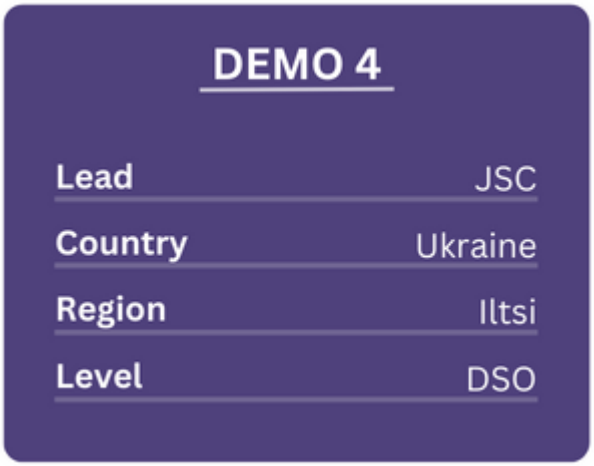
Promoting and creating visibility among various stakeholders and target audiences will be achieved through a wide range of C&D channels and activities, used in a tailored manner.

On-site visits will be conducted for people from the local community as well as students who are interested. Furthermore, the site will be open to the local authorities for them to visit and become familiar with the solutions that have been developed.

The demo partners will also organise workshops for DSOs, DSO associations and other electrical technology providers, who are anticipated to be highly interested in the site and the project solutions. The demonstration leader will contact the individuals who have been established as direct contacts once the workshops become relevant during the last two years of the project cycle.

Among the communication channels used will be the websites of eFORT, SELTA (Business Unit of DigitalPlatforms) and EDYNA. Furthermore, the demonstration activities will be disseminated through the project's social media channels, videos, newsletters, brochures, and presentations. In order to reach the local population, the communication material must be translated into Italian and German, which are the main languages in the area.

5.4 Demo 4: Ukraine



As Ukraine seeks to increase its ability to respond and recover from cyberattacks emanating from Russia, including attacks targeting critical infrastructure operators such as the substations, DSO and TSO, cybersecurity is a critical frontline.

In that context, the fourth demonstration site, led by JSC, aims to digitalise, protect and improve the resilience of a substation in Iltsi, Western Ukraine.

The demonstration site is a substation operated by JSC, the DSO in the Ivano-Frankivsk region, which receives electricity from the United Energy System of Ukraine.

The Ukrainian demonstration activities will test the created solutions to secure substation automation systems together with SecureBox. The main applications to be tested will include substation access control and detection of abnormal working conditions or procedures with the corresponding alerts. The development of the BIM substation model will allow constant updating and the possibility of having access to the necessary information while testing.

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The demonstration site objectives will be achieved through an end-to-end consideration of the design, test and operation life cycle of upgraded digital substations for primary distribution.

The security status of the Ukrainian demonstration site will be assessed in M24 (August 2024). As of now, demonstration actions and communication will continue in accordance with the GA, within the confines of the current situation.

5.4.1 Target groups and stakeholders

The identified target groups of the Ukrainian demonstration site include several Ukrainian and EU-level groups:

- Energy Community
- ENTSO-E
- EPES systems producers
- Cybersecurity actors, such as ENISA
- COST Action
- European Commission
- Carbon Zero Transition Policy Makers
- EU citizens
- Ukrainian citizens (end-users and others)
- Partners within the project: especially other DSO partners (CUERVA & EDYNA)

One of the major objectives of the demonstration partners during the project is to establish a collaboration with ENISA, standardization and certification bodies in order to enable approximation of the approach towards the EU.

5.4.2 Key messages

There is a significant difference between the Ukrainian demonstration site and those of the other demonstration sites due to the current conventional and unconventional threats and the importance of grid security and resilience. The Ukrainian demonstration site has the potential to facilitate more collaboration in the domain for the EU and Ukrainian energy grid stakeholders.

Therefore, the main messages of the demonstration site are as follows:

- Overall electricity security awareness; considering the cybersecurity aspect; cyber-physical infrastructure and energy transition in the unique mix of conventional and unconventional threats.

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- There is an increasing level of cooperation between Ukraine and the EU; Ukraine is a recent EU candidate member; Ukraine has recently joined ENTSO-E. As a result, once the reconstruction process begins, there will be opportunities for international EPES system producers to enter the Ukrainian market.

In addition, since Ukraine is not a member of the EU, the policy perspective differs from the other demonstration sites.

The policy needs for the demo include:

- Approximate policy standards
- Security standardisation and certifications
- Security dimension of EU integration for Critical Infrastructure.

These needs will be integrated into the site's communications approach.

5.4.3 Tools and activities

A broad range of C&D channels will be used for promotion and creating visibility among various stakeholders and target audiences. The demonstration site is presented on the project website and its activities will be published via the website's news section.

Facebook and YouTube are the main social media channels used in Ukraine, and the demonstration partners' Facebook and YouTube channels will be utilised in addition to the project's SoMe channels. Linkedin and Twitter will be primarily used for communicating with international audiences.

The demonstration site will also be promoted and disseminated through newsletters, press releases, brochures, articles, and videos. It is necessary to communicate and disseminate information in the Ukrainian language to the local target groups, whether in the form of articles, videos, workshops, or other means.

A video presenting the demonstration site has already been produced, and it will be published and distributed in both Ukrainian and English in spring 2023. Communications material will be published once the respective WP has been officially launched.

Currently (early 2023), it is not possible to organize physical workshops and field demonstrations at the demonstration site due to security concerns. The situation may, however, change, and the plan and actions will be adjusted accordingly. For the time being, it is planned to showcase the demonstration site primarily through videos and possibly hybrid events. In Kyiv, relevant conferences are held, however, participation rates may be low due to security concerns. Therefore, no conference participation is planned at this time.

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Figure 15. Screenshot of Demo 4 website page.

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6 Evaluation and KPIs

The purpose of this chapter is to define the key performance indicators to measure the impact and efficiency of the chosen methods and tools quantitatively. The KPIs will be used to help the communications lead and the consortium measure the progress a minimum of twice a year. The website and SoMe analytics will be conducted by specific analytics tools.

The following table presents the KPIs for each of the activities. It is possible to add additional targets to a project as it proceeds throughout its lifecycle.

Action	KPI per year	KPI in total
Demonstration site showcases		1 per demonstration site
Scientific and technical publications		5 scientific articles submitted
Outreach events (webinars, workshops, conferences)	1	6
Participants at webinars		20 per webinar
Participants at the final conference		75
Collaboration with sister projects (such as meetings, established network, workshops, joint papers)		8 projects
Website visits	1000	5000
Newsletters	2	8
Newsletter subscribers		150
Press releases	4	16
Brochure distribution (physical and online downloads)		1000

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Action	KPI per year	KPI in total
Views of all videos		300
Non-technical articles published externally	1	4
News posts on website	8	32
Twitter posts	30	120
LinkedIn posts	20	80

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7 Conclusion

The objective of this report was to identify, introduce, and establish a realistic yet ambitious strategy for the dissemination and communication of the eFORT project and each of the demonstration sites. Dividing the strategy into the project level and demonstration site level aims to ensure consideration of the specific aspects of each of the demonstration sites and to disseminate the different activities equally. The target audiences, main stakeholders, key messages, and key tools for the project and each of the demonstrations have been defined to create impactful, timely, and strategic communications and dissemination actions.

The report introduces internal procedures and KPI definitions to measure and monitor the C&D actions. To coordinate the efforts, an internal Communication Board has been established, and specific content creation schedules and a monitoring file have been created. In addition, the communications leader coordinates events and other joint communication and dissemination efforts. All project partners, with a particular focus on the Communication Board members, are required to contribute to the successful implementation of the communication and dissemination strategy.

Besides the C&D strategy, this document defines the tools and channels used to reach the identified target audiences and objectives of the project. The implementation of the communication and dissemination strategy, and using the selected tools has already started, as the project website and social media are launched, and the news posts and presentations have taken place. The updated plan, implemented activities, and progress regarding reaching the KPIs will be reported in the next Communication and Dissemination plan in M24.

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