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D5.5

Communications and Dissemination Report 1

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Index of Contents

1 Executive Summary

This document describes the communication and dissemination activities conducted under IcARUS project, WP5- Communication and Dissemination, from Month 1 (September 2020) to Month 24 (August 2022).

The main objective of this document is to detail the main communication and dissemination materials, channels and tools used and developed, as well as, the specific activities conducted throughout the above-mentioned period, by the IcARUS consortium.

The document presents the identity created for the project, and it provides an overview of the templates and supporting materials, both physical/offline and digital/online, created during this period, as well as, the different channels used for communication and dissemination of the project.

Furthermore, it presents and analyses the overall dissemination performance in the different channels (in the form of relevant analytics and statistics) where at the online level we distinguish: website, social networks and press releases; and at communication and knowledge transfer level we present the performance related to the participation in / organisation of events, and scientific publications (i.e., conference papers, journals, etc). Particular attention is also given to the relation between the coordination and the dissemination under WP5, and the collaboration with other projects and initiatives, especially the EFUS network, as well as the Consultative Committee of Cities established by IcARUS.

In summary, the following sections will present the project identity and communication toolkit, comprising all the materials developed to support the project's dissemination and communication actions. The channels and tools used or developed in this period, the participation in events, and scientific publications, are also defined and an overview of the respective results and analytics is provided. The synergies or collaborations with other initiatives / stakeholders established during this period are also described and finally the current status against the performance indicators.

2 Introduction

This deliverable provides an overview of the products and actions that were delivered for the effective communication and dissemination of IcARUS project in the period M1 (September 2020) to M24 (August 2022). It analyses the performance of the channels, materials and tools used (these are extensively presented in the respective deliverables D5.1 Visual identity, D5.2 Strategic Dissemination and Communication plan, D5.3 Creation of the project's webpage and social networks), and strives to consolidate the impact of the IcARUS branding.

This deliverable is divided into 7 main sections:

- Branding
- Channels and tools
- Events
- Scientific publications
- Liaison with other projects, networks and initiatives
- Communication performance against the evaluation criteria
- Conclusions

3 Branding

3.1 Project´s identity

Project logo and branding guide

The identity of the project was developed in the early stages of the project (Month 2) as described in detail in the deliverable "D5.1 Visual identity". During this time the identity has been consistently used in all the communication channels, materials, and actions carried out for creating awareness about the project and communicating its activities and results.

The consistent use of ICARUS identity eases the recognition of the project amongst the target groups allowing the project to gain space within the European Urban Security community. ICARUS identity, which comprises not only the logo but also the font type, the colours, and language, is present in the website, social media networks (i.e., Twitter, Facebook, LinkedIn), stationery (i.e., templates, folders, etc), communication kit (i.e., brochure, poster, roll-up, pop-up booth, project presentation), images and cards used for publications in social media, video, materials used to promote ICARUS events or ICARUS participation in an event (i.e., cover banners, and agendas among others).
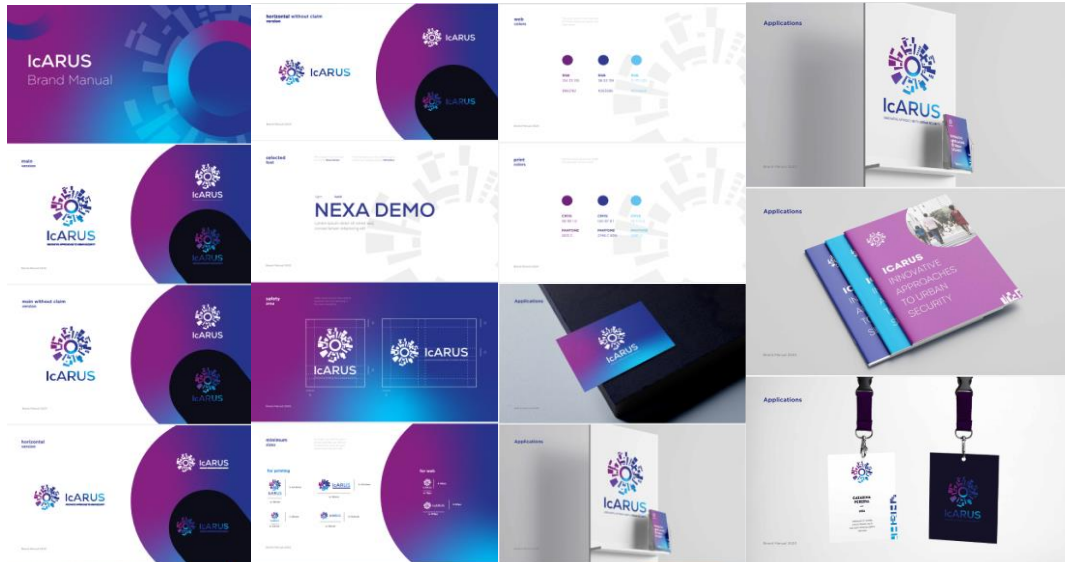

Figure 1 – Logo versions

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Figure 2 – Branding guide

3.2 Communication Toolkit

The communication toolkit developed for the IcARUS project comprises the materials that aid the consortium in their formal and informal communication activities, such as reporting, participation in meetings and events while ensuring a promotion of the brand identity making it memorable. All this is detailed in the "D5.1 Visual identity".

This kit is composed of the project's stationery and promotional support materials.

3.2.1   Project´s stationery

These materials guarantee a homogenous image across the project results and build towards establishing loyalty with the target groups. All partners are keen on using the official templates, and respecting the need to show the EU logo and disclaimer and project number in the materials. These include:
- Word and power point templates used for reporting purposes and for presentations at meetings or events, respectively;
- Supporting materials for participating in events such as folders, letterhead paper, business cards; and an email signature for the identification of the project in communications.
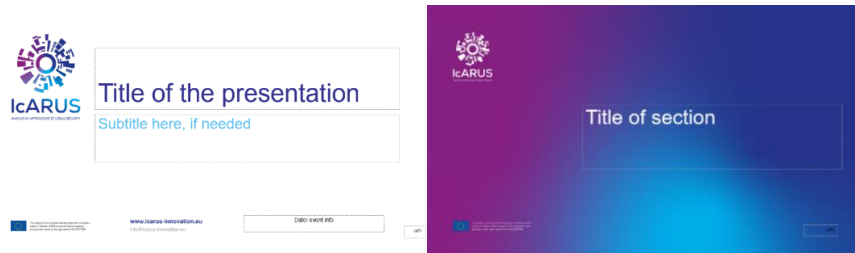
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Figure 3 – Deliverables Template

Figure 4 – PowerPoint Template

Figure 5 – Folder, Letterhead Paper, Business Card

Figure 6 - Email Signature

3.2.2 Promotional support materials

Brochure, poster, roll-up, pop-up stand

These materials allow a fast visual promotion in events and exhibitions, attracting the interest of the stakeholders. Partners have been using widely in attending events and also sharing digitally to promote the project.

- Brochure with information about the project's mission, what has to offer and what are the benefits to the target groups;
- PowerPoint presentation of the project for partners to use when participating in events;
- Poster, roll-up, and pop-up stand to increase the project's visibility in events.
- Merchandise materials (anti-stress ball, phones, agenda, camera blocker) for attracting attendants to the ICARUS stand while in events, and creating the opportunity for a follow-up communication

All partners have been strongly encouraged to use the communication and promotional materials in their dissemination activities, in order to increase the project awareness and the effectiveness of dissemination actions.

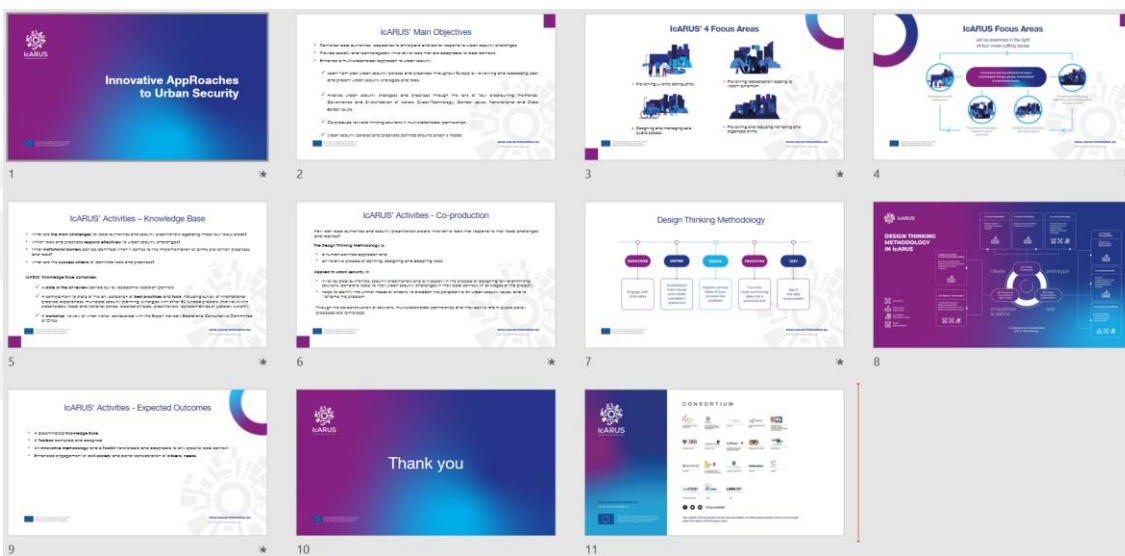*Figure 7 – Brochure, Poster, Rollup*

Figure 8 – Promo presentation
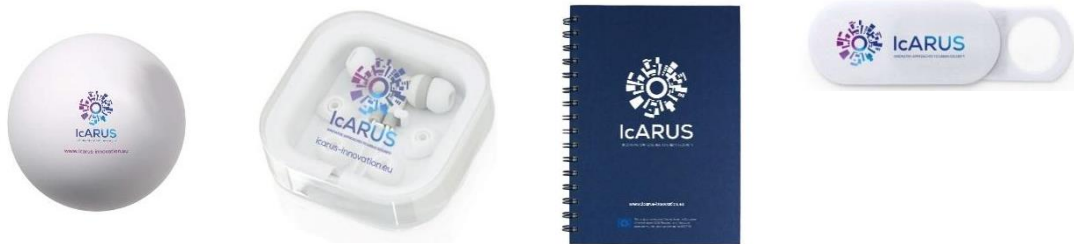
Figure 9 - Pop-Up Stand

Figure 10 – Merchandise

3.2.3   Graphical Kit

Aiming at ensuring a consistent communication of the IcARUS identity, the following graphical elements were developed, which are used to enhance the image of the project during presentations. LOBA has been constantly working with the partners to implement a dedicated iconography in line with the branding of IcARUS, creating custom images that enhance the communication of the concepts during implementation. Thus, this collection of graphics is ever-growing and is expected by the end of the project to have reach **at least 50 custom made images/graphics**. All the above can be found integrated in the website and materials for promotion, communication, presentation, deliverables etc. The images can be seen at ANNEX 4

Figure 11 – Sample from the graph kit collection

3.2.4   Factsheets

Within the array of promotional materials developed, the inforgraphics/factsheets have been specially designed to disseminate the results of the research carried out in WP1 and WP2in a very visual and read-friendly way. These materials are inspired by the work conducted by the partnership and draw their contents from the research deliverables. So far 4 Infographics/factsheets have been produced, and a wide campaign was implemented in social media for their promotion as well as distribution of physical copies. In specific, altogether the factsheets so far have been **viewed 661 times on their digital version**, and more than **150 copies were distributed** during the Mid-term conference in Riga, and the Lisbon workshop of WP2. More Factsheets will be produced in the course of the project and widely distributed both physically and digitally. Below follows an overview of the factsheets, which can also be seen in detail at the ANNEX 5:

Factsheet #1

This factsheet is based on research conducted for the IcARUS reports "Methodology for the adoption of Design Thinking in urban security & crime prevention initiatives" (D1.1) and "Guidelines to the Design Thinking implementation in IcARUS task" (D1.2)

The questions that it analyses are mainly: What is Design Thinking? Who is to use DT? How to implement DT? Why choose DT? What are the three main principles that local authorities need to consider when applying DT to urban security? What are the guidelines according to the three main goals?
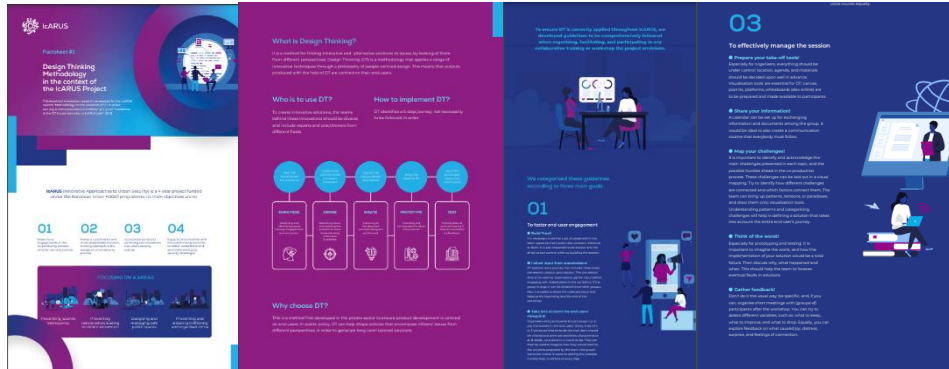
Figure 12 – Infographic 1: Design thinking methodology

Factsheet #2

This factsheet is based on research conducted for the IcARUS report "Legal adjustment report of IcARUS to the relevant international and national regulations" (D6.1).

The questions that it analyses are mainly: What is Juvenile. Delinquency? What does the law say? Is there a common EU policy in this area? What are the main Legislation and Key Takeaways?

Figure 13 – Infographic 2: Preventing Juvenile delinquency

Factsheet #3

This factsheet is based on research conducted by IcARUS for the public report D2.1 The Changing Face of Urban Security Research, and it further communicates how can research inform the urban security strategies.

The elements that it analyses are mainly: Generating Insights, Collaboration and Mutual Understanding, The Importance of Evaluation, Context Matters, Disseminate Findings, The Importance of Data, Key Takeaway.

Figure 14 – Factsheet 3: Using research to inform urban security strategies

Factsheet #4

This factsheet is based on research conducted by IcARUS for the public report D2.1 The Changing Face of Urban Security Research, and it further communicates the learnings from the past throughout 30 years of crime prevention and urban security.

The elements that it analyses are mainly: The broader conceptualization of urban security, The paradox of success, Incorporating preventive design, The (en)gendering of urban security, The evolving dynamic of crime and security, The stigmatising potential of targeted interventions, Trust in partnerships, The salience of locality and place, Evaluation for accountability, development and learning.

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Figure 15 – Factsheet 4: Learning from the past: 30 years of crime prevention and urban security

4   Channels and Tools

4.1 IcARUS Website

The activities related to the website design and development are reported in detail in Deliverable D5.3 "Project website", which describes the process of its creation and development. We hereby report on the contents produced and the performance of the website.

Since the official launch of the website, the content has been continuously updated with news articles about the progress of the project, the activities carried out by partners, as well as relevant events where IcARUS has been involved in / represented. This activity includes encouraging partners to provide relevant content for the website as instructed in the dissemination and communication plan, in order to ensure at least 1 to 2 blog publications every month.

In its totality, the website features 18 main pages seen in the below graphic, and is dynamically updated with constant feed from the project work, deliverables, news, events and promotional materials.

Content-wise, the website has so far a total of 5 newsletters with the most recent news of action, 12 deliverables that have been approved and are accessible to the public, 4 events that happened and were uploaded in advance in order to prompt participation, 5 cities added in the Consultative Committee of Cities, 3 persons added in the Advisory board and 11 projects added at the Synergies. It also features links to the social media, newsletter sign-up, and a contact-us function that has been used various times by the stakeholders to

reach the consortium. Moreover, there are pages with details about the project work and objectives as well as the 4 areas that are the focus of IcARUS.
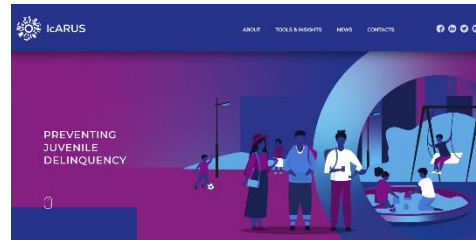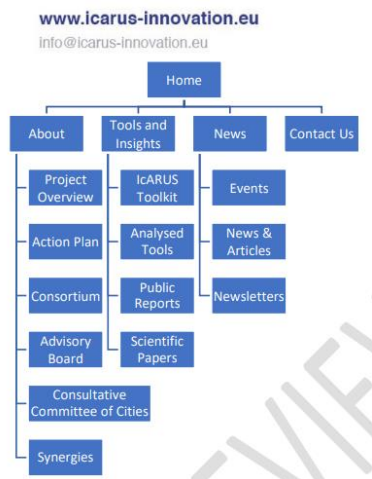

Figure 16 – Website structure of main pages and content sample

4.1.1   Website performance

As the main window into the project's work, the website has been designed to guarantee a smooth User Experience and to maximize the delivery of information and interaction.

Up to the end of the first reporting period, the website was visited by 6,337 unique users, guarantee a 9.9% returning visitors and a 2:29mins average session. The page views reach the very high number of 30,414, revealing that the new users explore intensely the contents. That helps us to predict that the page views number and return visits numbers will certainly double in the next period where the results will start feeding into new pages and the visitors start returning to see the updates.

The below graph reveals the "website traffic" peaks, and although they appear to be irregular, they are connected with the days that publications are made on the networks of IcARUS. The influx of traffic to the site is much higher on the day or in the hours after the publications are made, arguing towards the effectiveness of the social media promotional campaigns.
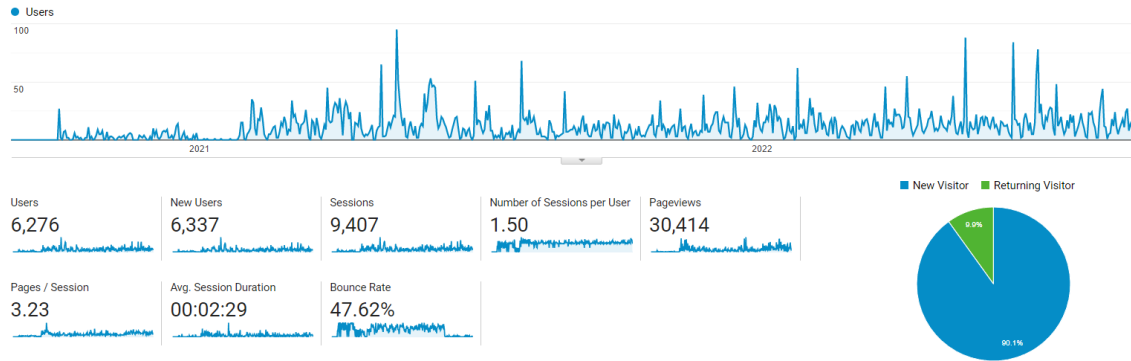
Figure 17 – Website Performance

Geographic coverage

The IcARUS website has been viewed by users from 107 different countries around the world, revealing a widespread interest internationally and augmented cross-border reach even outside Europe. Part of this success is thanks to the intense social media promotion campaigns that have been implemented but also to the partners´ participation in international conferences to promote the project.

Table 1 – Top 10 visitors´ countries

|	Country	Users	%Users
1	United States	997	15.67%
2	Greece	786	12.35%
3	Portugal	741	11.65%
4	France	558	8.77%
5	Netherlands	351	5.52%
6	Italy	349	5.48%
7	United Kingdom	323	5.08%
8	Germany	276	4.34%
9	Ireland	223	3.50%
10	Spain	206	3.24%
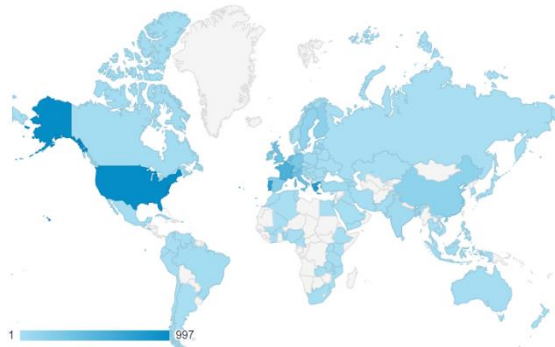
Acquisition

The top acquisition channels have been ranked, and we notice the great performance of the Social Media into bringing traffic to the webpage. Moreover the most elevated number of acquisition has been the Direct, meaning that the Icarus website has been well known to the stakeholders, and they return to visit (entering by using the url directly).

Table 2 - Top acquisition channels

Total	6,276
Direct	2,407
Social	1,921
Organic Search	1,589
Referral	377
(Other)	218
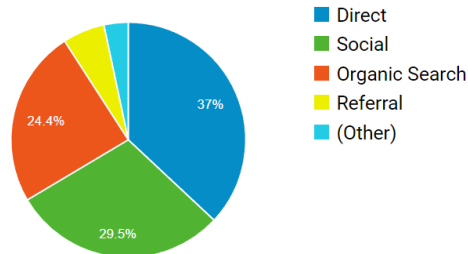
Most visited pages

The main pages of the website have been performing highly, by prompting an average of 1,000views each. Moreover the homepage which is the landing page of the project has acquired a large number of views as seen below, showing that the main entrance point is mostly visited to start the digital IcARUS journey.

Table 3 – Most visited pages

Page	Pageviews	% Pageviews
Homepage	7,044	23.16%
/about/consortium/	1,621	5.33%
/about/project-overview/	1,555	5.11%
/tools-insights/public-reports/	1,410	4.64%
/about/action-plan/	1,378	4.53%
/news/news-articles/	1,046	3.44%
/about/	1,016	3.34%
/news/newsletters/	761	2.50%
/about/advisory-board/	742	2.44%
/about/synergies/	700	2.30%

4.2 Social Media

A strong presence has been established on social media, in line with the visual identity of the project and throughout various channels to maximize the audience acquisition. Frequent posts have attracted a large base of followers and the engagement levels are constantly raising thanks to the communication of meaningful results.

Looking back since the start of the project, also, it is crucial to mention that during the Covid19 period, the social media has proven to be a great tool to not let the IcARUS buzz deflate, meaning that we kept a very strong presence with constant interaction with our followers sharing not only the project whereabouts but also sectorial news.

The social media plan has been extensively analyzed in the "D5.3 Creation of the project's webpage and social networks", where the strategy has been laid and followed up since the delivery with the contribution of all the partners.

The official social networks of IcARUS were launched in September 2020 on Facebook, Twitter, and LinkedIn. A YouTube channel has been established as well. The creation of social media channels entailed:

- Define an appropriate handle @icarush2020 and hashtag for the project
- Design and upload of the cover and profile images
- Design of frame templates to include pictures on publications
- Design of frame templates for heading posts
- Design of frame templates for posts related to IcARUS events
- Research relevant content for our audiences, both from internal sources (within the project) and external (sources outside the project) and develop the posts.

Each month a social media plan is designed with the weekly publications for each social media channel. At least 2 publications are created per week in each channel which entailed creating images and contents for each publication. Additional posts are also added to the social media plan whenever there is a new information (event, activities, announcements) about the project that should be communicated. At the same time, a lot of attention is given to the engagement and reach on social media channels, continuously retweeting/sharing and interacting with other accounts, especially from EFUS network and other relevant projects and initiatives on urban security etc.

The focus of the content published in social media has evolved in line with the progress of the project, going from creating awareness about what IcARUS is and what the project has to offer to communicating specific activities, events and results. Thus, the social media has focused on the following communication objectives:

- To inform about IcARUS, our objectives and main activities
- To inform about information related with Urban Security challenges
- To inform about events that IcARUS is involved in
- To support the communication of activities and events from the Urban Security sector
- To engage our audience towards specific activities carried out in the project (stakeholders in workshops) through dedicated campaigns;
- To disseminate the IcARUS Newsletter and encourage subscribing to the project's mailing list.

Some examples of posts can be seen below:

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Figure 18 – Sample of IcARUS social media posts

4.2.1 Social media performance

The partnership has been working on keeping its social media active and posting every 3 days. Paid promotions have been strategically selected and implemented in order to maximise the reach of posts, and a great deal of content has been developed.

- Followers campaign to boost the followers of these channels.
- Promotional of certain posts related to project's results and activities/events to increase their visibility and, therefore, the social media page and views of the website.

From the beginning of the project until the month of August 2022, we noticed that the project had a total of 905 followers, we made a total of 537 posts with an average of posting every 3 days, and these posts reached 12321 likes, had 428 shares on the networks by visitors and followers, and 318 comments. Which means we got a total post reach of 72,6025, and an engagement of 8970.

Generally speaking, we can see that we have greater reach of follower accounts or prospects on Twitter but that our engagement is more effective on Facebook. Therefore, we have a good combination of these two powerful networks to reach KPIs more easily.

Table 4 – Social Media Performance

	Followers	Posts	Likes	Shares	Comments	Reach	Engagement
Facebook	*367*	*168*	*6900*	*98*	*276*	*87470*	*7274*
Twitter	*354*	*185*	*4261*	*281*	*40*	*614773*	*497*
LinkedIn	*144*	*177*	*1150*	*49*	*2*	*19160*	*1199*
YouTube	*40*	*7*	*10*			*4622*	
TOTAL	**905**	**537**	**12321**	**428**	**318**	**726025**	**8970**
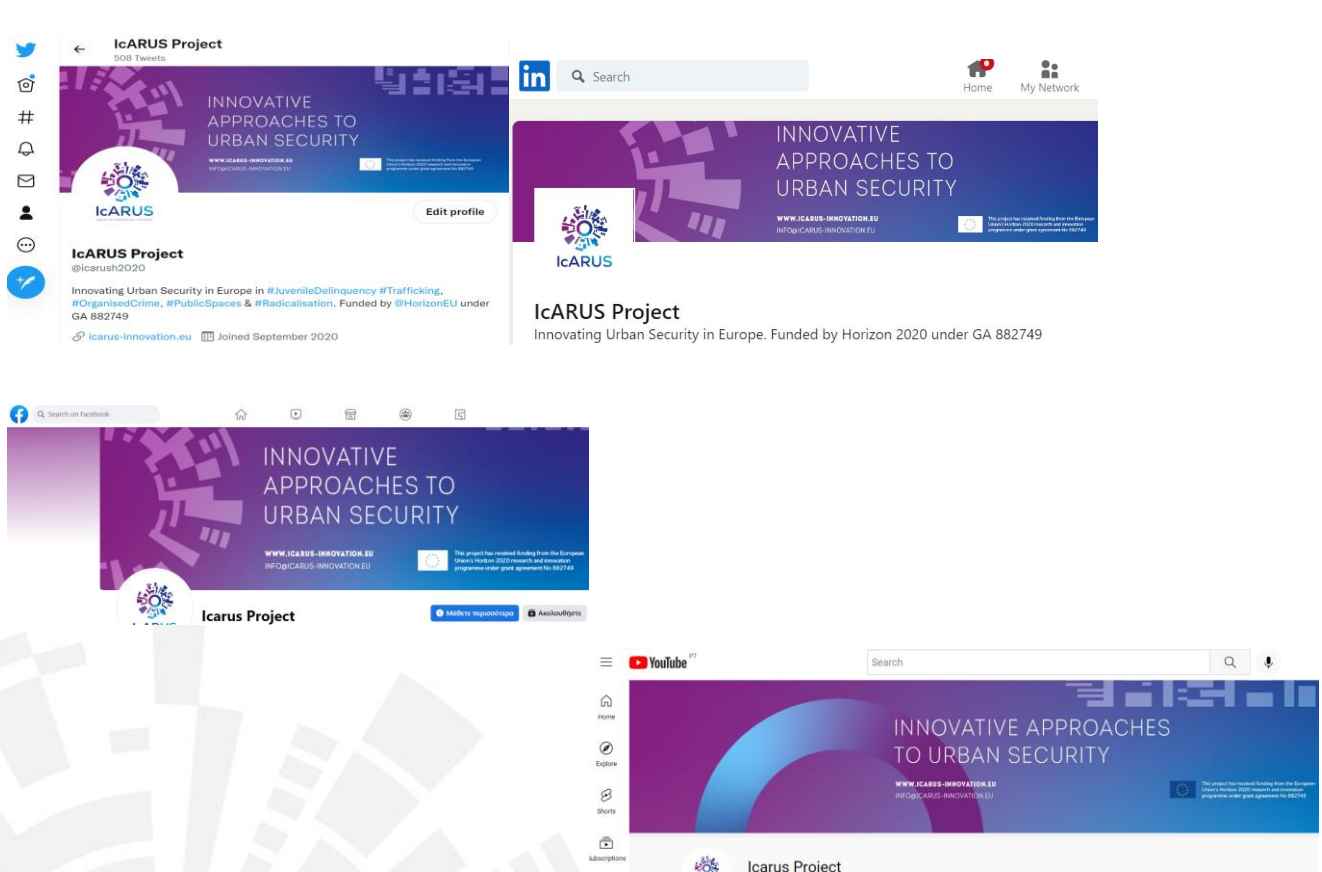
Figure 19 – Social media presence

4.3 AudioVisual resources

At the start of the work, dynamic measures to visually promote the project were developed, mainly videos on the methodology but also with interviews. These have been widely promoted in social media through campaigns, but also by all partners to their networks, and achieved a great number of views, boosting the project dissemination.

Table 5 – Video gallery of IcARUS

	Promoting the project methodology and analyzing the work that will be done.
	Explanation of the workshop methodology with shots from the Lisbon workshop of WP2
	Interview with representative of the IcARUS coordinator (EFUS), talking about the future of the project and the journey so far.
	Interview with representative of IcARUS WP3 leader (Salford University), talking about the upcoming work of the Toolkits.
	Interviews with participants at the Nice conference at the start of the project.

Interview with participant at the Lisbon WP2 workshop talking about the workshop experience and the future collaboration perspectives that arise.
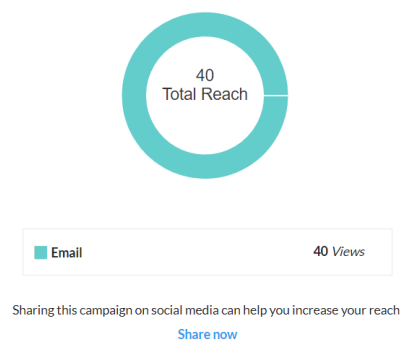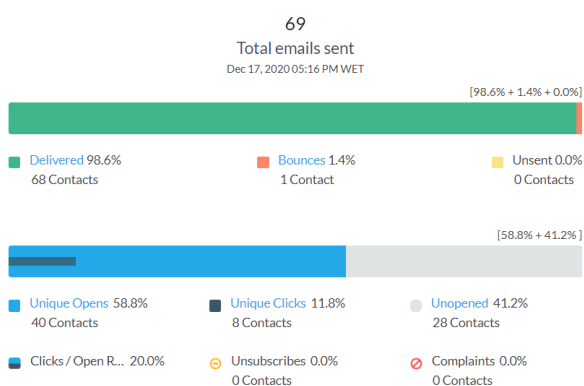
4.4 Newsletters

All partners have been supporting the communication of the project´s main results by contributing to the newsletters with articles. Four newsletters were developed and distributed digitally at Pan-EU level. For the promotion of this resource, the database of subscribers has been utilized, which gathers **166 subscribed contacts to receive the newsletter**. Moreover the partners have committed to promoting the newsletters to their personal networks, and at the same time, Social Media campaigns ensured that the resource reached all the relative audiences. The newsletters are always available at the dedicated page on the project website.

January 2021 -> Newsletter 1

The first newsletter featured articles about: •WELCOME TO THE ICARUS PROJECT; •Combining methodology and innovation: the IcARUS approach; •Urban Security in the last 30 years: An upcoming in-depth analysis. •The IcARUS Toolkit - Supporting European Local Authorities, Testing, implementation and evaluation of the tools. •Ensuring that IcARUS complies with high ethical and legal standards.

It has been **sent to 69 contacts** of the subscribers, and has been further **accessed online 100 times** at the website page where it is featured.
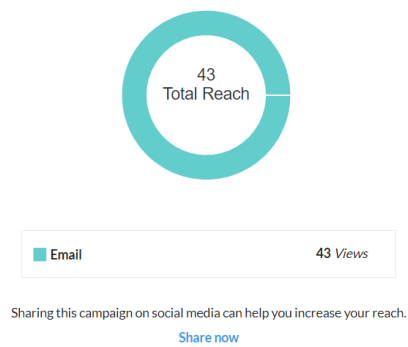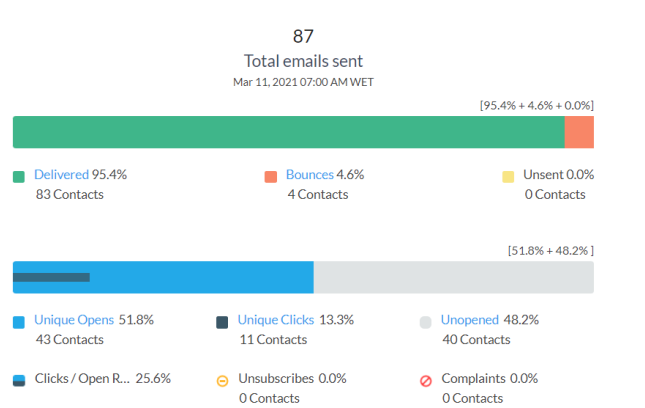
69
Total emails sent
Dec 17, 2020 05:16 PM WET

[98.6% + 1.4% + 0.0%]

Delivered 98.6%   Bounces 1.4%   Unsent 0.0%
68 Contacts   1 Contact   0 Contacts

[58.8% + 41.2%]

Unique Opens 58.8%   Unique Clicks 11.8%   Unopened 41.2%
40 Contacts   8 Contacts   28 Contacts

Clicks / Open R... 20.0%   Unsubscribes 0.0%   Complaints 0.0%
                           0 Contacts   0 Contacts

40
Total Reach

Email   40 Views

Sharing this campaign on social media can help you increase your reach.
Share now

March 2021 -> Newsletter 2

The second newsletter featured articles about: •Meet the IcARUS partners; •Community policing in Lisbon – Sustainable local partnerships for safer Neighbourhoods; •Stuttgart: remaining safe at a time of fundamental changes; •Rotterdam: an open window to the world; •Riga: a holistic approach to the security of public spaces; •Nice: pioneering new urban security solutions; •Turin: Juvenile Delinquency is a priority; •Thinking out of the

box: How the Design Thinking innovative approach shapes the project; •Understanding the needs and expectation of the project's six partner cities: a research conducted by the University of Leeds.
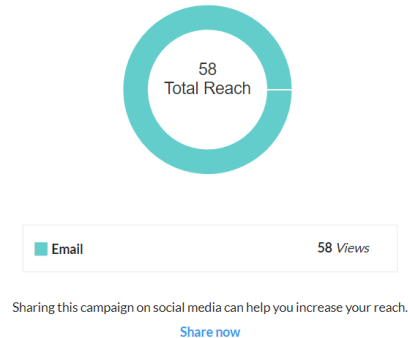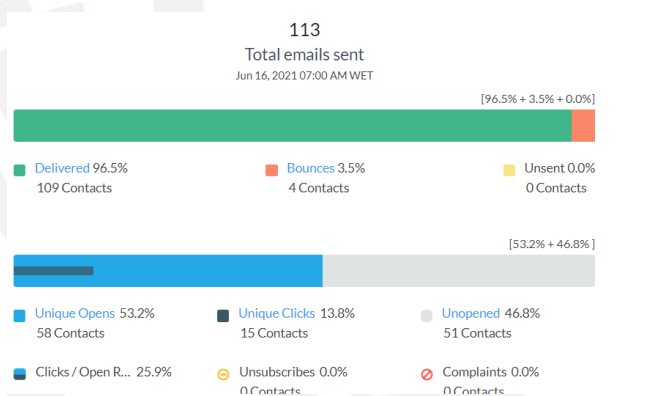
It has been **sent to 87 contacts** of the subscribers, and has been further **accessed online 133 times** at the website page where it is featured.

87
Total emails sent
Mar 11, 2021 07:00 AM WET

[95.4% + 4.6% + 0.0%]

Delivered 95.4%   Bounces 4.6%   Unsent 0.0%
83 Contacts   4 Contacts   0 Contacts

[51.8% + 48.2%]

Unique Opens 51.8%   Unique Clicks 13.3%   Unopened 48.2%
43 Contacts   11 Contacts   40 Contacts

Clicks / Open R... 25.6%   Unsubscribes 0.0%   Complaints 0.0%
                            0 Contacts   0 Contacts

43
Total Reach

Email   43 Views

Sharing this campaign on social media can help you increase your reach.
Share now

June 2021 -> Newsletter 3

The third newsletter featured articles about: •IcARUS' expert advisory board enriches the process of co-production for the strategic approach to urban security, through bringing their intellectual and scientific expertise to the consortium; •IcARUS' consultative committee of cities provides consortium partners with practitioner perspectives and feedback. it supports the design and implementation of the tools developed in the project, and has a key role in strengthening multi-level governance and local partnerships; •Design Thinking virtual training workshops: A fun and fruitful experience; •How IcARUS is leading innovation for urban security; •Do you speak IcARUS? Why the project has created a common glossary of terms.

It has been **sent to 113 contacts** of the subscribers, and has been further **accessed online 78 times** at the website page where it is featured.
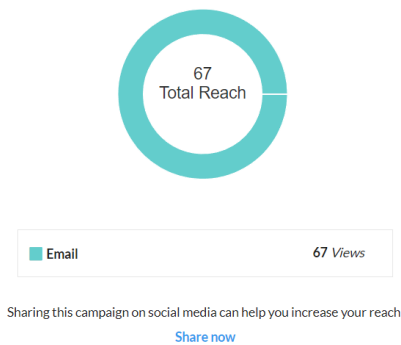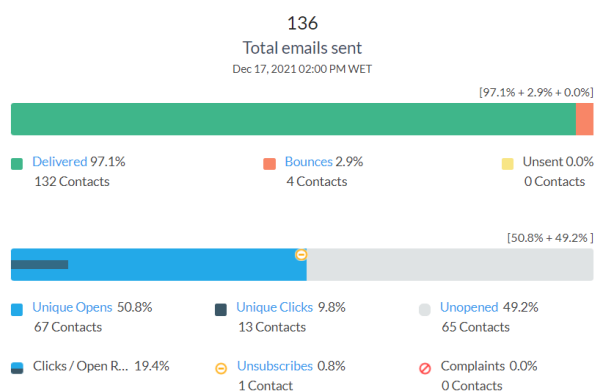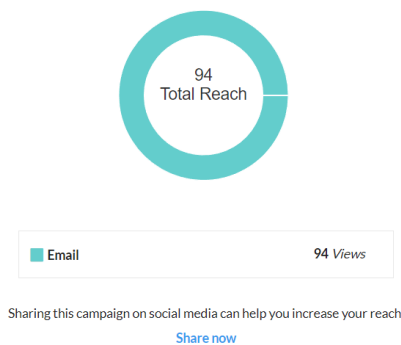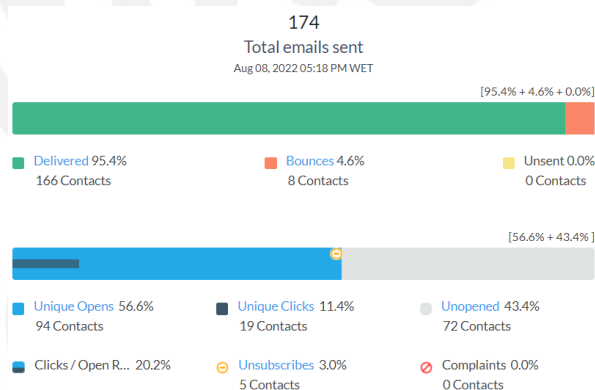

113
Total emails sent
Jun 16, 2021 07:00 AM WET

[96.5% + 3.5% + 0.0%]

Delivered 96.5%   Bounces 3.5%   Unsent 0.0%
109 Contacts   4 Contacts   0 Contacts

[53.2% + 46.8%]

Unique Opens 53.2%   Unique Clicks 13.8%   Unopened 46.8%
58 Contacts   15 Contacts   51 Contacts

Clicks / Open R... 25.9%   Unsubscribes 0.0%   Complaints 0.0%
                            0 Contacts   0 Contacts

58
Total Reach

Email   58 Views

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December 2021 -> Newsletter 4

The fourth newsletter featured articles about: •IcARUS' expert advisory board enriches the process of co-production for the strategic approach to urban security, through bringing their intellectual and scientific expertise to the consortium; •IcARUS' consultative committee of cities provides consortium partners with practitioner perspectives and feedback. it supports the design and implementation of the tools developed in the project and has a key role in strengthening multi-level governance and local partnerships; •Design Thinking in IcARUS; Rethinking Crime Prevention: IcARUS at Efus' Security, Democracy, and Cities Conference in Nice; •Engagement and Communication: An update on the State-of-the-Art Review;

It has been **sent to 136 contacts** of the subscribers, and has been further **accessed online 75 times** at the website page where it is featured.

136
Total emails sent
Dec 17, 2021 02:00 PM WET

[97.1% + 2.9% + 0.0%]

Delivered 97.1%   Bounces 2.9%   Unsent 0.0%
132 Contacts   4 Contacts   0 Contacts

[50.8% + 49.2%]

Unique Opens 50.8%   Unique Clicks 9.8%   Unopened 49.2%
67 Contacts   13 Contacts   65 Contacts

Clicks / Open R... 19.4%   Unsubscribes 0.8%   Complaints 0.0%
                           1 Contact   0 Contacts

67
Total Reach

Email   67 Views

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August 2022 -> Newsletter 5

The fifth newsletter featured articles about: •State of the Art Review and Key Lessons; •IcARUS mid-term conference: harnessing 35 years of local policies and practices to design innovative solutions; •INNOVATION MEETS IDEATION: The IcARUS Design Thinking workshops gathered a variety of stakeholders to develop innovative solutions that tackle urban security challenges; •Lisbon IcARUS Local Workshop Help create innovative solutions for your city!"

It has been **sent to 174 contacts** of the subscribers, and has been further **accessed online 23 times** at the website page where it is featured.

174
Total emails sent
Aug 08, 2022 05:18 PM WET

[95.4% + 4.6% + 0.0%]

Delivered 95.4%   Bounces 4.6%   Unsent 0.0%
166 Contacts   8 Contacts   0 Contacts

[56.6% + 43.4%]

Unique Opens 56.6%   Unique Clicks 11.4% Unopened 43.4%
94 Contacts   19 Contacts   72 Contacts

Clicks / Open R... 20.2%   Unsubscribes 3.0%   Complaints 0.0%
                           5 Contacts   0 Contacts

94
Total Reach

Email   94 Views

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Figure 20 – Newsletters

5 Events

This section describes what are the communication activities undertaken in IcARUS to support the promotion of the events where the project partners has been involved in, either as organisers, participant (i.e., speaker) or attendees. This section also outlines the list of events where IcARUS has been actively involved and the number of participants in each event.

The communication and promotion of ICARUS events has followed these actions (whenever applicable based on the characteristics of the event or the level of promotional support needed):

- ● Communication BEFORE the event:
  - o Event entry uploaded in the website;
  - o Design of cover image or banner of the event including save the date;
  - o Design of agenda and other images for promoting the speakers, etc;
  - o Social media publication, "save the date" announcement and teasing of the event;
  - o Publication in the Newsletter;
  - o Press release if applicable;
  - o Share the information about the event to ICARUS partners and subscribers;

- o ICARUS partners dissemination of the event through their networks and channels (i.e., emails, sharing ICARUS posts in social media, posting in their own channels, publishing information in their websites, blogs and/or Newsletters, etc.);
- Communication DURING the event:
  - o Pictures and quotes from the event posted on social media;
  - o Networking and distribution of promotional materials (not applicable during Covid);
  - o Live streaming of the event;
- Communication AFTER the event:
  - o News entry with the recording and presentation/s of the event uploaded in the website;
  - o Recording of the event posted in social media;
  - o Publication in the Newsletter;
  - o ICARUS partners recording/presentation of the event through their networks and channels (i.e., sharing ICARUS posts on social media, posting on their own channels);

These actions have been implemented in the promotion of the events, whenever applicable, depending on the type of involvement (i.e., organiser, participant, attendee).

Two major events have been implemented by IcARUS, the Kick-off event in Nice, France at the beginning of the project and the Mid-term conference in Riga, Latvia.

5.1 Ignition event in Nice

The event was held in the framework of the Efus international conference: Security, Democracy and Cities, that take place every two years. The entire consortium participated in the conference to present the project's activities and innovative approach to an international audience and contribute to the conference's debates on urban security policies and practices.

Also, the conference was an opportunity for the partners to meet in person for the first time since the start of the project, which enriched their on-going collective reflection on building the next steps of the project.During two and a half days, participants discussed possible solutions to complement national and European responses to the challenges confronting cities, in particular the prevention of violent radicalisation, the fight against discrimination, the prevention of violence against women, victim support, urban planning, nightlife management, polarisation, technologies, climate change and security, etc. These topics were all addressed at plenary sessions or through workshops, discussion panels, master classes, training sessions, zoom sessions and field visits. The total participation of the conference was 700 persons, of which a great deal visited the stand of IcARUS where we were strategically placed as info point and promo material distribution point. The pop/up stand was setting us the IcARUS scene, with persons always available to share information and the intriguing merchandize.

With the support of their respective teams, (Erasmus University), (MakeSense) (KEMEA), and Efus led a workshop on Design Thinking: an Experiential Session on an Innovative Approach to Urban Security for an audience of practitioners. The session combined a presentation of the Design Thinking approach applied to urban security and crime prevention, which is IcARUS' overarching methodology, and an interactive session with practical case studies. Participants discussed the approach, its feasibility and its advantages when applied in the domain of urban security.

5.2 Mid-term conference in Riga

A 2 days conference at the same time as the Efus General Assembly, giving members of Efus the opportunity to attend the conference and benefit from the results. The mid-term conference was attended by at least 100 participants (2 persons per consortium member, associated cities and experts, relevant stakeholders invited by Efus and partners, and members of Efus). It stimulated debate and interest around urban security and allowed the widest participation by live broadcast. Participants were be provided with a highly rich framework of numerous plenary sessions, workshops, field visits, zoom sessions and an exhibition area where they discussed solutions to common local urban life challenges and complemented them with national and European responses.

The total participation of the conference was 100 persons, of which a great deal visited the stand of IcARUS where we were strategically placed as info point and promo material distribution point. The pop/up stand was setting us the IcARUS scene, with persons always available to share information and the intriguing merchandize.

Titled 35 years of local urban security policies: what tools and methods to respond to tomorrow's challenges? the event marked the mid-point of the four-year project whose objective is to rethink, (re-)design and adapt tools and methods to help local security actors anticipate and better respond to security challenges.

Adam Crawford, Professor of Criminology at the University of Leeds, presented key findings of the state of the art review and inventory of tools and practices conducted by the project, looking back at 35 years of urban security research and practice.

Here are the main takeaways:

Research should also encompass implementation and cost-benefits

The focus of research on urban security is primarily placed on intervention mechanisms, outcomes and effects. Yet, some of the aspects which are of utmost importance for practitioners are not or barely reflected, notably implementation and cost-benefit.

Evaluation is important to inform accumulated learning, but practice evaluations are not yet thoroughly applied and there is also a lack of mainstreaming and sustaining good practices and successful interventions.

Adopting a multi-stakeholder approach from the onset

The implementation of problem-oriented approaches requires a change from the outset: instead of starting a multi-stakeholder collaboration after the problem has been defined by a single-agency organisational

perspective (e.g. police) the multi-stakeholder approach must be implemented before to define the problem and include different perspectives.

5.3 Participation in other events

Furthermore, all partners have been active in pursuing participation in events with the aim to promote IcARUS. These events have been a window to distribute materials and also to make participants aware of the project´s access info points online. In total, 1,433 participants in events were reached as seen below:

Table 6 – Partners´ participation in events

#	EVENT TITLE	PARTNER ATTENDING	From (DD/MM/YYYY)	EVENT LOCATION	TYPE OF EVENT	TYPE OF PARTICIPATION	Participants
1	European Police Congress in Berlin	EUR, EFUS, Rotterdam, CAMINO	14/09/2021 - 15/09/2021	Berlin, Germany	Workshop	Attending and organising workshops	7
2	Efus Security, Democracy and Cities cofnerence 2021	All	20/10/2021 - 22/10/2021	Nice, France	Conference	Attending and organising workshops	700
3	Design Thinking Workshop at Efus' Security, Demcoracy and Cities conference	All	21/10/2021 - 21/10/2021	Nice, France	Workshop	Workshop explaining IcARUS' methodology	40
4	Project presentation in inter-institutional workgroup PREVENT in Latvia	RMP	03/10/2022 - 10/03/2022		Workshop	presenting IcARUS to 10 representatives of Latvian ministries or safety institutions	10
5	CCI Conference: Designing Security Futures	USAL	24/11/2021 - 25/11/2021	Brussels, Belgium	Conference	Attending and organising workshops	78
6	15th International Crisis Management Conference	RMP	27/09/2021 - 29/09/2021	Rostock, Germany	Conference	Attending conference	20

7	RUNNER Joint Workshop	RMP, PLTO	15/03/2022 - 17/03/2022	Soave, Italy	Conference and Workshop	Attending conference and workshops	65
8	Ceris Workshop	Efus	25/02/2021 - 25/02/2021	Online	Workshop	Presenting IcARUS	10
9	Efus' Working Group on Discriminatory Violence	Efus	22/01/2021 - 22/01/2021	Online	Workshop	Presenting IcARUS and creating synergies	20
10	Efus' Working Group on Organised Crime	Efus	12/05/2021 - 12/05/2021	Online	Workshop	Presenting IcARUS and creating synergies	20
11	PRoTECT project final event	Efus	14/06/2021 - 14/06/2021	Online	Conference	Presenting IcARUS + sustainability	30
12	Annual meeting of the PACTESUR project	Efus, Leeds	19/10/2021 - 19/10/2021	Nice, France	Coordination meeting	Presenting IcARUS and creating synergies	25
13	UNOCT "Expert Group Meeting "Protection of Urban centres and Touristic venues"	Efus	15/06/2021 - 15/06/2021	Online	UN expert group	Presenting IcARUS and creating synergies	10
14	Equipo Europa workshop: Terrorismo, seguridad urbana y la Unión Europea	Efus	15/07/2021 - 15/07/2021	Online	Workshop	Presenting IcARUS and creating synergies	10
15	Webconference: Urban planning, design and management of security in public spaces. What can we learn from European practices?	Efus	31/03/2021 - 31/03/2021	Online	Workshop	Presenting IcARUS and creating synergies	30
16	iCommit project kick-off	Efus	24/01/2022 - 24/01/2022	Online	Workshop	Introducing IcARUS and creating synergies	30

17	INDEED project kick-off meeting	Efus	21/09/2021 - 22/09/2021	Warsaw, Poland	Workshop	Introducing IcARUS and creating synergies	40
18	European Commission H2020 – SOCIETAL CHALLENGE 7 "SECURE SOCIETIES" 2nd PROJECT TO POLICY KICK OFF SEMINAR (P2PKOS)	Efus	22/03/2021 - 23/03/2021	Online	Workshop	Presenting IcARUS and creating synergies	10
19	AUCSO Annual Conference 2022 (Association of University Chief Security Officers)	USAL	30/03/2022 - 31/03/2021	Leeds, UK	Conference	Attending conference; raising awareness of IcARUS	100
20	ACM Int. Workshop on Multimedia Computing for Urban Data	Idiap	20/10/2021 - 20/10/2021	Virtual	Workshop	Attending and co-organizing workshop	20
21	European Society of Criminology Conference - https://www.eurocrim2022.com/	Leeds	21/09/2022 - 24/09/2022	Malaga, Spain	International Conference	Organising a panel on Urban Security and presenting a paper that draws on the IcARUS Review (D2.1)	0
22	General Assembly German-European Forum for Urban Security	Efus	23/06/2022 - 24/06/2022	Berlin, Germany	General Assembly	Presenting IcARUS	30
23	Shape tomorrow	PLTO	29/04/2022 - 29/04/2022	Turin, Italy	Conference	Presenting Icarus	85
24	Open Info Day 'Participatory forms of crime prevention in local level: security and freedom' in the framework of the BeSecure-FeelSecure project	Panteion Uni.	22/06/2022 - 22/06/2022	Piraeus, Greece	Info Day	Organiser of the event	53

6 Scientific publications

During the reported period, one publication has been developed by the project as seen below.

Table 7 - Publications

#	RESPONSIBLE PARTNER	FULL PAPER INFORMATION	Link to download paper	Date of Paper (DD/MM/YYYY)	Open Access	CONTEXT OF PAPER
1	Idiap	M. Granero-Moya, T.-T. Phan, and D. Gatica-Perez, Zurich Like New: Analyzing Open Urban Multimodal Data, in Proc. ACM Int. Workshop on Multimedia Computing for Urban Data, Virtual Event, Oct. 2021	https://zenodo.org/record/6382965	20/10/2021	Yes, green open access	Workshop paper

7 Liaison with other projects, networks and initiatives

7.1 Synergies

The partners have taken advantage of their engagement in other related projects, and established synergies to promote the mutual benefit towards improvement of results in the sector.

Synergies are made at different levels:

1. Thematic: According to their focus the projects contribute to the analysis done in WP2 with practices, tools and research done

2. The projects Secu4ALL, Pactesur, CCI and Protect contributed to the themes of public spaces.

Bridge, Practices, Pericles, Unity and Indeed, contributed to the different analyses carried out in WP2 on issues of radicalisation and juvenile delinquency.

Methodology: Projects such as Audits and CCI provided a methodological starting point. CCI served as a reference in the use of design methodologies to solve urban safety problems.

3. Dissemination of activities: mutually associated projects disseminate information on each other's activities and events. And buy useful material to deepen the different themes.

Below the logos of the projects are shared, and also a more detailed list:

www.icarus-innovation.eu
info@icarus-innovation.eu

Figure 21 – Synergies

Table 8 - Synergies

#	ACRONYM	WEBSITE	CORDIS	Partner in consortium
1	CCI	https://www.cuttingcrimeimpact.eu/	https://cordis.europa.eu/project/id/787100	Salford
2	PROTECT	https://protect-cities.eu/		EFUS
3	PACTESUR	https://www.pactesur.eu/		KEMEA
4	BRIDGE	https://efus.eu/tag/bridge-en/		EFUS
5	SECU4ALL	https://efus.eu/secu4all-en/		KEMEA
6	MEDIA4SEC	https://www.media4sec.eu/neueste-gps-technik-innovationen/	https://cordis.europa.eu/project/id/700281	EFUS
7	Audits			EFUS
8	PRACTICIES		https://cordis.europa.eu/project/id/740072	EFUS
9	PERICLES	https://project-pericles.eu/	https://cordis.europa.eu/project/id/740773	KEMEA
10	UNITY		https://cordis.europa.eu/project/id/653729	ERASMUS ROTTERDAM
11	INSPEC2T	https://inspec2t-project.eu/	https://cordis.europa.eu/project/id/653749	KEMEA
12	INDEED	https://www.indeedproject.eu/	https://cordis.europa.eu/project/id/101021701	EFUS

7.2 The EFUS network

Efus uses its traditional communication channels and tools to inform its members and partners about the project's progress and its intermediate and final results, among which there are:

Project page on Efus' website: Efus' website showcases Efus' activities, for example, its different European projects. The website's content is constantly update according to the project's latest advancements. Its target audience, beyond local and regional authorities across Europe, is also constituted of other interested urban stakeholders, NGOs, researchers, national and EU-level policy-makers and the general public.

To ensure the visibility of the IcARUS project amongst a wide audience, Efus set up a specific webspace on its website, which is available in English and in French. The webpage is addressed to the widest possible audience, presenting the project in a clear and introductory manner to an audience who might not be familiar with the specific topic.

The layout of the page is as follows:
- Context
- Objectives
- Focus areas
- Methodology
- Consultative Committee of Cities
- Expert Advisory Board
- Factsheets
- IcARUS' newsletter articles
- Public reports
- The role of Efus
- Consortium

The webpage is regularly updated to reflect the evolutions of the project and to provide more details about the project's activities, such as dates, venues of seminars, practical information about the online events or links to publications. The project's page includes all project information, articles and any other relevant production, linked to the spaces related to the themes of the project (public spaces, organised crime, radicalisation, etc).
Link: https://efus.eu/tag/icarus-en/

Newsletter: Each month (apart from July and August), Efus' newsletter is sent to about 6000 contacts – urban security professionals – coming from a wide spectrum of areas, including civil society organisations, local and regional authorities, elected officials, magistrates, police officers, members of local, national, European and international administrations, as well as representatives of the private sector. The online diffusion of the monthly newsletter has allowed to increase the visibility and the impact of the project. The newsletter is issued in both English and French. Archives of past newsletters are available on Efus' website.

10 articles on the IcARUS project have been written in English and translated in French to keep Efus' network and the interested public informed about the project and its progress. They have also been included in Efus' newsletter as listed below:

Sept 2020 English *"Efus launches IcARUS, an ambitious European project that seeks to thoroughly reconsider urban security tools"*
Jan 2021 English *"IcARUS' 17 partners discuss how to reassess and improve urban security tools during their coordination meeting"*
March 2021 English *"IcARUS' 18 consortium members hold their second coordination meeting"*
Nov 2021 English *"Rethinking Crime Prevention: IcARUS at the Security, Democracy, and Cities conference"*
Jan 2022 English *"The evolution of innovative approaches to build more secure and safer public spaces"*
Feb 2022 English *"Practice Sheet: The Design Thinking Methodology in the context of the IcARUS Project"*
March 2022 English *"IcARUS prepares for its mid-term conference in Riga, on 12-13 May"*
May 2022 English *"The IcARUS mid-term conference is opening in Riga, Latvia, on 12 May!"* with livestream
Jun 2022 English *"IcARUS: harnessing 35 years of local policies to design innovative solutions"*
Sept 2022 English *"The IcARUS project enters its second phase of designing practical tools for local crime prevention"*

Most of the articles are also mentioned on Efus' social media.
Link: https://efus.eu/z-archives/newsletters/newsletter-archives/

Efus Network: A dedicated space on Efus Network, a collaborative platform for Efus members, was established for IcARUS project. Accounts for all partners have been created, so that they can follow all activities and contribute by posting relevant content and responding to posts and notifications. Sections included: a project description; an activities folder with collections dedicated to: project events (i.e. coordination meetings, seminars, audits, local pilot projects), IcARUS tools and publications. The platform also contains a resource section and a folder gathering administrative documents.

The platform is used by Efus' IcARUS project team, who communicates on project-related activities, posts deliverables, articles and other information related to project activities. Partners also shared information such as press or journal articles relating to their local activities.

Now, IcARUS project page on the platform has 94 members and comprises more than 30 articles and postings directly or indirectly linked to the project.
Link: https://efus.elium.com/space/2349/quoi-de-neuf-%3F

Social media: Through the years, Efus has developed its influence on social media with more than 2000 followers on Twitter and over 2500 on Facebook and LinkedIn. Efus' followers include elected officials, European institutions, but also NGOs, researchers, journalists and students, etc. Efus' social media channels have regularly been used for the project's communication and dissemination. To enable Efus' audience to identify the project, each post contains the hashtags #IcARUS and/or @icarush2020 tag.

All key messages produced during the project are shared through social media. Since Efus' main audience is a professional and specialised one, this way of dissemination is particularly efficient. The social media posts usually contain links towards the project's page and other relevant channels, publications and cities or partner accounts. For the moment, Efus has published more than 75 posts on the IcARUS project on its social media channels, with a total reach of about 25.000 impressions, and an average reach of 376 people per post.

For more detailed information, see the Communication and Dissemination Log.

7.3 Consultative Committee of Cities

The Consultative Committee of Cities and law enforcement agencies (LEA's) supports the implementation of the project, providing consortium partners with practitioner perspectives and feedback. The Committee thus supports the design and implementation of the tools developed in the project. It has a key role in strengthening multi-level governance and local partnerships. It is also expected to be a central channel of communication and dissemination of the toolkit and the overall results of the project. It allows more end-users to benefit from the tools and methods developed in the context of the project, throughout its course.

The member cities of the committee were invited to participate in the International Efus conference in Nice, in which the IcARUS project played a central role, to contribute as speakers in the different sessions organised by the IcARUS project:

The Head of the Prevention and Security Department, City of Mechelen (Belgium) and city of Malmo (Sweden) have contributed to the workshop on 'Tackling polarisation in our cities: tools and practices to foster inclusive and cohesive societies'. The Head of the Prevention and Security Department of the Emilie-Romagne Region contributed to the workshop on 'Local roots and impacts of organised crime'

Committee member cities also conducted a review of the Deliverable 2.2 'Report describing the inventory of practices, tools and lessons learnt'

Table 9 – Consultative Committee of Cities

1	**City of Malmo**	
2	City of Mechelen	
3	Region of Emilia-Romagna	
4	City of Gdansk	
5	Departament d'Interior - Generalitat Catalunya	

8 Advisory Board

The role of the EAB is to enrich the process of co-production to reinforce the strategic approach to urban security developed by Efus in previous EU projects, as well as bring intellectual and scientific expertise to the consortium throughout the implementation of project's activities. The EAB will thus has been invited to attend and actively participate in the sessions organised by the Icarus project in the framework of the Nice International Conference:

The expert workshop on 'Know your problem to solve your problem: innovating tools and methods to address urban security challenges'.

Laetitia Wolff, Design Impact Advisor and teacher, Sustainable Design School (SDS) in Nice (France) has contributed to the workshop on 'Know your problem to solve your problem: innovating tools and methods to address urban security challenges'

Tim Chapman, Expert and Chair, Member of European Forum for Restorative Justice has contributed to the workshop on 'Cities and Justice: the role of local and regional authorities'

Patrick Charlier, Director, Centre Interfédéral pour l'Égalité des Chances, Belgium (UNIA) has contributed to the workshop on 'The role of cities and regions in preventing discriminatory violence'

The Advisory Board has contributed in WP 2 by reviewing the Deliverable 2.1 'Report describing the state-of-the-art and cross analysis of the priority areas '. They provided their suggestions and comments to the document.

9 Key performance indicators and impact

9.1 Communication performance against the evaluation criteria

The Key Performance Indicators of the project as defined in the Communication and dissemination plan, have been periodically monitored. The following table presents the current status, including the indicators that have been already reached or surpassed and those that partners still have to work on.

Table 10 – Reach of KPIs

Tools and channels	Expected Results for M48	Status
Website	8.000 unique page views	30,414
	Visitors spending an average of 1 minute or more on the website	2m29s
	3.000 unique visitors to the website	6,337
	Visitors from 60 different countries	91
Flyers/Posters/Roll-ups	1.600 flyers distributed	400
	100 contacts on the subscribers mailing list	153
Social Media	400 members on Facebook	367
	200 followers on Twitter	354
	200 followers on LinkedIn	144
	100 clicks to website (unique users that came from social media)	1,921
Press releases	At least 2 publications	1
Newsletter	16 newsletters dispatched to the mailing list and promoted on the website and social media	5
Promotional Videos	1.000 views	4622
Events/ meetings	40 events attended by partners to disseminate the project	18
Final Conference/ Webinars	50 participants per webinar	-
	100-150 participants for final conference	-

Based on this analysis, it can be concluded that the project has progressed towards reaching many of its key performance indicators, in particular the activities related with traffic to the website, however, the communication should be intensified to reach and surpass all the KPIs.

10 Conclusions

Almost 62.5% of the dissemination KPIs of the project have been reached, however, for the success of the project, we put our efforts beyond the expected activities and KPIs, for example, by intensifying our efforts towards promoting testimonials through engaging materials and content, conducting consistent and multi-channel communication of activities and events.

Throughout the project partners have implemented distinct dissemination actions that are worth to highlight.

Building a community and creating awareness:

With the project still in its beginning, and not very well known within the targeted stakeholders, great efforts were made through social media campaigns and by partners disseminating the project through their networks. This was the key to develop a "community" and start to be recognised as an important initiative in Urban Security.

With the successful organisation and participation in several events and the dissemination of important activities, and progress, there was an exponential, but more important, organic growth of people visiting the website. The project has tried to accompany the activities, as much as possible, sharing its progress and achievements, this will be intensified during the next period, sharing more testimonials and key insights from the first public deliverables as "actionable knowledge" in other words, using formats and language more accessible to the target groups and stakeholders, such as factsheets, infographics, web pages, videos, etc.

Social media presence:

In order to reach our targeted audience, from the beginning we invested in engagement and followers' campaigns. During the first months, since the main goal was to raise awareness about the project a special focus was given to Facebook and Twitter. As the project evolved, we will put more efforts on LinkedIn.

In order to reach these results, each month we developed a social media communication plan, doing research and creating at least 2 posts per week, with dedicated and unique contents. Additionally, we continuously interacted with other accounts. Social media was a very important tool to communicate the project's objectives and activities as well as to raise awareness for Urban Security challenges.

The key to make people interested in following us was to share content not only related to the project results and its activities, but to also pay attention to awareness raising and sharing relevant and informative content from external sources.

Website traffic:

The website was used as the main repository of information about the project, and it has evolved and grow with dedicated pages to properly disseminate project activities. In the next period with more results and activities stemming from the project, more materials will be included in the website. Thus, developing interesting, unique and visually attractive contents for the website and conduct its subsequent communication in the other project's channels (such as social media and newsletters), which has been proved to be a successful practice to increase the traffic to the website.

Actionable Knowledge:

As mentioned above, making our most important results understandable to all is a great concern for IcARUS project. We will transform the project outputs into actionable knowledge through the creation of factsheets and infographics, etc that stemmed key insights from our main public deliverables. It is a good practice to make these results more attractive, concise, accessible, and visually appealing rather than just in the form of a public deliverable. All factsheets, tools, banners, etc. will be readily available for users in the project website.

The power of collaborations

The collaboration with other projects within the Consultative Committee of Cities and the EFUS network has been very useful for dissemination of the project, sharing knowledge, identifying synergies and opportunities for working together toward common goals.

11 Next steps

During the period reported in this deliverable, the communication and dissemination activities started from creating awareness about the project to the communication of project's activities with workshops and events as well as forming the AB and the Expert Board. The evolution from this period to the next one will bring more activities and results which brings the opportunity of developing more and better communication activities with the experience and knowledge from the previous period.

Therefore, during the next period, special focus will be given to:

- Identify and profile key stakeholders from the Urban Security and define the channels/strategies to better reach them;
- Intensify the dissemination of the website through targeted campaigns to potential users and beneficiaries, and increase the contacts with the media (press releases),
- Increase the number of people engaged in project activities, particularly using and implementing IcARUS methodology and resources for Design Thinking;
- Increase the collaboration with other projects, initiatives and stakeholders.

Furthermore, content created during the project, publications, participation in events or any relevant achievements should be better communicated internally within the consortium to ensure these are properly disseminated.

During the next period, the above-mentioned issues will be addressed in the following particular actions:

- Produce several videos of IcARUS new results as well as for the experiences of the engaged stakeholders;
- Develop actionable knowledge in the form of factsheets, infographics, podcasts, videos, and website interfaces with main insights and conclusions stemming from public deliverables;
- Grow the synergies and the Consultative Committee of Cities;
- Seek even more well known channels that can feature the project news (collaboration with accounts on social media, other project newsletters etc);
- Continue the publication of papers/articles, etc;
- Increase the online presence (website and social networks), following the activities defined in the toolkit and the plans developed by each partner as part of WP3;

- Continue enlarging the database of stakeholders and increase the communication of project activities through mass mailing.

As dissemination is a shared responsibility, it is expected, along the next period of IcARUS project, that consortia members maintain their efforts to disseminate the project, i.e., actively participating in conferences, publishing papers and articles, networking with appropriate stakeholders and have an active online presence in social media.

LOBA, as work package leader will continue to be committed to supporting the communication and dissemination of the project activities by providing the appropriate materials and tools to engage with stakeholders throughout the project lifetime, increasing the community engagement with the project, continue maintaining and populating the different channels with relevant information about IcARUS, and contributing to the project's sustainability.

12 Annexes

12.1   Annex 1 – Promo ppt

12.2 Annex 2 - Brochure

![IcARUS - INNOVATIVE APPROACHES TO URBAN SECURITY]

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Who are we?

The IcARUS project (Innovative AppRoaches to Urban Security) is coordinated by Efus, with a consortium of 17 European partners, including universities and research institutions, local authorities as well as civil society and private sector organisations.

- IDIAP Research Institute
- University of Salford
- University of Leeds
- LOBA
- Makesense
- Erasmus University of Rotterdam
- City of Lisbon
- City of Turin
- City of Rotterdam
- Camino
- City of Riga
- Plus Ethics
- City of Stuttgart
- City of Nice
- Salzburg University of Applied Sciences
- European Forum for Urban Security
- KEMEA - Center for security studies
- Panteion University

What do we want to achieve?

IcARUS aims to learn from past experiences in urban security policies and practices throughout Europe.

The project's main objective is to rethink, redesign and adapt existing tools and methods to help local security actors anticipate and better respond to security challenges in the context of:

- A decline in citizens' trust in institutions, local elected officials and other security and prevention actors;

- Drastic budgetary cuts and various contemporary crises that affect local and national authorities;

- The development of smart cities, which implies the efficient inclusion of technological innovations in crime prevention.

How will we achieve it?

The project will review and reassess past and present urban security policies to provide socially and technologically innovative strategies and tools adaptable to specific local contexts.

What areas are we focusing on?

IcARUS will focus on four areas that have been identified by local and regional authorities as enduring security challenges:

- Preventing juvenile delinquency;
- Preventing radicalisation leading to violent extremism;
- Designing and managing safe public spaces;
- Preventing and reducing trafficking and organised crime.

These will also be examined in the light of four cross-cutting issues of: governance and diversification of actors, technological change, gender, transnational & cross-border issues.

Preventing juvenile delinquency

Preventing and reducing trafficking and organised crime

Governance and diversification of actors, technological change, gender, transnational & cross-border issues.

Preventing radicalisation leading to violent extremism

Designing and managing safe public spaces

How will we approach them?

We will develop custom-made solutions to security challenges, which will incorporate social as well as technological innovations. The tools will be designed through a constant process of testing, evaluation and adaptation by local and regional authorities.

These stakeholders will be supported in the integration of a strategic foresight approach to their crime prevention policy.

This process will ensure that these tools are effective and meet the collective needs of citizens.

01 Understanding
02 Defining
03 Ideating
04 Prototyping
05 Testing
06 Improving
07 Adopting

12.3 Annex 3 – poster

12.4   Annex 4 – Graph kit

12.5 Annex 5 -Factsheets

12.5.1 Factsheet 1
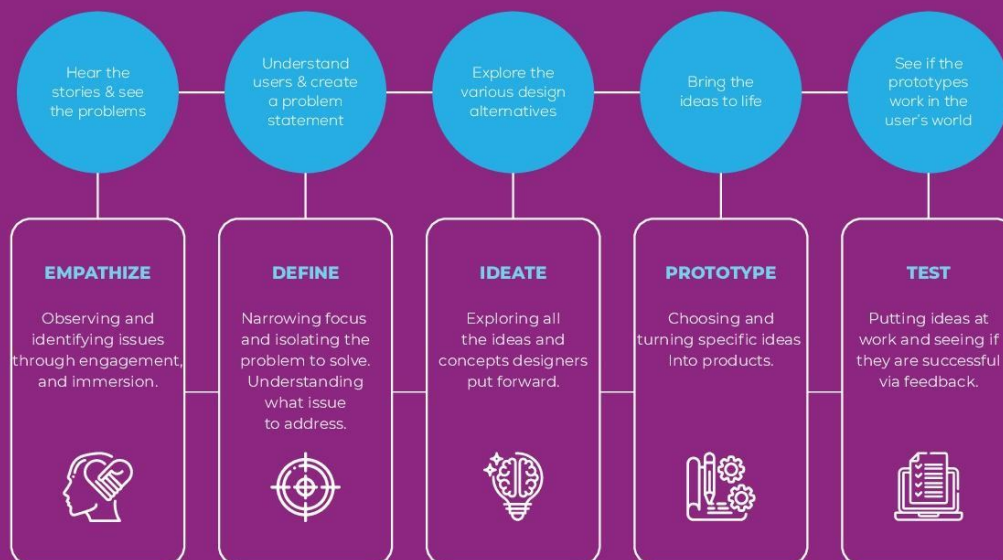
What is Design Thinking?

It is a method for finding innovative and alternative solutions to issues, by looking at them from different perspectives. Design Thinking (DT) is a methodology that applies a range of innovative techniques through a philosophy of people-centred design. This means that outputs produced with the help of DT are centred on their end-users.

Who is to use DT?

To create innovative solutions, the teams behind these innovations should be diverse and include experts and practitioners from different fields.

How to implement DT?

DT identifies a 5-step journey, not necessarily to be followed in order.

Hear the stories & see the problems	Understand users & create a problem statement	Explore the various design alternatives	Bring the ideas to life	See if the prototypes work in the user's world
EMPATHIZE	**DEFINE**	**IDEATE**	**PROTOTYPE**	**TEST**
Observing and identifying issues through engagement, and immersion.	Narrowing focus and isolating the problem to solve. Understanding what issue to address.	Exploring all the ideas and concepts designers put forward.	Choosing and turning specific ideas into products.	Putting ideas at work and seeing if they are successful via feedback.

Why choose DT?

This is a method first developed in the private sector to ensure product development is centred on end-users. In public policy, DT can help shape policies that encompass citizens' issues from different perspectives in order to generate long-term tailored solutions.

We identified three main principles that local authorities need to consider when applying DT to urban security:

01

Training can increase the success of adopted measures

Local elected officials or other directly concerned practitioners should be trained in the DT process, informed of the context in which it will be implemented. They should participate in all the stages of the process.

02 Ensuring participation of security practitioners and citizens can lead to constructive solutions

Involving end-users - the practitioners who will be working with the solution - in the methodology is central to the DT approach. In addition, local authorities should involve citizens in order to identify urban security challenges and develop tailored ideas for innovative solutions that are centred around the collective needs of citizens.

03 Implementation can be boosted through social and cultural measures

Cultural or social actions can be effective for reducing crime. For instance, these actions can entail opening libraries, museums, or community centres which determine the presence of certain groups of people (e.g. students), as well as establish opening hours which determine the flow of people in the street. The same principle applies to holding public events in urban areas, such as festivals. Regularly organised events will attract specific audiences, not only as attendees but also as prospective restaurant, bar, or shop owners. Social bond is thus fostered, getting residents to look after each other whilst contributing to a safer environment.

To ensure DT is correctly applied throughout IcARUS, we developed guidelines to be comprehensively followed when organising, facilitating, and participating in any collaborative training or workshop the project envisions.

We categorised these guidelines according to three main goals:

01

To foster end-user engagement

● Build Trust!

It is necessary to define a set of values within the team: agree on them and make constant reference to them. It is also important to be sincere and not afraid to lose control while co-building the session.

● Collect input from stakeholders!

DT sessions are a journey that includes three steps: pre-session, session, post-session. The pre-session should be used by organisers to gather input before engaging with stakeholders in the workshop. If the group is large, it can be divided into smaller groups. Also, it is useful to share the collected input and ideas at the beginning and the end of the workshop.

● Take into account the end-users' viewpoint!

Organisers and participants should always try to put themselves in the end-users' shoes. A set of 4 or 5 'personas' that embody the end-users should be created and given personalities, characteristics and needs... as is done in a movie script. They can then be used to imagine how they would react to the solutions proposed by the team. Using such 'personas' makes it easier to identify the possible hurdles they could face at every step.

02

To get a fruitful co-creation

● Be transparent!

It is necessary to document every part of the process and agree with the entire group on how and where to store the sessions' materials and recordings. It is also important to explain the decision process and make it clear for everybody. Have open conversations with the team and grant participants full access to materials and media files, especially visualisation tools used while in session.

● Co-create in all different topics!

The major topics should be defined and the group (online or offline) should be split into sub-groups in order to address each topic separately. It is important that everyone contribute in the sub-groups and then come back to plenary for discussion. Make canvas, question-sets, and paths available to the sub-groups so that every step is well organised. This can be perfect for prototyping: each small group can prepare a prototype and then present it (or pitch it) at plenary, when one prototype will be selected by the whole group.

● Make every voice count!

Some voices might be listened to more than others. This drawback of DT needs to be overcome: there should be no leaders and no followers in the discussion. As an organiser, you might want to call in some participants who are not contributing as much as others. As a participant, you shouldn't refrain from expressing your plain views, and try to engage as much as you can. Every opinion, every voice counts equally.

03

To effectively manage the session

● Prepare your take-off tools!

Especially for organisers, everything should be under control: location, agenda, and materials should be decided upon well in advance. Visualisation tools are essential for DT: canvas, post-its, platforms, whiteboards (also online) are to be prepared and made available to participants.

● Share your information!

A calendar can be set up for exchanging information and documents among the group. It would be ideal to also create a communication routine that everybody must follow.

● Map your challenges!

It is important to identify and acknowledge the main challenges presented in each topic, and the possible hurdles ahead in the co-production process. These challenges can be laid out in a visual mapping. Try to identify how different challenges are connected and which factors connect them. The team can bring up patterns, tensions, or paradoxes, and draw them onto visualization tools. Understanding patterns and categorising challenges will help in defining a solution that takes into account the entire end-user's journey.

● Think of the worst!

Especially for prototyping and testing: it is important to imagine the worst, and how the implementation of your solution would be a total failure. Then discuss why, what happened and when. This should help the team to foresee eventual faults in solutions.

● Gather feedback!

Don't do it the usual way: be specific, and, if you can, organise short meetings with (groups of) participants after the workshop. You can try to assess different variables, such as: what to keep, what to improve, and what to drop. Equally, you can explore feedback on what caused joy, distress, surprise, and feelings of connection.

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12.5.2 Factsheet 2

What is Juvenile Delinquency?

Juvenile delinquency refers to offences, whether petty or serious, committed by children and youngsters who are under 18, which is the legal age of majority in all EU countries (with the exception of Scotland, where it's 16). Its prevention focuses on early interventions in the environment and life of children and young people at risk of offending or in the developmental trajectory of behavioural problems.

What does the law say?

At the international level a body of norms has existed for more than 50 years that aims to guarantee the rights of the child and establish minimum standards to be met in juvenile justice. The rights of the children must be paramount when making any kind of legislative decision and judicial application. The body of international law in this area is extensive as the subjects of these acts are considered a vulnerable group. Some examples of these tools created by international bodies are the Convention on the Rights of the Child 1989 and the Guidelines for the Prevention of Juvenile Delinquency (UNGA RES/45/112).

Is there a common EU policy in this area?

The European Union does not have an extensive body of legislation with direct reference to dealing with "juvenile delinquency", despite the existence of proposals for directives and initiatives to create a homogeneous legal framework. Nevertheless, it promotes prevention and interventions in the educational environment over an approach centred on sanctioning.

Legislation

01

International level: the United Nations

The United Nations encourages states to seek alternatives to criminal justice and not to stigmatize young people in vulnerable contexts.

- **Convention on the Rights of the Child 1989.** It points out that the interests of the child must be prioritised. Laws should be geared towards guaranteeing special protection for the development of this group.

- **Guidelines for the Prevention of Juvenile Delinquency (UNGA RES/45/112).** This instrument takes a proactive approach to the issue of juvenile delinquency, rather than a defensive posture tackling negative situations, they promote the well-being and welfare of minors.

International and supranational legal framework about juvenile delinquency

Number of laws from each organization

02

European Union level

- **European Parliament resolution of 21 June 2007 on juvenile delinquency, the role of women, the family and society (2007/2011).** The European Union urges member states to adopt an integrated strategy at national and European level which will include three guiding principles: prevention, extrajudicial and judicial measures and the social inclusion of all young people.

03

National level (Italy – Turin)

Of the cities involved in IcARUS, only Turin identified juvenile delinquency as its main urban security issue. The Italian Penal Code applies in these cases. This behaviour falls within the chapters on crimes against public order and against property. In some cases, offenders who are under 14 cannot be sanctioned. Concerning legislation that is focused on prevention, we can mention the law n.216, of 19 July, 1991, of first intervention in favour of minors at risk of involvement in criminal activities. It authorises and promote initiatives aimed at protecting and guaranteeing the personal, social and physical development of minors who are at risk of social exclusion.

At the same time, in the case of young offenders aged over 14 and under 18, the Federal juvenile criminal law provides for a special regime and a special criminal proceeding under the Juvenile Criminal Procedure Code.

- **Law n.216, of 19 July, 1991**, of first intervention in favour of minors at risk of involvement in criminal activities. It authorises and promotes the implementation of initiatives aimed at protecting and guaranteeing the personal, social and physical development of minors who are at risk of social exclusion.

Key Takeaways

For the implementation of adequate measures to combat juvenile delinquency, international bodies such as the UN and the EU recommend an approach based on prevention rather than sanction. For local actors, this means:

Prevention instead of sentencing

The concept of social reintegration is perhaps more important with young offenders than with adults, as they obviously still have a whole life ahead of them. In this respect, local actors such as councils and municipalities should design or adapt educational or social programmes with the objective of preventing the commission of crimes.

Social integration must be a priority

Local policies should prioritize the social integration of minors and families from marginalised groups. Indeed, marginalisation and deprivation are often a factor in juvenile crime. Policies aimed at integrating groups of people who are socially and economically marginalised have also a positive impact on juvenile crime.

Community service orders rather than punishments

Sentences that are oriented towards social benefit and contribute to the local community should be favoured over punishments that are oriented towards isolation or deprivation of liberty. Isolating a young offender from society will only lead to further marginalisation and prevent their reintegration into society. Local governments should organise adequate activities for young offenders serving a community service order.

In conclusion, the UN and the EU recommend that the processes to which young offenders are subjected prioritise their well-being and be based on a fair balance between such well-being and the nature of the offence.

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INNOVATIVE APPROACHES TO URBAN SECURITY

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12.5.3 Factsheet 3

IcARUS

Factsheet #3

**Using research
to inform urban
security strategies**

Generating Insights

**Urban security strategies have evolved
considerably over the past 30 years, with
a wealth of knowledge generated and
lessons learnt from research and practice.**
We now know significantly more about
appropriate processes and models of
problem identification, problem solving,
co-design, partnership working and
implementation that have provided
valuable insights to advance urban
security policies and interventions.

**Research can provide valuable insights
and useful learning.** Practitioners can draw
on mechanisms and types of interventions
that have been demonstrated to generate
positive outcomes. However, care needs to
be taken in transferring these to different
contexts and places. Methods of
problem-solving that tailor responses to the
context of local problems and populations
through processes of assessment and
analysis are more effective than 'off the
shelf' universal solutions.

Collaboration and Mutual Understanding

Consideration needs to be given to the different timeframes that key stakeholders operate within, notably politicians, practitioners and researchers.

For practice to benefit from insights gained from evaluation and research, a 'rapprochement' of these different temporal realities needs to occur. Different organisational timeframes need to be considered and incorporated into the implementation process.

Closer collaboration between research and practice, underpinned by sustainable funding and supported by long-term organisational commitments will support a more holistic and evidence -based approach to urban security.

Working together from the outset through to evaluation will benefit all involved. Formative evaluations done in collaboration with practitioners can be helpful to contextualise, identifying both successful elements in the implementation process, as well as highlighting aspects that need to be adapted or changed in future practice.
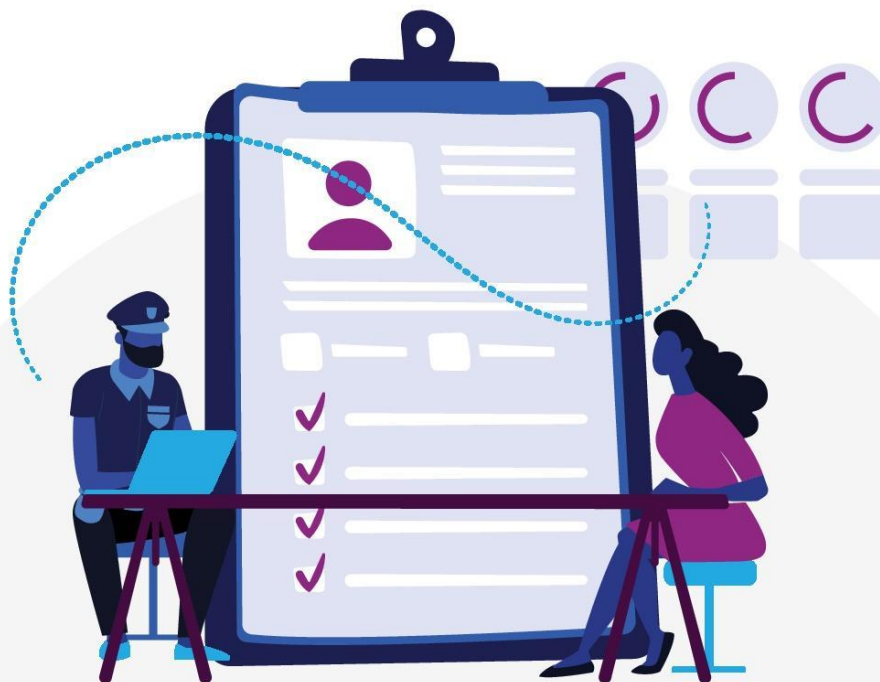
The Importance of Evaluation

Evaluation is important for **development** to help strengthen institutions, for **knowledge** to provide a deeper understanding of specific questions or fields and for **accountability** to measure the outcomes and their effectiveness and efficiency.

The last 30 years has seen an increasing appreciation of the need for rigorous evaluation of interventions as a mechanism of accountability, to help strengthen institutional development and to inform accumulated knowledge and evidence.

Context Matters

Moving beyond simply asking 'what works' with its focus on outcome effects, actually investigating why **particular interventions work**, for whom and under **what circumstances**, has shifted the focus onto **how interventions are implemented**, and the contextual factors underpinning them. **All evaluations produce knowledge of what worked (in the past) for a particular population, under specific circumstances, at a particular time.** This may or may not hold for future populations at different times and in distinct places. The inferences that can be drawn are contingent. Evaluations should always be assessed against the context in which they are conducted, only then can meaningful lessons be learnt, and potentially transferred to other locations. These processes of adaptation should themselves be assessed.

❝ Intelligent replication requires a process that customises action to problem and context. In this respect, replication will always involve some degree of innovation, trial, feedback and adjustment, whether minor or major. ❞

Paul Ekblom,
University of the Arts London

Disseminate Findings

All evaluation findings, good or bad, should be disseminated to broaden the evidence base, ultimately working towards supporting the individuals and communities affected. Not sharing evaluations hinders progressing the accumulated knowledge base.

❝ The world is full of libraries full of good practices about crime prevention, urban safety and urban security but mostly nobody actually gets to test them properly because they require integrated solutions and they require collaboration. ❞

Barbara Holtmann,
IcARUS Expert Advisory Board

The Importance of Data

In order to evaluate we need good quality data. All stakeholders, be they regional or local authorities, or practitioners, need to be aware of the importance of evaluation, and supported in their efforts to incorporate key indicators and outcome measures facilitating evaluation of programmes and interventions. In order to do this, data sharing agreements between agencies need to be created and honoured.

If you take the view that you're trying to prevent crime on a problem-solving basis, then you need to be very clear on what the problem is, and that means you need data.

Gloria Laycock,
University College London

Urban security demands different data than crime data alone and necessitates thinking differently about – and differently measuring – indicators of 'success' and outcomes in the evaluation of interventions. Factors such as levels of perceived insecurity, trust in authority, community well-being and victim support are salient outcomes in urban security.

While safety evaluations and assessments are growing in popularity, they often exclude certain segments of the population. Only inclusive and representative data will paint an accurate picture without stigmatising particular groups or neighbourhoods, capable of informing interventions on the ground. Victimisation surveys have grown in importance as an alternative (and often more robust) source of information about the nature and extent of crime and harm, which disrupts the erstwhile monopoly of the police as gatekeepers of crime data.
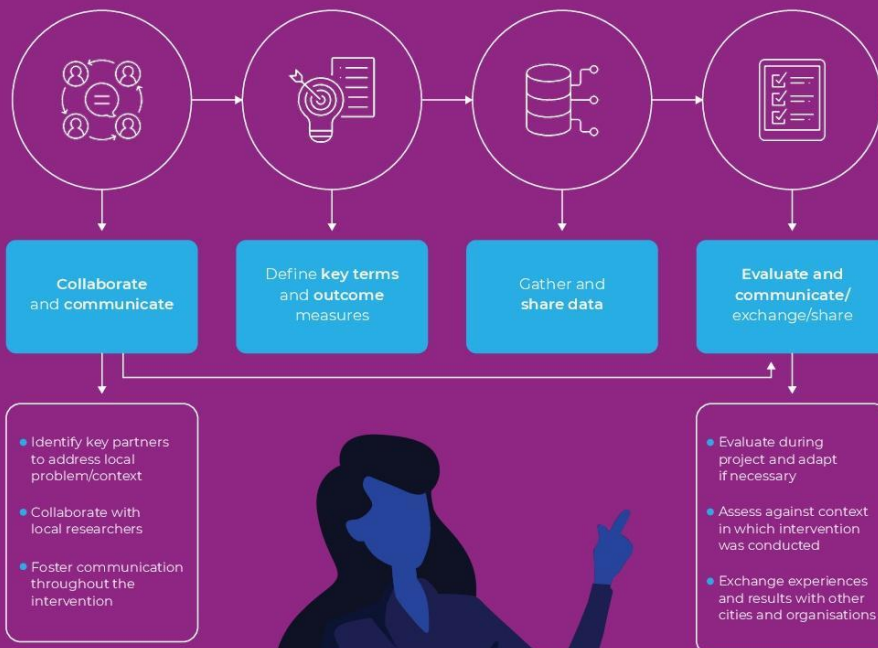
Key Takeaway

Collaborate and **communicate**

Define **key terms** and **outcome** measures

Gather and **share data**

Evaluate and communicate/ exchange/share

- Identify key partners to address local problem/context
- Collaborate with local researchers
- Foster communication throughout the intervention

- Evaluate during project and adapt if necessary
- Assess against context in which intervention was conducted
- Exchange experiences and results with other cities and organisations

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*This factsheet is based on the **IcARUS Review** and **cross-analysis of urban security**.

12.5.4 Factsheet 4

IcARUS

Factsheet #4

Learning from the past: 30 years of crime prevention and urban security

Much progress has been made in the development of crime prevention and urban security strategies over the last 30 years informed by knowledge sharing and research. Yet, the application of the knowledge base in national and municipal policies and professional practice remains patchy.

Urban security strategies should be informed by the accumulated research and learning about effective interventions and processes that shape their implementation. They should draw on the rich evidence base that provides insights on early intervention, prevention and multi-stakeholder co-design.

66 *We are left wondering why we cannot implement measures that we know will work, reduce crime, and cost less for law and order.* 99

Irvin Waller,
University of Ottawa

01

The broader conceptualisation of urban security

The past few decades have seen a shift from a narrow focus on crime reduction to a broader concept of community safety, urban security and harm minimisation that incorporates citizens' perceptions of insecurities, and aims at fostering well-being, social cohesion as well as public trust in authorities.

02

The paradox of success

Prevention has played a significant role in the decrease in aggregate crime rates in relation to traditional property and public crimes. Despite this 'success', crime prevention remains under-resourced and poorly implemented.

03

Incorporating preventive design

There is growing awareness of 'up-stream' approaches and early interventions that seek to anticipate harm and pre-empt criminal opportunities by effecting social and technological change rather than retrofitting solutions after the event.

Aesthetics and public sensibilities matter, given that security interventions can inadvertently foster insecurity rather than public reassurance. One of the ironies of such quests for security is that in their implementation they may foster perceptions of insecurities by alerting citizens to risks and heightening sensibilities.

04

The (en)gendering of urban security

There is growing recognition of the importance of gender in framing urban security in terms of both the lived experiences of security and the production of safety, notably in relation to the use and quality of public spaces and domestic abuse as a community issue. Despite this growing recognition, urban security policies and interventions that are informed by the consideration of gender aspects remain the exception.

05

The evolving dynamic of crime and security

The shift and migration of crime from physical space to cyberspace presents new challenges given that potential victims are more abundant (easier to find given the reach of the internet), with law enforcement adapting to new challenges.

> Too few people in policy or practice acknowledge the fact that crime and security are co-evolving in an arms race: they maintain a static perspective and devote insufficient attention to the strategic imperative of out-innovating adaptive offenders against a background of changes in technology, cultural or business practices, etc., which often favour crime and render what works now, ineffective in future.

Paul Ekblom,
University of the Arts London

06

The stigmatising potential of targeted interventions

Targeted prevention initiatives raise concerns about the stigmatising potential and labelling implications of associating specific people or places with crime. Instead, focusing on universal preventive services for young people justified on the basis of children's existing educational or social needs and problems, rather than perceptions of future risks of criminality or radicalisation leading to violent extremism, benefits society as a whole.

07

Trust in partnerships

Urban security demands collaboration through multi-stakeholder responses in both its design and implementation - the police alone cannot prevent crime. Successful collaborations require inter-organisational and inter-personal trust, as well as public trust in authorities to ensure the effective implementation of urban security interventions.

08

The salience of locality and place

Despite globalisation, locality, 'place' and context have become more, not less, important. Rather than using 'off the shelf' universal solutions, 'process models' of problem-solving methods that tailor responses to the context of local problems and populations are increasingly recognised and valued.

09

Citizens as the co-producers of urban security

There is considerable value from engaging target populations of interventions as active co-producers and agents of change rather than as passive recipients of services. This is being increasingly recognised through new models of intervention design and delivery.

10

Evaluation for accountability, development and learning

There is an increasing appreciation of the need for rigorous evaluation of interventions, as a mechanism of accountability, to help strengthen institutional development and to inform accumulated knowledge and evidence.

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