



**RE-designing Access to Cultural Heritage
for a wider participation in preservation, (re-)use
and management of European Culture**

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no 769827.

Deliverable number	D2.2
Title	Terms of Reference for community building and stakeholder consultation

Due date	Month 6
Actual date of delivery to EC	16 June 2018

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Context:

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Deliverable version number	2

Dissemination Level	Public
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History:

Change log			
Version	Date	Author	Reason for change
0.1	9/4/2018	Pietro Masi	Comments to the first draft
0.2	19/4/2018	Antonella Fresa	Comments to version 1
1.0	27/5/2018	Antonella Fresa, Pietro Masi, Nicola Alfarano, Elisa Debernardi	Comments from COVUNI and CUNI

Release approval			
Version	Date	Name & organisation	Role
1.0	16/5/2018	Tim Hammerton, COVUNI	Project Manager



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1 EXECUTIVE SUMMARY

The REACH project is about participatory approaches and social innovation in culture.

To promote participatory approaches, it is essential to broaden public research on culture and cultural heritage in Europe, to promote civic participation, to inform policy makers, to raise awareness among cultural heritage institutions, to involve cultural studies in higher education and to attract creative enterprises.

For this reason, REACH aims to create an open and sustainable network of a wide range of interested organisations, projects and individual experts interested in sharing best practice, knowledge and experiences of participatory approaches in culture.

The REACH project will establish a Social Platform that delivers a range of concrete outcomes:

- the REACH proposal for a Resilient European Cultural Heritage
- the REACH network
- the REACH online portal.

This deliverable focuses on the mechanisms, methodologies and instruments for the development of the REACH network. It describes tools and methods to engage with external people and organisations interested in the project and willing to contribute. It defines the conditions for participation in the REACH network, the models for collaborations and links with other projects and networks.

This deliverable also outlines the necessary information on the procedures that ensure a smooth internal work process, which represents the pre-condition for an effective cooperation with the external world.

In particular, this deliverable includes the description of the following:

- working practices in the REACH Consortium
- conditions for participation in the REACH network as Associate partners
- instruments made available for the enlargement of the network
- mechanisms of consultation with stakeholders.



2 INTRODUCTION

“The REACH project aims to contribute to unlock the potential of people to engage in culture and Cultural Heritage in order to empower citizens to face the immense and rapid changes taking place in Europe and beyond.” This is the opening of the REACH proposal, and the construction of the REACH community is constantly inspired by this aim.

In this light, one of main task of the REACH Social Platform is to facilitate collaboration, and to promote participation and involvement of culture stakeholders.

This deliverable describes the Terms of Reference that govern the community building and stakeholder consultation activities to be carried out in the REACH project.

It is a report on the set of tools and guidelines aimed at supporting the networking activity that also describes the methodologies applied for:

- effective sharing of information in the project
- networking practices to establish the communication with the various typologies of stakeholders (memory institutions, communities of practice, cultural and creative enterprises, research, education and the general public)
- creation and enlargement of the REACH network
- mechanisms of consultation with the stakeholders

The communication strategy of REACH consists of three concentric circles: a) the REACH consortium, made of the partners (i.e. the ‘beneficiaries’ of the EU grant), b) the REACH network, c) the REACH audience.

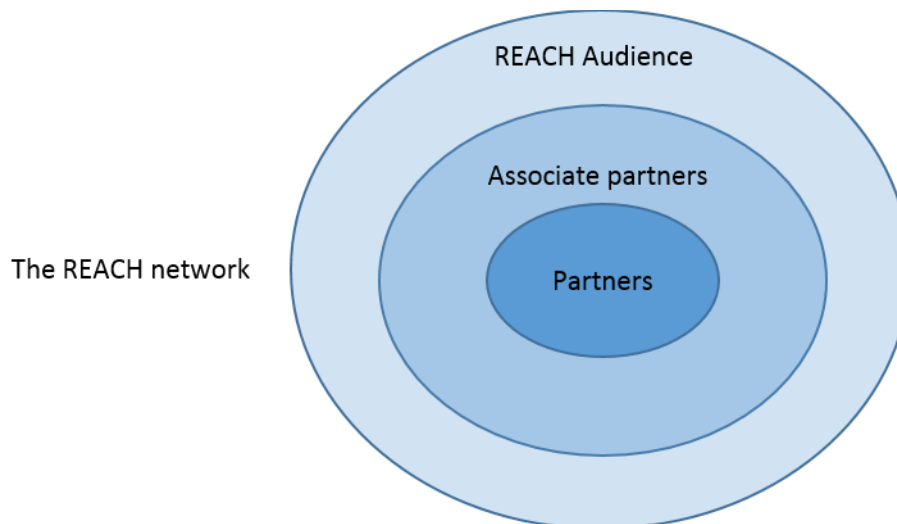


Figure 1 – The REACH network

Community building is a pre-condition of the effective communication. It deals with the creation of the community of partners, as an integrated and articulated body owning a common and in depth understanding of the scope of the project and its long-lasting ambitions. It also deals with the creation of the community made of projects, organisations and individual experts willing to participate in the project’s activities, as speakers and presenters at the REACH events, as contributors to the pilots and as providers of new ideas.



It also considers the creation of a larger community of target audiences that are those addressed by the communication and dissemination activities and expected to become closer and closer to the Social Network, ever more interested to be actively engaged in the Social Platform.

When these communities are created, the **stakeholder consultation** is the natural outcome of this process. Partners, Associate partners, and audience will all be involved in assessing the REACH's results, proposing themes of discussion, sharing best practices, highlighting threads and barriers to be overcome and contributing with a critical mind to the success and impact of the project on the European Cultural Heritage (CH).

2.1 Background

An important background of REACH is constituted by two previous projects, funded in FP7, which have inspired the concept of the Social Platform and continue to provide inputs to its design and development. They are RICHES and MEMOLA (and partners of both projects are represented within the REACH consortium.)

RICHES - Renewal, Innovation and Change: Heritage and European Society - is a research project, which was coordinated by Coventry University. It explored the paths to bring cultural heritage (CH) and people together in a changing Europe and to find new ways of engaging with heritage in a digital world. It developed a set of resources, available online on its resource website, at <http://resources.riches-project.eu/> that represents the public legacy of the project. These resources constitute an important background for the REACH Social Platform, both for its theoretical contents and for the wide network of collaborations that RICHES has created during its execution and that will continue to be exploited by the REACH Social Platform. Particularly relevant is the experience of the Networking Sessions, launched by RICHES as part of its First Policy Seminar held in Brussels on 19 October 2015.

MEMOLA - Mediterranean Mountain Landscapes - is a research project, which was coordinated by the University of Granada. It investigated the logic that rules the process of historical landscapes formation in relation to natural resources within a diachronic framework. It implemented a very relevant set of collaboration with territorial communities in targeted regions, which will continue to be exploited and further developed, in particular the pilots of REACH. Details can of MEMOLA can be found at <http://memolaproject.eu/resources>

A wider context to be considered as part of community building is the associated projects that have links with REACH. This group is expected to grow as new collaboration are established during the project life time.

Ultimately, the numerous initiatives funded by the EU represent a vast background that will be actively explored during the implementation of the project's activities.

2.2 Role of this deliverable in the project

This deliverable aims to describe the:

- instruments developed in the first 6 months to support community building
- results achieved at the time of submission of the document, in terms of networking
- plan of the production of the future tools, with focus on instruments for consultation, advocacy papers and policy briefs.



Naturally, the development of the REACH network is strictly connected with the dissemination and communication plan that depicts the dissemination work focused on spreading information about activities and outcomes of the project, and the communication work focused on establishing connections and dialogue with the target audiences. For this reason, there is a natural link of this deliverable with the content of D2.1 - *Project website, internal communication tools, dissemination plan, promotional material*.

As for the whole project, this deliverable has a dependency with deliverable D3.3 - *Project evaluation report* - and particularly the assessment of the project's impact.

The implementation of the network of common interest is at the basis of the future sustainability of the REACH project. A specific deliverable is devoted to present the plan for the sustainability of the Social Platform beyond the EC funding period. This is D7.2 - *Sustainability plan and best practices*. Therefore, another natural link exist between D2.2 and D7.2.

The description of the internal work-processes builds on the outline in D1.1 - *Quality Plan*.

This deliverable relies on the outputs of Work Package 6 - *Data collection and measurement*. REACH is expected to produce research data about the participatory activities carried out in the project and in other initiatives. The data produced by networking and stakeholder consultation activities will be managed by the structure defined in D6.1 - *Data Management Plan* - for gathering and maintaining the project's data to be re-used.

2.3 Approach

REACH adopts **openness** as its principle for its activities, particularly for the:

- development of its network
- organisation and planning of the project's events
- access to data produced by the project
- process of elaboration of recommendations.

This deliverable is strictly linked with a set of general approaches of the project, namely: sharing of best practices, promotion of gender equality and applying an ethical approach to project activity. This applies to building the REACH network, as it does to all work packages, and will be constantly monitored during all activities related to community building and stakeholder consultation, with impact measured at a later stage of the project to assess how successful it has been.

For the REACH project, participatory practices are a driver to innovation. For this reason, the Social Platform will promote any **best practice** gathered during the project, and which demonstrate examples of innovation. These can occur in the different areas of the society, including both public and private sectors, education, research and social aspects. In this light, this deliverable relates to all the WPs that are expected to gather, study and suggest examples of best practices in their respective ambits.

If the project can demonstrate that there has been a tangible impact as a result of its work, a foundation will be in place for sustainability of the Social Platform, as it will be directly linked to its community.



2.4 Structure of the document

The document comprises six chapters, one appendix and two annexes.

Chapter 1 EXECUTIVE SUMMARY provides the overview of the scope of the deliverable.

Chapter 2 INTRODUCTION indicates the principles and external links that lead the construction of the REACH network.

Chapter 3 REACH INTERNAL WORKING PRACTICES presents the general methodology and current practices in use in the Consortium.

Chapter 4 NETWORKING ACTIVITIES AND COMMUNITY BUILDING is about the mechanisms to build the REACH network. It outlines a unique workflow, which exploits existing tools to ensure the smooth management of this very delicate task.

Chapter 5 AFFILIATION PROCEDURES describes the procedures used in the project to formalise the agreements with external partners who express their interest and the intention to cooperate with the project.

Chapter 6 STAKEHOLDER CONSULTATION is dedicated to the instruments to establish a bi-directional communication with stakeholders and to consult them on key questions in the project, offering a concrete participation through dialogue and debate.

Chapter 7 CONCLUSIONS is the last section that presents some final considerations focusing on the next steps.

Appendix 1 contain a list of terms and abbreviations used in the document

Annex 1 and 2 provide the templates of the affiliation agreements.



3 REACH INTERNAL WORKING PRACTICES

This section is based on the previously submitted D1.1 - *Quality Plan*. It includes a summary of internal communication, the most important tools, methodologies and best practice, with focus on networking activities.

3.1 Internal hierarchies and relationships between work packages

The reference to the general structure of the project is relevant for the community building activity because it is from the results of the whole project activities that the actual interest of the stakeholders can be attracted. For this reason, the most effective inter-relation between the work packages is at the basis of an effective communication, and consequently creates solid basis for networking implementation.

The project consists of seven work-packages (WP):

- WP1 - Project Management
- WP2 - Dissemination and communication
- WP3 - Critical review and model building
- WP4 - Workshops and conferences
- WP5 - Participatory pilots
- WP6 - Data collection and measurement
- WP7- Sustainability and resilience

The following schema, extracted from the Description of Action (DoA), illustrates the inter-relationship between WPs and external communications:

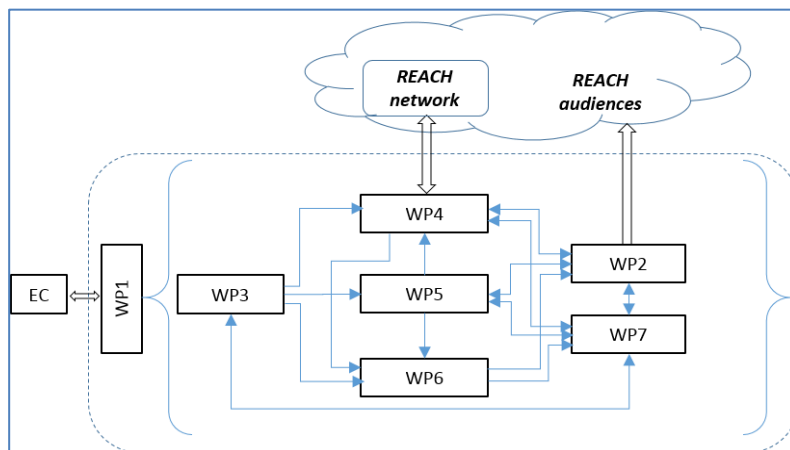


Figure 2 Inter-relation between work packages and external communications

There is a clear relationship between WP2 and WP7, as both work packages expect to receive inputs from all the other areas of the project's work.

For specific needs, messages can be sent for the attention of the Project Coordinator Neil Forbes, (COVUNI, n.forbes@coventry.ac.uk), to the Network Coordinator Antonella Fresa (Promoter, fresa@promoter.it), to the Website Manager Nicola Alfarano (Promoter srl, alfarano@promoter.it) and of the Communication & Dissemination Team (Promoter, dissemination-reach@promoter.it).



3.2 Project meetings

Project meetings are important to share information about the progress of the various parts of the project. They are the moment where the inner 'circle' of the communication strategy (i.e. the REACH consortium) is established. It is during the project meetings that the partners share their ideas about the implementation of the Social Platform and develop a common understanding of how it should be promoted toward the external 'circles' (i.e. the Associate partners and the REACH audience).

Meeting can be physical encounters and virtual conference calls, with minutes taken to record discussions held and decisions made for future reference. As a result, the WP2 team can use information gathered from the other work packages to share valuable news and resources with the wider REACH network.

The REACH internal calendar, set up in the Reserved area on www.reach-culture.eu, is a useful instrument for consortium members to gain a general overview of planned project activities by informing them about ongoing discussion, internally, with the external 'circles', encouraging partners (i.e. the beneficiaries), Associate partners¹ and the REACH audience at large, to participate in the networking activities.

3.3 Repository

The aim of the project repository is to archive all documents that are useful for the project, to preserve them and share them with partners. It contains day-to-day information of project activities, including records of project meetings, working documents, confidential deliverables, official documents, templates for deliverables and presentations, materials for dissemination and other useful documents and can be accessed by project partners.

In addition to sections of the repository that concern mostly project management, the following folders are relevant for community building and stakeholder consultation activities:

- **Deliverables.** This folder contains all submitted deliverables. The knowledge of content of all deliverables is important to be shared with partners as a summary of activity
- **Dissemination material.** This folder contains all documents useful for dissemination and communication activities. This content is used for promoting the project's results in the REACH network.
- **Meetings & Events.** This folder contains a sub-folder for each meeting or event organised by the project. Each sub-folder includes agenda, minutes, presentations and other material concerning the specific meeting or event. In addition, meeting and encounters with Associate partners are included in this folder.
- **Work Packages.** This folder contains a sub-folder for each WP, which is maintained by the respective WP Leaders. Information can be drawn from each folder, but networking related content is predominantly help in the WP2 area.
- **Templates & Agreements.** This folder contains all available templates, which include the following that are relevant for networking activities:

¹ Associate partners are the members of the REACH network. For a more detailed discussion about Associate partners, please refer to section 4.41



- Template for Memorandum of Understanding between REACH and other projects
- Template for Cooperation Agreement with associated organisations and individual experts
- Ethic information sheet, to be used when sharing personal and confidential information with Associate partners
- Template for the Presentation, to be used to prepare presentations delivered in events attended by REACH representatives, particularly for sharing presentations in the REACH network

A sub-folder "**Signed Agreements**" contains the Cooperation Agreement signed with the organisation and independent experts participating in the project as Associate partners² and the Memoranda of Understanding signed with the projects that collaborate with REACH.

3.4 Reporting of dissemination and networking activities

Each partner can circulate news, information, links about its dissemination and networking activities related to REACH, by sending an email to the dissemination team established at Promoter.

Partners can share within the consortium news about all the ongoing activities that they are involved in, such as event participation, presentations of the project at local, regional, national and international events, publication of news, posts, papers, links on websites, blogs or other web resources.

The role of the dissemination team is to gather information from the Associate partners and from all the stakeholders that contact the REACH Social Platform³ and to share this information in wider network. Partners receiving this information (in the form of email, posts on the blog and on the social media, and dedicated pages on the website) are invited to react, to further share in his/her specific community and to comment directly to the concerned stakeholders.

Reporting, sharing and circulating are very important activities for community building, that is based on the active participation of all the members of the network in the life of the community.

All REACH communication 'circles' (consortium, Associate partners and audience) participate in the enrichment of the content in the website, by providing information, news, reports, announcement of events and meeting. The WP2 Leader Promoter is responsible for the maintenance and for the editorial work on the REACH website and its blog.

The first channel available to all the members of the REACH network, to notify a news to the REACH dissemination team is by sending an email to info@reach-culture.eu.

For further information about the website, its description, use and structure, please refer to Deliverable D2.1 - *Project website, internal communication tools, dissemination plan, promotional material*.

² Please, refer to Chapter 4.4 for further information about the affiliation procedure in the REACH project.

³ Please, refer to Section 4.1 for further information about the REACH network.



4 NETWORKING ACTIVITIES AND COMMUNITY BUILDING

This chapter illustrates the overall orchestration of the networking procedures and infrastructure, fostering the enlargement of the REACH network. It supports putting in place the network of relationships and collaborations, so that expertise, experience and knowledge can be applied to the identification of best practice and to the achievement of the project's objectives.

The project consortium has access to a wealth of expertise, embodied in the personnel of the partners, as well as their own portfolios of contacts and collaborators. Terms of reference and operating models are necessary, together with a common reporting form to describe the outcomes of the discussions. This will allow a seamless interpretation and integration of the results of the work undertaken by each partner, with the wider project consortium. Naturally, in addition to contributing the community building, these results will be important inputs to the REACH project deliverables.

E-mailing lists and dedicated areas in the project website and its blog are established to facilitate the activities of the project⁴.

As indicated in section 3.4, reporting is important and for this reason internal reports are planned to summarise the results of the networking activities and to review possible critical aspects. The aim is firstly to harmonise strategies and practices of the network of common interest, and secondly to guide the members of the REACH community (both the project partners and the external users that want to join the REACH community) on how to apply the agreed participatory practices.

The REACH community is intended as a network of common interest, referred to as the 'REACH network'. It aims to share best practices and to contribute to the development of a critical review on current knowledge and expertise on participatory approaches. On this basis, new methods and practices are formulated, with reference on the final proposition for a resilient CH.

External cooperation - formalised by means of a Cooperation Agreement or a Memorandum of Understanding - grants access and participation in the REACH Social Platform, its programme of workshops, and its pilots. Specific items of collaborations are indicated in the agreements that are customised individually for each Associate partner and linked project.

Naturally, a special link exists with the dissemination activities⁵ that are expected to impact on the enlargement of the REACH network, proposing the membership as Associate partner of REACH, to the participants in the events where REACH is invited and, in the events, organised by REACH itself.

⁴ For further information on the project's approach to the protection of data, please refer to Section 4.4 Data Processing.

⁵ Please, refer to deliverable D2.1 for further information about the dissemination and communication plan of the REACH project.



4.1 The REACH network of common interest

REACH brings together a very wide range of stakeholders, made of funding bodies, research bodies, creative industries, CH professionals, academic experts, arts practitioners, professionals in archives and galleries, associations and interest groups representative of non-professionals and local societies, and policy-makers and end users in an international network of common interest, which is expanding continuously, maximising its value and impact.

This network aims to create a **stable basis for a durable cooperation** between its members.

As indicated in the DoA, the REACH Social Platform has strong ambitions in terms of expected impact and the REACH network consequently share this vision that is to contribute to:

- define the values of European CH for the citizens, in terms of better social integration and contribution to economic growth
- establish the basis for new institutional frameworks, where different sectors of the society can encounter and develop together elements of social innovation
- influence governance and highlight the benefits of applying participatory approaches to the preservation, use and re-use, and management of CH

The nucleus of the REACH network consists of organisations that expressed their interest and intention to cooperate with the project, many of whom by providing a letter of expression of interest at the time of the preparation of the proposal. The full list of letters of expression of interest is available as an Annex to the Grant Agreement. The REACH network includes the:

- partners of the REACH project
- organisations and individual experts engaged through ad-hoc Cooperation Agreements⁶
- linked projects and initiatives engaged in the project through specific Memoranda of Understanding⁷
- wider audience of stakeholders interested the debate about participatory approaches in culture and social innovation. They include for example the people that register to the REACH newsletter on the website and others that ask explicitly to participate in the network (e.g. by direct contacts with a specific partner).

The REACH network of common interest adds a great deal of value for the project, because it assembles groups and teams who work together, across national, disciplinary and organisational boundaries.

It is taken for granted by the REACH consortium that gender and social conditions of participants should not constitute a barrier for the participation in the REACH network.

⁶ Please, refer to Section 5.1 for more information about the Cooperation Agreement

⁷ Please, refer to Section 5.2 for more information about the Memorandum of Understanding



4.2 General methodology

Community building and stakeholder consultation is carried out via all means of communication, as preferred by the people involved, including, mail, e-mail, web and social media, conference calls and telephone communication with relevant interested parties.

External Stakeholders are contacted via mailing list or a direct dialogue is established (direct email message, or telephone), when they are already known to a partner of the consortium.

Furthermore, both “classical” and “web-based” communication tools are used for dissemination, marketing and engagement purposes. These tools are at the basis of the methodology followed for the establishment of the network of common interest, whose members are then selected and invited to participate in the consultation activities.

This process includes the following steps:

- identification of stakeholders, utilising partners’ existing contacts
- mail and direct contact with identified stakeholders
- regular updates of the REACH's website where information and documentation are uploaded
- publication of news on the REACH's blog set on the digitalmeetsculture.net online magazine
- use of the REACH Social media (Facebook, Twitter and YouTube) to encourage viral communication
- forwarding REACH Newsletters to the network of Associate partners, and when relevant, to the wider network of digitalmeetsculture.net
- organisation of public international events, i.e. four thematic workshops and two conferences
- organisation of meetings and presentations with local communities and stakeholders, under the lead of the pilot coordinators
- presentation of REACH to third-party events
- production of a set of promotional materials and distribution of the material in all the events attended by the partners
- publication of articles on media and scientific journals where progress and results achieved by the project are illustrated.

In addition to the stakeholders indicated in the DoA, REACH also targets new emerging heritage communities in EU. An example relates to migration and diasporas (and in this regard, a collaboration has been established with the Europeana Migration project⁸), and non-territorial digital communities (also referred as ‘commons’), such as those connected with the social networks and the Internet in general.

⁸ europeana.eu/portal/en/collections/migration



4.3 Enlargement of the network

As indicated previously, the REACH network started with the members of the REACH consortium and with the organisations that expressed their interest in the project at the time of the preparation of the proposal. In addition, several methods are used to contact further potentially interested stakeholders, online, via public events of the project or in events organised by third parties where REACH is presented. They can also be part of other existing networks and partnerships known to the members of the REACH consortium.

The principal instruments used to contact new stakeholders and to establish a dialogue with them are detailed within this chapter.

4.3.1 Community mailing lists

Emailing lists and dedicated areas in the project website have been established to facilitate the activities of the project. Through mailing lists, periodic updates are released to inform the community about the latest news and achievements of the project and about future appointments. In particular:

- the REACH consortium is kept informed at key stages via the reach@promoter.it general mailing list, where representatives and operative contacts of all the partners are included
- a specific mailing list has been created to reach all the external partners that are interested in cooperating with the REACH project. The aim is to keep them informed about progress and involve them in the project's activities. The REACH network of common interest is addressed via the associate-reach@promoter.it mailing list, where all the contacts provided by the Associate partners are included. This list includes the partners, the Associate partners that signed the letter of expression of interest during the preparation of the project and included in the proposal – now annexed to the Grant Agreement – and the new stakeholders that require to register to the REACH newsletter through the dedicated area on the project's website.

Furthermore, it is possible for each work package to have a specific mailing list for its internal communication, including both partners and Associate partners. At the time of the submission of this deliverable three specific mailing lists exist:

WP6 Best practice: bestpractices-reach@promoter.it

WP5 Small town pilot: associatereach-CUNI@promoter.it

Budapest conference attendees: budapestconference-reach@promoter.it

In addition, the mailing list of digitalmeetsculture.net is made available by Promoter to launch newsletters that have wider scopes. This was the case for example when the launch of the REACH Social Platform and the invitation to the international conference in Budapest was announced.

4.3.2 REACH website

Methods of communication include the project's public website (reach-culture.eu) where stakeholders can access information of interest to them and where they can propose news to promote their projects and events.



The project website publishes all project knowledge assets. It announces the events organised by the project, as well as other events that are relevant, and is updated immediately after every dissemination and/or concertation event. Project intermediate results, discussion papers, presentations, seminars and workshop minutes are also published online. In this way, the website is an up-to-date reflection of the project available for the whole community.

For the most important events of the project, a dedicated subset of pages are created in the website, accessible from the main REACH website, such as for the recent conference.

For a more detailed description of the project website, please refer to D2.1 - *Project website, internal communication tools, dissemination plan, promotional material*.

4.3.3 REACH blog

The REACH's blog is complementary to the project website. It is a very useful tool to widen the project communication and to engage with a larger audience of both professionals and the public.

It collects articles, events and initiatives in the field of CH as well as news on the project.

It is set on www.digitalmeetsculture.net, an interactive online platform dedicated to digital technologies applied to cultural heritage, arts and digital transformation. It is an efficient information and advertising tool, gathering articles, events, information on projects and initiatives in the field. The popularity of Digital Meets Culture is constantly increasing, and it presently counts c 25,000 visitors per month.

The blog is a constantly living page, that combines information from within the project with the discussion on the hot topics related to digital CH and participatory approaches to CH, occurring inside and outside the project. This combination of internal and external information offers a creative dimension to the communication of REACH, contributing to the coordination of the objectives of the project.

All the articles published on the REACH's blog are automatically posted on the project's Facebook and Twitter page, and partners and Associate partners are encouraged to share/re-tweet them.

The REACH dissemination team establishes contacts with the people responsible for projects and organisations whenever a news about them is published on the REACH blog, inviting them to join the REACH network.

4.3.4 REACH Social media

Social networks are very useful for spreading news quickly about the most important project events. Each news item on the blog is published on the REACH's social media channels (Facebook, Twitter) and if there is a video, it is published on the REACH's YouTube channel.

Facebook: <https://www.facebook.com/reachculturalheritage/>

Twitter: https://twitter.com/reach_2017

YouTube: https://www.youtube.com/channel/UCTjxbeHm0CEr2-IOb7X-neA?view_as=subscriber

The REACH project is aware of the H2020 social media guide for EU funded R&I projects and will follow its guidance, where appropriate.



4.3.5 REACH Newsletters

Periodic editions of the REACH newsletter are released.

Two groups are addressed by the REACH newsletters.

When the subject of the newsletter is of general interest, the database of email addresses is formed by the lists of contacts of the whole group of digitalmeetsculture.net registered users.

When the newsletter is more specific and contains contents that particularly relates to specific project tasks, then the database of the email address is that of the Associate partners.

4.3.6 Events organised by the project

Another important channel for the networking of REACH is the organisation of local meetings, workshops and international conferences.

The members of the REACH network are invited to all the events organised by the project and the event reports are made accessible online on the REACH website. Specifically REACH plans to organise the following events, where members of the REACH network are invited as experts:

- four thematic international workshops. These are part of WP4 activities, (Berlin, Coventry, Granada and Prague) to deliver new understandings of participatory approaches for innovation in CH management and investigate resilience strategies for CH
- local encounters. These are set up to enable dialogue with local stakeholders, citizens organisations and research communities to enrich the content of the pilots. The shape and style of the encounters is determined locally.
- two international conferences. The opening conference took place in Budapest on 10-11 May 2018. The final conference will be organised at the end of the project to present the results of REACH activity. That will be the occasion to review best practices, illustrate *'The REACH proposal for a resilient European CH'*, present the policy recommendations produced by the project, and discuss the future of the Social Platform.

4.3.7 Presentation and dissemination of the REACH project at third party events

In close cooperation with all work packages, REACH contacts the organisers of international, European and national events and workshops organised by other institutions. Conferences, concertation meetings and information days organised by the EC are targeted too. Participation in conferences and workshops organised by other projects is important to establish new partnerships with associates and collaborations with projects.

Project presentations need to be adapted to illustrate objectives, activities and outputs of the project contextualised for the specific event. A presentation template, prepared by the dissemination team, is available for download in the project's repository. This model is used by the REACH partners to make a presentation of the project to external users, with logo, tagline, and standard messages of REACH.

A set of promotional materials is made available to be delivered at third party events participated by the REACH partners, to raise awareness about the project, to inform stakeholders and target audiences of the main results of the project and encourage participation in the network. All the material is available online or in paper format for specific occasions.



4.3.8 Media and scientific/professional journals

Progress and results are illustrated in proceedings and scientific/professional journals, which are prepared by the academic members of the REACH consortium each year.

Short articles are published in other project newsletters, e-bulletins and blogs and the portals managed by the EC.

Registration to the main events organised by REACH, call for posters, videos and contributions are sent to the main online publications in the sector, with the kind request to be published on those media too.

4.4 Data processing

As outlined previously, the REACH project will collect personal and organisational data as part of its mission to build a network of common interest. The acquisition and protection of this data is always an important consideration to the project, especially considering the introduction of the General Data Protection Regulation (GDPR), came into force on 25 May 2018. As discussed in D6.1 – Data Management Plan – the GDPR is a regulation in EU law on data protection and privacy for all individuals within the European Union and aims primarily to give control back to citizens and residents over their personal data and to simplify the regulatory environment for international business by unifying the regulation within the EU.

One of the most significant changes for research under the GDPR relates to consent. The previous legislation allowed for soft opt-ins and implied consent in relation to non-sensitive personal data. Soft opt-ins and implied consent will not be an option under the GDPR. Consent must be freely given, specific, informed and constitute an unambiguous indication of the individual's agreement to their personal data being processed.

Consent under the GDPR requires affirmative action such as for a specific opt-in box to be checked or an email address to be provided for that purpose. It is also required to be freely given i.e. it cannot be a condition for another action or agreement. Finally, consent must be specific and informed. This means that exactly what the information provided will be used for, by whom and why must be stated.

The REACH project uses the Cooperation Agreement and Memorandum of Understanding (as described in the following Chapter 4.4) as the basis of individuals, organisations or projects to opt in to receive updates and newsletters. There is also the option for interested parties to join the project's mailing list by providing information through the project's website. Promoter, that oversees this work for REACH, uses the following text on its newsletters to give recipients the option to withdraw their consent to be contacted about the project:

You are receiving this email because your email address is registered in the database of Promoter S.r.l. – DigitalMeetsCulture for one of the following reasons: you joined our network opting in at one of our websites or you have provided freely your consent in the framework of partnerships or other professional relationships or you joined at one of our meetings, events, workshops and similar. Your data will be used exclusively for sending information material related to our network and will not be communicated to any third party. The data controller is Promoter S.r.l., Via della bonifica, 69 - 56037 Peccioli (Pisa) Italy. If you don't want to receive these messages anymore, unsubscribe at the link below.

In this way, the project can fulfil its mission to build a stakeholder network of common interest and respect their data in accordance with the GDPR.



The REACH project notes that e-Privacy Regulations are also under discussion and that these will significantly strengthen the rules surrounding online and direct marketing using electronic communications. These regulations will apply to electronic communications including communications sent by email, telephone and SMS, as well as extending the scope of electronic communications to also include social media messages, such as Whatsapp or Facebook and voice over internet protocol providers such as Skype. There has been much debate in shaping these regulations (and changes to the 10 January 2017 draft are expected when the final text is published), therefore the REACH project will monitor the situation and adapt any processes as necessary, when the legislation is implemented.

4.5 Success indicators

The following table, extracted from the DoA, provides a summarised view of the quantitative indicators adopted to monitor the dissemination and communication activities, and a quantification of targets, against which the results are measured over the course of the project.

Initial figures of the indicators at the time of the submission of the present deliverable indicates that the project is in line with the expectations.

A full report on the status of the indicators will be part of the project's two Periodic Reports submitted at the end of each reporting period.

INDICATOR	EXPECTED PROGRESS
Web presence:	
Access to the project's website	200 per month at the beginning of Year 1; 500 per month at the end of Year 3
Distribution of visitors in Europe	Visitors beyond the 5 countries of the partners
REACH network:	
Number of organisations/professionals who become members of the network	c 300 (including heritage stakeholders, researchers, practitioners and citizen scientist, even beyond Europe). Geographic balance Members beyond the 5 countries of the partners
REACH Newsletter:	
Number of recipients of the newsletter	c 7,000 (this number may change due to the strict criteria for the management of mailing lists, derived from the application of the General Data Protection Regulation, entered into force on 25 May 2018 in the EU.



Number of editions of the newsletter	2 editions per year A smaller mailing list is created to target the Associate partners and specific focused newsletters are foreseen, in addition to the general editions. This was the case for example, when, after having announced the Opening Conference in Budapest, a second newsletter, more specific, was sent to the Associate partners to invite them to participate in the call for posters.
Mapping activities: <i>Possible new contacts are expected to come from this analysis.</i>	
Projects on CH – FP7, FP6 and regional/national funding will be analysed to reviews how they have contributed to the REACH 5 Thematic Strands	min. 30 projects
Organisations targeted	min 150 organisations (assuming contacts with min. 5 partners per scrutinised project)
Workshops and conferences:	
Number of workshops organised by REACH	4 international workshops
Local encounters with stakeholders	Annually, in the countries of the partners
Participation in the workshops	Participation in the workshops is intended to be limited, in order to allow better interaction between participants. Average number of participants per workshop = 25
Number of organisations involved in the workshops	c 200 organisations
Registrations at each conference	120
Posters on show in the poster sessions	20
Downloads of presentations/proceedings from the online portal	100
People working on the online portal:	



Registered users on the online system	300 (the members of the REACH network)
Number of posts/interactions with them online portal	min: one weekly interaction, these will include passive interactions (e.g. views, likes) and active ones (e.g. annotation, comment, sharing)
Collaboration with other projects:	20 collaboration agreements, signed with other projects during the project lifetime
Scientific publications:	12 articles (at least 1 per year, per academic partner). These include papers published by the participating university as well as hybrid scientific publication with non-professional authors



5 AFFILIATION PROCEDURES

The following models have been prepared to formalise the cooperation with experts, institutions, organisations and other projects that are interested in joining the REACH community and being involved in the activities of the REACH network:

- a model of the Memorandum of Understanding to be signed with other projects
- a model of the Cooperation Agreement to be signed with other institutions, organisations and individual researchers
- the registration to the REACH newsletter

Both Memoranda of Understanding and Cooperation Agreements are announced on the Community pages of the project's website, and dedicated pages are created to promote the activities of the associated partners and projects.

A short description of each agreement is provided here. The full text of the models is provided in Annexes 1 and 2.

A third method of affiliation is through the registration to the REACH newsletter. This can be done directly online, on the project's website.

The email addresses of the people that signed a Cooperation Agreement, a Memorandum of Understanding and those that registered to the REACH newsletter are included in the associate-reach@promoter.it mailing list. Each newsletter allows the registered person to unsubscribe from the mailing list⁹.

5.1 Collaboration with other institutions, organisations and individual experts

The Cooperation Agreement is used to establish a collaboration between REACH and other institutions/organisations or also individual experts.

The document provides a short description of the project and its objectives; then it highlights the agreement scope, rights and duties of the Associate Partner, starting date and termination. A Technical Annex is attached to the agreement to define in more details the activities that will be carried out jointly by the parties. This is a kind of 'local agreement' and the person who signs does it on behalf of the team involved in the collaboration.¹⁰

The Associate partners cooperate with the project on the following topics:

- sharing experience, promote standards and guidelines, seek harmonisation of best practice and policies
- participating in conferences, international workshops and pilots organised by REACH
- inviting REACH representatives to their public events
- participating in surveys, interviews and co-creation sessions
- participating in the sharing and debate activities promoted on the online portal

⁹ Please, refer to Section 4.4 for further information about data processing and policies.

¹⁰ Please, note that the agreement, generally, is not signed at organisation level by the head of the organisation. This is the case particularly for large institutions, where a signature from the legal representation would not be practical, both due to the time taken and the questions that it might raise, and that are beyond the scope of the collaboration foreseen in REACH.



- acting as a conduit for knowledge transfer from the project to policy makers, cultural institutions, creative industries, researchers, civil society and private stakeholders
- reviewing and providing feedback on documents produced by the project
- disseminating and promoting the project results, also after the EC funded period is concluded.

The following steps outline the procedure for the establishment of an agreement:

- the stakeholder is contacted or reaches the REACH consortium
- informal discussion is undertaken with the external stakeholder
- the Network Coordinator is kept informed or is directly charged with writing the draft text of the agreement on the discussed points
- a draft text is agreed with the external stakeholder and is archived in the repository in a work in progress folder into the Agreements folder of WP2
- the agreed text of the contract and annex is sent to the REACH Board for approval
- the approved contract is re-discussed and sent (back to step 4) or directly sent for signature first to the stakeholder. All versions are stored for reference only in the project repository
- the agreement is finalised with the signature of the REACH Network Coordinator
- the contract is archived in the "Signed Agreements" folder of the "Templates & Agreements" folder in the project repository for future reference
- the REACH community mailing list is updated with the name and contact details of the stakeholder
- the project's website is updated with the notice of the new collaboration.

External stakeholders - getting involved via the website or other communication means and who were previously unknown - can contact the Network Coordinator and the Dissemination Team via the email address info@reach-culture.it or dissemination-reach@promoter.it

All partners initiating networking activities need to keep the Network Coordinator informed at all stages in the process outlined above.

Associate Partners can participate in the work in the project, and more specifically in the concerned WPs, as stated in their respective agreements.

REACH has already set up agreement with some institution and researchers to develop a concrete cooperation work. A signed Cooperation Agreement has been established with the following:

- [Ancient History Encyclopedia](#) (United Kingdom)
- Aarhus University, School of Communication and Culture, Take Part Research Network (Denmark)
- Kultura Nova Foundation (Croatia)
- Fondazione Sistema Toscana (Italy)
- Photoconsortium (Italy)
- The Israel Museum, Jerusalem (Israel)
- Dr. Yvonne Zindel (Germany)



5.2 Collaboration with other projects and initiatives

International initiatives in the domain of CH and participatory approaches in culture provide opportunities for related projects to meet, identify common goals and strategies and discuss opportunities for cooperation in future opportunities offered by Horizon 2020.

REACH identified a number of international projects, networks and research infrastructures that are active within related areas. These projects represent external networks with resources in place to disseminate news and information with their stakeholders. The strategy for REACH will be to approach these projects offering the exchange of news about project activities and to seek opportunities for collaboration.

The Memorandum of Understanding is used to establish a collaborative link between REACH and the other projects/initiatives.

The document contains an introduction about the projects objectives. Through a list of articles, it describes the scope of the agreement, the mutual responsibilities among the parties, the legal nature and the duration of the agreement. An Annex is also provided, highlighting the activities to be conducted jointly by the partner projects.

REACH has already established connections with a number of projects regarding various aspects of its goals and policy in order to develop tangible cooperative work. The person that signs is expected to do it in his/her role of coordinator of the project/initiative.

Coordinated activities mainly include:

- promotion and presentation of the results of the concerned projects in the respective websites, events and publications
- organisation of joint events, such as workshops (general/specifics topics), networking sessions, webinars, training courses, focus groups, etc.
- organisation of joint participation (with joint presentations and/or demonstrations) at specialised events and conferences organised by other institutions and projects
- implementation of “clustering” activities, generation of internal workshops and symposia sessions for stimulating dissemination and collaboration among concerned projects’ participants
- publications of articles on the work and results of the concerned projects in scientific journals and in sector specific online publications, such as Digital Meets Culture (www.digitalmeetsculture.net)
- posting joint news on third party websites, newsletters and social media channels.
- Circulation of joint announcements/results via relevant mailing lists.

At the time of the submission of this deliverable, the following Memoranda are established:

- Take Part (<http://projekter.au.dk/en/take-part/>),
- Rock - Cultural Heritage leading urban futures (<https://rockproject.eu/>),
- I Media Cities (<https://imediacities.eu/>),
- Europeana Migration (<https://www.europeana.eu/portal/en/collections/migration>)
- CultureLabs (new Horizon 2020 project started in April 2018)
- Routes2PA - Raising Open and User-friendly Transparency-Enabling Technologies for Public Administrations (<http://routetopa.eu/>)
- ViMM – Virtual Multimodal Museum (<https://www.vi-mm.eu/>)



6 STAKEHOLDERS CONSULTATION

The REACH project is committed to create and maintain communications with all stakeholders in order to establish a working relationship and trust between the parties, which is necessary to validate the work of the pilots and to develop the REACH proposal for resilient European CH.

Practical and concrete hands-on experiences are developed to validate such models, by involving a wide network of stakeholders and users, collecting lessons learnt and best practices, and gathering data for further analysis.

As CH encompasses a wide spectrum of stakeholders and audiences, the Social Platform employs a wide range of methods and instruments able to attract the attention and serve the different interests of the targeted organisations and people.

6.1 General methodology

The REACH network involves the widest range of CH stakeholders and practitioners by attracting them through online communication (web and social media), events, publications and direct contacts (interviews and consultations).

All project partners are committed to identifying key stakeholders in their own countries with interest in the themes addressed by the REACH project.

The steps towards establishing and nurturing effective consultation practices are as follows:

- identify the stakeholders to contact and the projects to liaise with at national and international level, to establish a reliable framework that can be used as a starting point for the consultation activities
- define the subject of the consultation, depending on the interests, knowledge and expertise of the different stakeholders and on the expected outcomes
- Find out how and where this consultation can take place, e.g. conferences and workshops, ad hoc meetings, online consultation, developing of advocacy papers, etc.

6.1.1 Language barriers

Language barriers are considered and translation of project materials into national languages is planned on the basis of the specific countries' requirements and those of targeted communities, within the limit imposed by the resources available for the project. In particular:

- information pages on the web in multiple languages are under preparation in each partner's local language
- exploitation of multilingual vocabularies for the search functionalities of the online portal is foreseen.

Use of English may inhibit dialogue and interaction: local encounters would normally use the national language in order to facilitate participation and engagement with local stakeholders, citizens organisations and research communities.



6.1.2 Inclusive practices

WP2 puts in place methods that do not constitute obstacles to the widest participation in the consultation activities, including those derived from biased approach to the communication that do not consider the various shades of gender, diversity, minority, economy, class, race/ethnicity, religion and those derived from any other social dimensions. In this light androcentric language is avoided.

Specific issues such as those connected with gender and the ethics of working with particular groups will be considered by the concerned partners while designing the consultation activities related to their work packages.

6.2 Defining the stakeholder community

As indicated in the DoA, “the REACH project targets the whole value-chain of the CH sector from the public and private funding bodies and programme owners, infrastructures and technology providers, cultural content owners and memory institutions, business enterprises, artists, researchers, education sector, practitioners and amateurs”. The following are the most important stakeholders that the project aims to target through networking and communication activities:

- research organisations, academies and higher educational institutes
- CH organisations and memory institutions (museums, libraries and archives, etc.)
- organisations which coordinate and represent memory institutions (e.g., NEMO, EMF, ICOM, EBLIDA, CENL, EAG, EBNA, EURBICA and LIBER)
- e-Infrastructures (e.g. EUDAT and Europeana) and research infrastructures (e.g. NREN National Research and Education Network, research infrastructures in the ESFRI Roadmap – DARIAH and CLARIN)
- ministries and state agencies responsible for designing national/regional programmes for CH and joint research activities - such as JPI-CH and HERA ERA-NET - typically Ministries of Science, Ministries of Culture, Ministries of Education
- policy-making bodies and other groups which map out the future of CH on behalf of the EC, Important examples are: member states experts group on digitisation of CH, ESFRI, MEDOANET, Open Access Policy Alignment Strategies for European Union Research, European Institute of the Mediterranean, Anna Lindh Foundation for Inter-Cultural Dialogue, UNESCO
- cultural and creative industries bodies and networks (publishers associations – e.g. EDITEUR, AIE - ECIA, NEM)
- other projects in the cultural and CH domain (H2020, CEF, Creative Europe, Interreg, regional and national projects)
- associations and non-profit organisations open to citizens and volunteers (e.g. The Friends of the National Archives, the World Federation of Friends of Museums, United for Libraries)”
- regional and local stakeholders, such as regional administrative bodies and municipal governments

Emerging heritage communities and non-territorial communities are also targeted and are part of the stakeholder community involved in the REACH consultation activities.



Different approaches are appropriate to reach the different user groups of interest. By developing an understanding of the needs and interests of each group, the project aims to make its dissemination, advocacy and networking activities more relevant to the people and organisations interested, and consequently to create the basis for an effective consultation process and a sustainable legacy.

6.3 Framework for stakeholder engagement

The main purpose of the REACH stakeholder consultation is to involve the widest range of participants, including, in addition to the EC project partners, the Associate partners, i.e. those who have signed a Memorandum of Understanding or a Cooperation Agreement.

The approach that REACH follows to engage with the stakeholders that have been identified is bi-directional, and it aims to:

- provide information to stakeholders, in order to share project progress and results, context, issues, choices, decisions. This happens through dissemination and advocacy activities, website, blog and awareness documents, etc.
- gather information from stakeholders, which can help to evaluate and improve project results, through local encounter, seminars, meetings, surveys, questionnaires and interviews, etc.

Key issues in the stakeholder consultation process are:

- **involvement of a large variety of stakeholders** that cooperate at different levels and help to provide knowledge. A dedicated strategy is needed, based on different formats and techniques when it comes to cultural institutions, policy makers, authorities, local people and citizens or other projects involved
- **the stakeholder engagement process must be planned** to provide high-level organisational and coordination support in order to optimise opportunities for the stakeholders involved and encourage their participation in the project. The engagement plan is differentiated according to the specific stakeholder group to be addressed.
- **the choice of the appropriate tools and techniques used in communication activities** allows the stakeholders to be informed and aware of the general objectives of the project and the related tasks, creating the conditions for a more performing collaboration
- **feedback on REACH activities to measure impact.** Having built relationships and engaged with groups of stakeholders it is important to gather their opinions of the difference that REACH activity has made or could make in the future, either by influencing policies, products, services and legislation or individual and collective behaviours and skills. This needs a structured approach throughout the lifetime of the project.

6.4 Consultation

As indicated previously, the steps towards consulting stakeholders are:

- identify the stakeholders and the projects to contact
- define the subject of the consultation
- find out how and where this consultation can take place.



Naturally, these three steps need to be coordinated by the partner concerned with the consultation activity.

WP2 supports the consultation by activating and predispose the necessary tools used in the exchanges with the target stakeholders. Both online and face-to-face consultation are considered.

The online consultation can use standard tools for survey (e.g. doodle), direct mailing (see section 4.2), and the Open-heritage platform (see Section 6.5).

Face-to-face consultation can take place during the public events organised by the project (conference and workshops), the local encounters of the pilots, and specific meetings.

REACH international events include four thematic workshops and two international conferences. These events offers an opportunity for members of the network to come together to discuss successful examples of participatory processes and lessons learnt from other initiatives.

Local encounters represent another key opportunity of face-to-face consultation with stakeholders. The encounters are set up to enable dialogue with local stakeholders, citizens organisations, research communities' cultural activists and civil participants. In this light, they are expected to enrich and validate the pilots with input coming from a variety of stakeholders.

The face-to-face meetings organised by the pilots are also occasions of participation and consultation. In these meetings the partners explain the scope of the pilot and set up working groups. In the frame of the pilot activities, the partners meet with local target groups - local communities, local administrations, local stakeholder – and propose shared methodologies to work together in addressing common issues.

Consultation will also take place by activating a shared review of the advocacy papers produced by the project. These papers represent an important instrument to support the consultation with stakeholders and particularly with policy makers. These papers are produced based on the main results of project and ultimately refined into policy briefs to be disseminated via the institutional channel of the EU.

All these activities can be contextualised to the participatory approaches in culture, reflecting the current problems, detecting existing barriers and obstacles, generating new proposals for policy-makers, producing feedback for local communities and developing trust and reciprocal confidence.

6.5 Open Heritage platform

Open Heritage is conceived as the legacy that the project intends to leave for further use, also beyond the end of the EC funding period. It will be accessible in the second part of the project online at the address

open-heritage.eu

The platform is currently under development, with a target launch date of October 2018.

The website is conceived as an online service to be used for information, interaction, collaboration, and consultation. Its development is based on the requirements gathered from partners and Associate partners, linked projects and especially from the pilots.

open-heritage.eu is expected to provide information about the REACH Social Platform and its activities, about the resources developed in the project; it will also provide a critical bibliography and a list of reviewed and curated references. It will be open to contributions from its users, including partners, Associate partners and general visitors.

REACH

Deliverable: D2.2

Title: Terms of Reference for community building and stakeholder consultation



The platform is intended to be independent, with a long-term perspective and aims to attract the interest of different stakeholders. It is expected to play a relevant part in sustaining the REACH Social Platform.



7 CONCLUSIONS

The dialogue and debate with members of public, policy makers and civil society on the value of CH research has a crucial role in achieving social cohesion and integration in Europe.

The implementation of the REACH network of common interest is the basis of the future sustainability of the Social Platform.

REACH has the potential to gather a wide range of stakeholders, representing the different areas that are involved in the achievement of the project's objectives and in order to succeed in this, well developed instruments are necessary.

This deliverable has presented practices and instruments that the project puts in place, for the networking activities, for the enlargement of the REACH network of common interest and for the establishment of effective collaborations. The Terms of Reference of such collaborations are described, providing concrete paths for the establishment, maintenance and animation of the REACH network.

Mechanisms for the consultation with the targeted stakeholders are presented and ultimately these will be used to measure the success of REACH activities and the impact that the project has made.

Methods, methodologies and tools presented in this deliverable have been developed and applied during the initial 6 months of the project, demonstrating to be effective. A good number of strategic collaborations have been established, and several links with other projects are activated. Although, the work has just started, the results achieved at the end of the first semester are encouraging.

It should be noted that the methodologies and the Terms of Reference described in the present document may be updated along the project's lifetime to consider new requirements and to reflect the progress of the work and sustain project outcomes.



APPENDIX: DEFINITIONS OF TERMS AND ABBREVIATIONS

AIE – Associazione Italian Editori – Italian Publishers Association
CEF – Connecting European Facilities Framework Programme of the EU
CENL - Conference of European National Librarians
CH - Cultural Heritage
CLARIN - European Research Infrastructure for Language Resources and Technology
Creative Europe – The EU framework programme
DARIAH - European infrastructure for arts and humanities
DoA – Description of Action
EAG - Education Action Groups
EBLIDA - European Bureau of Library, Information and Documentation Associations
EBNA - European Board of National Archivists
EC – European Commission
ECIA – European Creative Industries Alliance
EDITEUR – International Association of Publishers coordinating development of the Standards infrastructure for electronic commerce in the book, e-book and serials sectors
EMF – European Multimedia Forum
ERA-NET – European Research Area Network
ESFRI - European Strategy Forum on Research Infrastructures
EU – European Union
EUDAT – European Collaborative Data Infrastructure
Europeana – The portal of European cultural heritage
EURBICA - European Branch of the International Council on Archives (ICA)
FP7 – Framework Programme 7
HERA - Humanities in the European Research Area, network of national funding agencies
Horizon 2020 – The EU framework programme for research and innovation. Also referred as H2020
JPI-CH – Joint Programming Initiative for Cultural Heritage
ICOM – The International Council of Museums
Interreg – European Regional Development Fund
LIBER – Association of European Research Libraries
MEDOANET - Mediterranean Open Access Network
MEMOLA - Mediterranean Mountain Landscapes
MoU – Memorandum of Understanding
NEM - New European Media Initiative

REACH

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Title: Terms of Reference for community building and stakeholder consultation



NEMO – Network of European Museum Organisations

NREN National Research and Education Network

RICHES - Renewal, Innovation and Change: Heritage and European Society

UNESCO - United Nations Educational, Scientific and Cultural Organisation

WP – Work Package



ANNEX 1: MODEL OF MEMORANDUM OF UNDERSTANDING

Memorandum of Understanding

between



RE-designing Access to Cultural Heritage for a wider participation in preservation, (re-)use and management of European culture

and

PROJECT LOGO and TITLE

A Memorandum of Understanding (MoU) is hereby concluded between:

The REACH Consortium, represented by Dr. Antonella Fresa of Promoter S.r.l. in her role of Network Coordinator (hereinafter referred as REACH)

and

XXXXXX Consortium, represented by XXXXXX (hereinafter referred as XXXXX)

and together referred as 'The Parties'.

Provided that

- REACH is a collaborative project funded by the EC, Grant Agreement 769827 within Horizon 2020 Programme. Its aim is to establish a Social Platform as a sustainable space for meeting, discussion and collaboration by a wide-ranging network of experts and professionals, all with a stake in research and practice in the field of Culture and Cultural Heritage. The REACH project has the following goals:
- Promoting participation and engagement in Cultural Heritage, by the development of an open and sustainable Social Platform on participatory approaches in Culture
- Developing models of collaboration in Cultural Heritage respectful of diversity and based on the use of participatory practices
- Exemplifying best practices and successful cases of civic participation in preservation, (re-)use and management of Cultural Heritage
- Creating spaces of dialogue and roadmap for future research
- **The XXX project is It has the following goals:**



- [REDACTED]
- The Parties recognise the complementarities amongst the objectives and activities of their respective projects.
- The goals of the Parties will be accomplished also through the work of a Network of Common Interest, sharing the objectives of the REACH and the [REDACTED] projects, constituted by experts from:
 - Cultural Heritage institutions
 - Public Administrations
 - SMEs and creative and cultural enterprises
 - Research centres on humanities and social sciences
 - Cultural tourism bodies

This network is an important interface between different sectors of the society that can meet and develop together elements of social innovation.

Having assessed the potential benefits of a coordinated collaboration approach, The Parties have agreed to co-operate under the conditions established in the following articles.

Article 1. Subject Matter

The purpose of this MoU is to facilitate the collaboration between The Parties in order to improve the overall results and expected impacts of such actions.

The activities which will be undertaken in common by The Parties are listed in Annex 1 to this MoU.

The Parties may from time to time wish to add other activities to the MoU. In such case, the new activities to be added will be agreed in writing by the respective Contact Persons and be defined by an amendment of this MoU, simply adding a new Annex 1.

Article 2. Communication

The Parties will appoint their Contact Persons to act as the technical channels of communication as is necessary for the promotion of effective cooperation between them. The Contact Pesons will maintain regular contact to discuss any matter related to the cooperation described in this MoU or to be integrated in it.

Article 3. Contributions

Each Party shall bear its own costs resulting from its participation in the collaboration activities described in this MoU, unless other agreement is reached for a particular task, taking into account the Financial Regulations governing the EU Projects.

Each Party will maintain the full responsibility for its own activities, including the fulfilment of its obligations under its contract with its funding body.

Each Party does not provides any warranty, express or implied, in respect of its contribution to any activity agreed under this MoU, including but not limited to those of fitness for a particular purpose and the infringement of third-party proprietary rights.



Any proprietary right, relating to the results of activities undertaken jointly by The Parties under this MoU, shall be jointly held, and each Party herewith grants the other a free, irrevocable and perpetual license to use such rights.

Article 4. Confidentiality

The Parties agree not to disclose privacy protected information of any of the concerned projects to any third party, unless expressly agreed by the concerned Party in written. This article is agreed by The Parties to be legally binding.

Article 5. Legal Nature

The Parties expressly affirm that this MoU is not a legally binding contract, save for Article 4, but it is intended to confirm the basic settings agreed upon and the goodwill of The Parties to materialise a fruitful collaboration.

Article 6. Duration

This MoU enters into force from the date of its signature. It will terminate when either The Parties' projects are ended or when a Party gives notice of termination to the other, in which case a minimum notice of two months will be given in written.

In the case that The Parties will continue their activities beyond the completion of the funding period, this MoU can be renewed on the basis of a mutual decision.

Signatures

For REACH

SIGNED BY: Antonella Fresa

AFFILIATION: Promoter Srl, Via della bonifica, 69 - 56037 Peccioli (Pisa), Italy

TITLE: Network Coordinator

Signature

Date:

For XXXXXX

SIGNED BY: XXXXXX

AFFILIATION: XXXXXX

TITLE: XXXXXX

Signature

Date:



Annex 1

Memorandum of Understanding

PROJECT LOGO

between

REACH and XXXXXX

COORDINATED ACTIVITIES

- Participation of XXXXX and its members in the REACH Stakeholders Group, and vice-versa, thus being informed and kept updated respectively on the projects' progresses and invited to events, workshops, local meetings, etc. organised by the projects
- Promotion and presentation of the results of the concerned projects in the respective websites, events and publications
- Possibly, organization of joint events, such as workshops (general/specifics topics), networking sessions, webinars, training courses, etc.
- Possibly, organization of joint participation (with joint presentations and/or demonstrations) at specialised events and conferences organised by other institutions and projects
- Publications of articles on the work and results of the concerned projects in scientific journals and in sector specific online publications, such as Digital Meets Culture (www.digitalmeetsculture.net)
- Posting joint news on third party websites, newsletters and social media channels
- Circulation of joint announcements and results via relevant mailing lists
- Pursuing the formulation of suggestions/recommendations/advice to relevant special interest groups

CONTACT PERSONS

REACH contact person for the execution of this MoU is:

- **Antonella Fresa**, Network Coordinator – **Promoter Srl** – Via della bonifica, 69 - 56037 Peccioli (Pisa), Italy – +39.0587.630207 – fresa@promoter.it

XXXXXX contact person for the execution of this MoU is:

- **FirstName LastName – Affiliation – Address – Phone – email**



ANNEX 2: MODEL OF COOPERATION AGREEMENT

REACH: RE-DESIGNING ACCESS TO CH FOR A WIDER PARTICIPATION, (RE)USE AND MANAGEMENT OF EUROPEAN CULTURE

COOPERATION AGREEMENT

A Cooperation Agreement is hereby concluded between:

Promoter– Via della bonifica, 69, 56037 Peccioli (PI) ITALY (“Communication Manager”)

and

<Name>, <Address> (“the Associate Partner”)

Provided that

1) **REACH** is a collaborative project funded by the EC, Grant Agreement 769827, aimed to establish a Social Platform as a sustainable space for meeting, discussion and collaboration by a wide-ranging network of experts and professionals, all with a stake in research and practice in the field of culture and Cultural Heritage.

2) The REACH project will have a life span of thirty-six months, starting from the 1st of November 2017 and ending on the 31st of October 2020;

3) The REACH project is coordinated by **Coventry University**, represented by **Prof. Neil Forbes**



4) REACH networking and communication is managed by **Promoter Srl**, represented by **Dr. Antonella Fresa**, Network Coordinator

5) The REACH project has the following goals:

- Developing models of participation on Cultural Heritage respectful of diversity and based on the use of participatory practices
- Promoting participation and engagement in Cultural Heritage
- Opening and sustainable network on participatory approaches in culture
- Exemplifying best practices and successful cases of civic participation in preservation, use and management of Cultural Heritage
- creating spaces of dialogue and roadmap for future research

6) These goals will be accomplished through the work of:

- Experts from cultural institutions;
- Experts from public and national administrations;
- Experts from SMEs;
- Experts from the humanities and social sciences;
- Experts from tourism bodies

in the framework of the activities covered by the REACH project, and in consideration of the mutual rights and obligations hereto, the parties have agreed to cooperate as it follows:

Article 1 - Subject matter and scope

The purpose of this Cooperation Agreement is to enable the *Associate Partner* to participate in the REACH project and to contribute to its activities in accordance with the conditions provided for in this agreement.

The *Associate Partner* shall perform its share of the work pursuant to this Cooperation Agreement in compliance with the project goals.

The *Associate Partner* shall cooperate with the *Coordinator* and with the other members of the REACH project on the topics defined in the Technical Annex, which is attached to this Cooperation Agreement and forms an integral part of it.

Article 2 – Rights and duties

The *Associate Partner* will have the right to:

- Be invited to conferences, international workshops and project meetings organised by REACH11;
- Have access to the REACH deliverables, technical reports and other materials produced by the project in the frame of the scope of the REACH initiative.

The *Associate Partner* will have the duty to:

11 Travel and subsistence costs will be sustained autonomously by the Associate Partner, unless otherwise specified in the attached Technical Annex.



- Report on the activities performed and on the initiatives undertaken in the frame of the collaborations foreseen by this agreement;
- Disseminate the REACH results.

Article 3 - Entry into force of the Cooperation Agreement

The Cooperation Agreement shall enter into force from the date of its signature.

Article 4 - Completion, expiry or termination of the Cooperation Agreement

- This Cooperation Agreement shall terminate on the date of completion or termination of the REACH Grant Agreement with the European Commission.
- In the case that the REACH project will continue its activities beyond the completion of the Grant Agreement with the European Commission, this Cooperation Agreement can be renewed on the basis of a mutual decision of the parties.
- Each party may terminate this agreement subject to two months' written notice.

Article 5 – No warranties

- In respect of any information or materials supplied by the REACH project through the Communication Manager or by any other participant in the REACH project to the Associate Partner, no warranty or representation of any kind is made, given or implied as to the sufficiency or fitness for purpose nor as to the absence of any infringement of any proprietary rights of third parties.
- The Associate Partner shall in all cases be entirely and solely liable for the use to which it puts such information and materials.

Article 6 – Limitation of liability

- No party shall be responsible to any other party for any indirect or consequential loss or similar damage such as, but not limited to, loss of profit, loss of revenue or loss of contracts.

Article 7 – No partnership

- Nothing in this Cooperation Agreement shall be deemed to constitute a joint venture, agency, partnership, interest grouping or any other kind of formal business grouping or entity between the parties.

Article 8 – Governing Law and Jurisdiction

- This Cooperation Agreement shall be construed in accordance with and governed by the laws of Italy and the court of Pisa shall have jurisdiction.
- Nothing in this Cooperation Agreement shall limit the parties' right to seek injunctive relief in any applicable competent court of law.

Article 9 – Confidentiality

9.1 The Individual and the Organisation of both parties, each undertake at any time during this agreement, and for a period of five years after termination of this agreement, not to disclose to any person any confidential information concerning the REACH except as permitted by Article 9.2.



9.2 The Individual and the Organisation may disclose REACH project confidential information:

- to its employees, officers, representatives or advisers who need to know such information for the purposes of carrying out the obligations under this agreement and,
- as may be required by law, a court of competent jurisdiction or any governmental or regulatory authority.

9.3 The Individual and the Organisation shall not use any other party's confidential information for any purpose other than to perform the obligations under this agreement.

9.4 This Article 9 shall not apply to any confidential information that is subsequently published or otherwise put into the public domain in relation to the REACH project.

For the parties:

The Communication Manager

NAME OF THE AUTHORISED REPRESENTATIVE: Antonella Fresa

TITLE: Director

SIGNATURE:

DATE:

The Associate Partner

ORGANISATION:

ADDRESS:

NAME OF THE AUTHORISED REPRESENTATIVE:

TITLE:

SIGNATURE:

DATE:

Technical Annex

The *Associate Partner* shall cooperate with the *Communication Manager* and with the other members of the REACH project on the following activities:



- Sharing experience, promote standards and guidelines, seek harmonisation of best practice and policy;
- Participating in questionnaires, surveys, interviews and co-creation sessions;
- Acting as a conduit for knowledge transfer from the project to policy makers, programme owners, cultural institutions, SSH research organisations, civil society and private stakeholders;
- Reviewing and providing feedback on documents produced by the project;
- Disseminating and promoting the project results, also after the project period is concluded.