*Driv*ing Innovation in Crisis Management for *E*uropean *R*esilience

D21.31 - DRIVER Experimentation Communities of Interest - Activity report year 1

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3.0	2017-01-19	DLR, ATOS	Quality check performed on this document

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List of Acronyms

Abbreviation / acronym	Description
BMPM	Bataillon des Marins Pompiers de Marseille – Military Fire Brigade of Marseille
CBRN-E	Chemical Biological Radiological Nuclear And Explosives
CD&E	Concept Development & Experimentation
CM	Crisis Management
CoI	Communities of Interests
CoU	Community of Users
DRIVER	Driving InnoVation in Crisis Management for European Resilience
ECoI	Experimentation Community of Interest
EMIZDS	Etat Major Interministériel de Zone de Défense Sud – South of France Regional Homeland Security Authority
ENCML	European Network of Crisis Management Laboratories
I4CM	Innovation for Crisis Management
NGO	Non-Governmental Organisation
SDIS13	Service Départemental d'Incendie et de Secours des Bouches du Rhône - Local fire brigade of Bouche du Rhône county
SP2	Subproject 2 (within DRIVER): Test-bed
SP4	Subproject 4 (within DRIVER): Strengthened responders
SP7	Subproject 7 (within DRIVER): Impact & Sustainability

Project Description

DRIVER evaluates solutions in three key areas: civil society resilience, responder coordination as well as training and learning.

These solutions are evaluated using the DRIVER Test-bed. Besides cost-effectiveness, DRIVER also considers societal impact and related regulatory frameworks and procedures. Evaluation results will be summarised in a roadmap for innovation in crisis management and societal resilience.

Finally, looking forward beyond the lifetime of the project, the benefits of DRIVER will materialize in enhanced crisis management practices, efficiency and through the DRIVER-promoted connection of existing networks.

DRIVER Step #1: Evaluation Framework

- Developing Test-bed infrastructure and methodology to test and evaluate novel solutions, during the project and beyond. It provides guidelines on how to plan and perform experiments, as well as a framework for evaluation.
- Analysing regulatory frameworks and procedures relevant for the implementation of DRIVER-tested solutions including standardisation.
- Developing methodology for fostering societal values and avoiding negative side-effects to society as a whole from crisis management and societal resilience solutions.

DRIVER Step #2: Compiling and evaluating solutions

- Strengthening crisis communication and facilitating community engagement and self-organisation.
- Evaluating solutions for professional responders with a focus on improving the coordination of the response effort.
- Benefiting professionals across borders by sharing learning solutions, lessons learned and competencies.

DRIVER Step #3: Large scale experiments and demonstration

- Execution of large-scale experiments to integrate and evaluate crisis management solutions.
- Demonstrating improvements in enhanced crisis management practices and resilience through the DRIVER experiments.

DRIVER is a 54 month duration project co-funded by the European Commission Seventh Framework Programme (FP7/2007-2013) under grant agreement no. 607798.

Executive Summary

This document reports on the activities carried out within the first year of the DRIVER project to develop the Experimentation Community of Interest. It also aims at contextualising the activities by providing an overview of the strategy implemented to do so.

First, it is important to note that the Experimentation Community of Interest is one of several bricks of the global DRIVER Community, managed and coordinated by SP7 - Sustainability and Impact.

For DRIVER, the motivation to build an Experimentation Community of Interest is to:

- **exchange knowledge and experience with external stakeholders;**
- **raise awareness of and interest in the DRIVER project;**
- **attract external expertise into the project (e.g. for experiment evaluation);**
- **ensure the sustainability of the project outcomes, notably of the Test-bed.**

For the members of the Community, the main benefits are to:

- **access the knowledge created throughout the project and discuss it with consortium members;**
- **observe experiments;**
- **share experience with the other members of the Community.**

The approach has been to start with organisations that are close to the DRIVER platforms and to progressively expand the Community by inviting further national and EU stakeholders throughout the experimentation campaigns and the various DRIVER events. All major stakeholders from Crisis Management functional and organisational levels, such as rescue services, law enforcement agencies, public health and medical services, public decision makers and NGOs, which are interested in Crisis Management experimentation, are potential candidates to join the Experimentation Community of Interest.

So far, the main focus has been to set the building blocks of the Community in order to:

- **strengthen the relationship between the DRIVER platforms, which represent the core of the Community;**
- **refine the approach and strategy during DRIVER internal meetings (Task 21.3);**
- **start to identify the relevant stakeholders to enlarge the Community, and invite them to the first and second rounds of experiments;**
- **populate the DRIVER Community database (registration page as a first step);**
- **use a large DRIVER event to start enlarging the Community (the International Workshop on Innovation for Crisis Management - I4CM - in Marseille 26th-27th May 2015).**

This report presents Lessons learned from the first year activities and describes focus areas for the upcoming periods.

1 Introduction

Deliverable D21.31 represents the first year's activity report for Task 21.3: **Crisis Management Experimentation Community of Interest. This task started at month 4 (August 2014) and will continue almost until the end of the project (Month 48).**

Building the Crisis Management Experimentation Community of Interest is part of the work in SP2, which aims at developing a European Crisis Management Test-bed. The objective is to develop the capabilities to test innovative Crisis Management solutions through coordinated experimentation campaigns.

In this context, WP21 deals with the coordination and the objectives of the DRIVER Test-bed. Not only will it ensure close working relationship between the platforms, but it will also involve external stakeholders to build and enlarge an EU-wide Experimentation Community of Interest. This WP is responsible for developing a shared understanding of the objectives; roles and responsibilities among the involved platforms, and throughout the whole project to ensure the activities are aligned and coherent with the actions carried out in other work packages and subprojects.

In particular, the role of Task T21.3 is to build a strong Crisis Management Community of Interest among the DRIVER partners and beyond, encompassing all Crisis Management functions and organisational levels, including rescue services, law enforcement, public health and medical services, public decision makers and non-governmental organisations, from local to national and EU level.

The goal of this activity is to support the comprehensive approach to Crisis Management adopted by DRIVER. The intent is to create awareness and stimulate interest, with the long-term goal to encourage the above mentioned organisations to adopt the DRIVER approach and ultimately, through systematic activities in SP7, sustain the DRIVER Test-bed as a whole. The DRIVER Experimentation Community of Interest is a part of the wider DRIVER Community, managed at SP7 level.

The second section following this introduction (2 Rationale behind DRIVER Experimentation Community of Interest) provides the context for the activities and presents the DRIVER approach for engaging with external stakeholders and, more specifically, the SP2 strategy for developing the Experimentation Community of Interest. It also details the expected outcome of such an initiative and its context with respect to existing networks and initiatives, such as the Community of Users started by DG HOME. The third section of this report (0 Progress report from year 1) represents the core of this deliverable. It focuses on the activities carried out during the first eight months. The fourth section (0. Lessons learnt from Year 1) analyses risks and limitations as well as strengths and achievements from the experience of the first year of the project to pave the way forward in enlarging the Community, which is addressed in Section 2.2 Next steps.

As Community building will be an on-going activity in the project, the present document (D21.31) will be updated by subsequent versions along the project, namely D21.32, D21.33 and D21.34. Those versions intend to integrate the experience and lessons learnt from the second round of experiments, as well as from the Joint Experiments and the Final Demonstration.

2 Rationale behind an Experimentation Community of Interest

This section of the report explains the rationale and defines a strategy for liaising with external stakeholders and engaging them in activities related specifically to the preparation, organisation and running of DRIVER experiments, creating a so-called Experimentation Community of Interest (ECoI). This chapter provides the context for the activities taken in the first period described in section 3.

2.1 Building communities around disaster risk and crisis management

In early 2014, DG Home launched the "Community of Users" (CoU) initiative in disaster risk and crisis **management.[1] The CoU has a two-fold purpose:**

1) **To reduce the high level of fragmentation between the different stakeholders active in the area of disaster risk and crisis management;**
2) **To increase the impact of EU-funded security research by improving information exchanges and the uptake of project outputs by different user groups.**

To tackle the first challenge of reducing fragmentation, the CoU facilitates horizontal information exchanges between its stakeholders. This takes the form of broad-based plenary meetings that take place twice a year. So far, these meetings have focused alternatively on crisis management (all hazards) and CBRN-E.

To tackle the second challenge around lack of impact, the CoU seeks to deepen vertical or thematic connections between targeted stakeholders so that the uptake of project outputs can be improved. These vertical connections are mainly organised around sub-themes of disaster risk and crisis management (e.g. CBRN-E or natural hazards) and the different stages of the risk management cycle: Mitigation/Prevention, Preparedness, Response, and Recovery.

In addition to the above, the Community of Users defines five specific objectives:

i. Ensuring research programming takes account of practitioner's needs, thereby **promoting research results that are relevant to them;**
ii. **Identifying the most promising tools, methods, guidelines (including those developed in FP7 and H2020 projects) that have the potential to be taken up by practitioners;**
iii. **Support the competitiveness of EU industry by enhancing the market for research results;**

[1] **Update: the thematic scope of the CoU expanded in January 2016 to include disaster risk and crisis management, border security and the fight against crime and terrorism.**

iv. **Ensuring that the expertise of practitioners is available to policy makers, thereby facilitating the policy-making process;**

v. **Facilitating the implementation of policy.**

These objectives were formulated on the basis of lessons learned from earlier EU research framework programmes (FP5 and FP6) in order to maximise FP7 and H2020 project results.

DRIVER is currently the largest running FP7 funded research project in the field of crisis management. To this end, it is a key target group for the Community of Users. But how can the DRIVER project engage with the broader crisis management community in a meaningful way? The answer: by building a dedicated, focused DRIVER Community that can serve as a direct liaison between the project's outputs and potential users. **The Community of Users provides an important platform for supporting and developing a dedicated DRIVER Community. Conversely, the DRIVER Community can support Community of Users ambitions related to the disaster risk and crisis management domain. Specifically, DRIVER provides a series of focused meetings, events, and experiments around which academics, industry, and policy makers can meet, engage, and work together. To this end, the DRIVER project is especially suited to provide additional insights into the second, third, and fourth objectives of the Community of Users.**

Together with the Test-bed and Portfolio of Solutions, the DRIVER Community is one of three foundational pillars of the DRIVER concept. The Community, in fact, provides the glue between the three and plays a critical role in refining and improving crisis management innovations moving forward (sustainability). The development of the DRIVER Community strategy has been managed and coordinated by SP7 - Sustainability and Impact**.**

2.2 DRIVER's approach towards building Communities of Interest

Parallel to broader efforts to create a DRIVER Community in SP7, vertical connections are being exploited in so-called sub-committees or "Communities of Interest" (CoI). These CoI bring together a **more focused group of stakeholders around a specific theme or challenge. The DRIVER Community consists of five CoI, each one organised around a key theme or activity in DRIVER:**

- **Experimentation Community of Interest (SP2, Task 21.3);**
- **A civil society resilience Community of Interest (SP3, Task 31.3);**
- **A professional response Communities of Practice (SP4, Task 41.3);**
- **Learning in CM Community of Interest (SP5, Task 51.3);**
- **Supporting information and analysis Community of Interest (SP8, Task 81.3).**

Each of the subprojects is tasked with building an outreach campaign around a specific CoI (connecting with contacts, organising activities, linking with other project initiatives, etc.), with the ultimate aim of establishing a dedicated community around a thematic area of interest and stimulating interactions in each field.

In order to ensure to link the different Communities of Interest with the broader DRIVER mission, SP7 has set up a temporary registration page for parties interested in becoming a member of the DRIVER Community. This registration page is specifically designed to ensure that the DRIVER Community registration and database is compatible with and supports the work of the different DRIVER Communities of Interest, including the ECoI.[2]

2.3 Purpose of an Experimentation Community of Interest

This section explains why DRIVER is developing a dedicated EU-wide Community of Interest focused on Experimentation (ECoI).

2.3.1. Definition of terms

The Oxford Dictionary defines an experiment as follows:

"A scientific procedure undertaken to 1) make a discovery, 2) test a hypothesis, or 3) demonstrate a known fact".[3]

This definition was chosen for both its broad application and precise formulation. The three activities it mentions as central to conducting experiments – discovering, testing, and demonstrating – accurately summarises the DRIVER approach to experimentation and embraces the pragmatic and comprehensive approach to: (1) determine the efficacy of something previously untried, (2) to examine the validity of a hypothesis, and (3) to demonstrate/validate a known truth.

Building on the above, the common DRIVER terminology adopts the following definition:

A scientific procedure undertaken to 1) make a discovery, 2) test a hypothesis, or 3) demonstrate a *known fact. Experimentation in DRIVER involves the testing of novel "solutions" (a mix of existing and* new technological, conceptual or organizational solutions) under controlled conditions, to assess their effectiveness and possible impact. The term experiment is used for all types of experimentation activities in DRIVER.

As DRIVER deals with multiple scientific disciplines (human and natural sciences), with technology development, as well as a wide range of stakeholders with multiple, often conflicting, interests, the notion of an experiment in DRIVER is used in the widest sense of the word, and can as such include laboratory experiments, in-field demonstrations, benchmarking, workshops, table top exercises, and even structured discussions as experiments, provided they satisfy some requirements. The subject of the experiment can equally vary between technological solutions, operating procedures, organizational processes or even approaches.

Experiments require diverse types of people, experience, knowledge and expertise. It connects platform owners with technology and solution providers, operational users with industry players,

[2] The temporary registration page for DRIVER Community membership can be found under the URL: http://www.eurtd.com/driver/community/registration.
[3] Oxford Dictionary, en.oxforddictionaries.com

policy makers with scientists, and – depending on the complexity level of the experiment – everything in between. The relationship between stakeholders is not a linear one as each stakeholder group engages with another differently under new conditions.

In order to design and carry out an experiment that makes a useful and needed contribution to the Crisis Management innovation field, it is critical to have a shared understanding of the needs and/or gaps on the ground and the options to test a potential solution. This complex, adaptive, and dynamic environment requires some facilitation for which a dedicated Community of Interest can help.

2.3.2. Objectives of an Experimentation Community of Interest

Given the broad scope of potential stakeholders and the many different configurations of experts needed for experiments, a dedicated Community of Interest could help match the right people with the right experiments.

More specifically, the following objectives have been formulated for creating a dedicated ECoI:

- To connect and bring together groups of crisis management professionals and volunteers around experiments;
- To foster a shared understanding of the use of experimentation in crisis management;
- To develop evidence-based crisis management capabilities related to experimentation;
- To enable testing of (new) crisis management products and services pre-commercialisation and add to the existing portfolio of solutions;
- To share best practices and lessons learned with other members of the Community;
- To gain support and ensure broad adoption for the DRIVER comprehensive approach towards crisis management;
- To contribute to the sustainability of the DRIVER Test-bed.

2.3.3. Benefits for ECoI members

Participation in the ECoI brings forth a number of benefits for its members:

- ✓ Access to knowledge created throughout the DRIVER project;
- ✓ Invitations to participate in dedicated discussion fora, meetings and workshops;
- ✓ Opportunities to observe and learn from experiments;
- ✓ Sharing of information and expertise with other members of the Community;
- ✓ Enhance learning and understanding of the latest high potential methods and solutions in Crisis Management;
- ✓ Chance to provide input and feedback to the experiments and share lessons learned;
- ✓ Expansion of professional networks;
- ✓ First mover advantage in the adoption of an EU-wide system for Crisis Management experimentation.

2.3.4. Benefits for DRIVER

Building the Experimentation Community also has obvious tangible benefits for DRIVER:

- **Exchange of knowledge and experience with external stakeholders;**
- **Raising awareness and interest in the DRIVER project;**
- **Attraction of external expertise to the project (for evaluating experiments for example);**
- **Ensuring the sustainability of project outcomes, notably the Test-bed.**

The quote below, from another DRIVER deliverable D21.21 State of the Art and Objectives for the DRIVER Test-bed, explains the various dimensions of interaction with stakeholders regarding experimentation at different points in the DRIVER project.

"**One has to distinguish between two main areas of stakeholder interaction:**

1. **General discussions on the need of an EU Crisis Management capacity building mechanism and the added value a Crisis Management Test-bed infrastructure could bring. This discussion is happening at coordination level (WP13) with the involvement of SP2 (WP21, i.e. SP2 leaders) and SP7 (WP73 on Test-bed sustainability) and SP8 (WP85 on analysis of potential business models for the sustainable Test-bed).**
2. **Expert discussions on the different areas to be covered by the SP2 work packages: CD&E methodology in general; architecture; Test-bed simulation, data recording and storage tools; methods for experimentation etc. These discussions are aimed at collecting expertise and knowledge from outside the project (form interviews and workshops) in order not to re-invent the wheel when developing the Test-**bed infrastructure. […]"[4]

These horizontal (general) and vertical (expert) interactions at different stages of the project provide a unique mix of insights that will benefit different types of stakeholders (policy makers, researchers, practitioners, industry, and civil society) and ensure new or improved crisis management methods and solutions respond better to needs on the ground.

Apart from the experiments and discussions, relevant input for conducting the experiments is gathered in the following SP2 deliverables, some of which will be made publically available:

- **DRIVER Experiment Design Manual (D23.11)**
- **Performance and Effectiveness Metrics in CM Experiments (D23.21)**
- **Costing Methods for CM Solutions (D23.31)**
- **Impact and Effectiveness Assessment in CM Experiments (D23.41)**
- **Guidelines for Experimentation Campaigns (D24.11)**
- **Experimentation Support Tools (D24.21)**

[4] **DRIVER deliverable D21.21 State of the Art and Objectives for the DRIVER Test-bed, p54.**

- **Support to Experiments: lessons learned for the DRIVER Test-bed (D24.31)[5].**

Members will be informed about the DRIVER experimentation campaigns as they develop and may be invited to observe and/or participate in some of the experiments. Over time, the Experimentation Community of Interest will be responsible for maintaining a large and growing circulation of the accumulated knowledge on experimentation in DRIVER. This will bring more visibility and facilitate the long-term sustainability of the European Test-bed developed within the project.

2.4 Strategy for building a Community of Interest in Experimentation

The Experimentation Community of Interest consists of stakeholders who are interested in the DRIVER Test-bed concept and methodology and want to take part in knowledge and information sharing activities related to DRIVER experimentation.

2.4.1. Roles and responsibilities

Members of the Experimentation Community of Interest (ECoI) are primarily concerned with the experiments in DRIVER. There are six groups of stakeholders that have a potential stake in the ECoI: platform owners and providers, solution providers, operational users, researchers, policy makers and civil society. The two 'provider' groups are especially relevant in the early phases of experiments, while the latter 'user' groups are critical for the valida**tion and uptake of the results.**

At the centre of the ECoI are the platform owners and providers. Their role becomes evident pre-experiment design as 'hosts' of the physical infrastructures required for the Tes**t-bed experiments. Their added value is to ensure that experiments can run in real time. There are six DRIVER platforms that perform this function. They include: THW, THG, MSB, POLE, ITTI, and JRC.[6]**

Each platform has been selected for the purpose of filling in a specific need or gap in Crisis Management experimentation. Together, the platforms can be virtually connected to provide a higher EU-level Test-bed for a broad range of experiments. To this end, the platforms are the original end-users of DRIVER outputs and play an important role in validating the tools and methods of the DRIVER experiments.

[5] **Update: D23.31 was approved by the European Commission during the first review. D23.11, D23.21 will be resubmitted in early 2017. D23.41 has been definitely rejected and will not be resubmitted. There were no WP24 deliverables due in year 1.**

[6] **Update: After the DRIVER suspension, THW, MSB, and Pole Risques left the DRIVER consortium. In the second year of DRIVER, the EC Joint Research Centre expanded its responsibilities in DRIVER beyond it crisis lab activities.**

2.4.2. Building the Experimentation Community of Interest

The building strategy for an ECoI will follow a similar iterative logic to the broader DRIVER Community strategy being developed in SP7. This will help to ensure the ECoI supports a gradual expansion of members throughout the DRIVER project lifecycle (and beyond) while at the same time keeping up with the increasing complexity of the DRIVER experiments.

The building of the Experimentation Community of Interest will be done in three phases:

1. **Initialisation**
2. **Expansion**
3. **Consolidation**

These phases are outlined in more detail below.

1. **Initialisation**

The initialisation phase will focus on the organisation of internal events and connecting the DRIVER platforms and their immediate partners.

As a first step, DRIVER partners in SP2 will develop the concept of an Experimentation Community of Interest and elaborate on the purpose, strategy, and intended activities of the Community. Then, a first attempt will be made to define the potential members and their specific stakes in getting involved. Starting point are the DRIVER platform providers, who will form the core of the Experimentation Community of Interest. These are the stakeholders responsible for the hosting of the DRIVER Test-bed experiments. Through a number of focused SP2 meetings, the DRIVER platforms will be encouraged to strengthen their working and networking relationships and develop a shared understanding for designing, organising and implementing the DRIVER experiments.

In a second step, platform providers are invited to introduce their immediate circle, or platform partners (i.e. organisations with which the platforms have developed a strong working relationship) to the DRIVER project. This can be done in a number of ways: via social media, workshops and/or other planned activities. This initial engagement with external stakeholders initially requires a high level approach sharing the broader DRIVER mission and vision, using materials developed by SP2 and SP7. Target stakeholders for inclusion in this early phase include solution providers providing direct methodological or technological support to the platforms.

A key parallel activity that will need to be aligned to this process is the development of the broader DRIVER Community strategy in SP7. This is also the main vulnerability of the initialisation phase: without a broader hook to the DRIVER concept and Community Strategy there is little foothold for further expansion of the Experimentation Community of Interest.

2. **Expansion**

Once the platform providers and partners have been connected and the broader DRIVER Community strategy is in place, organisations with looser connections with the platforms will be reached so to progressively expand the core of the Experimentation Community.

These looser connections, or **platform networks**, involve a broader range of stakeholder groups potentially interested in crisis management experiments. They include policy makers, researchers, industry players, and civil society groups. They may have been former clients of the platforms and/or involved in the development of a specific training or simulation.

Platform networks will be drawn in from **local, regional and EU level**. Their involvement in specific experiments will depend on the location of the hosting platform (e.g. geographical proximity), scope of the topic (e.g. a scenario involving a cross-border disaster), level of complexity (e.g. measuring single or cascading effects), etc.

Clearly, the platform providers and partners are not the only members of the DRIVER consortium with connections to organisations that are interested in experimentation for Crisis Management. To this end, all DRIVER partners will be encouraged to promote the ECoI within their own networks to recruit potential members from local to national and EU levels. These include: major stakeholders from Crisis Management **functional and organisational levels, rescue services, law enforcement agencies, public health and medical services, public decision makers and NGOs.**

All stakeholders will be included in the DRIVER Community database to be developed in SP7 and contacted on a regular basis about broader DRIVER developments and specific opportunities to join activities run for the Experimentation Community of Interest.

The Figure below depicts the process of building and enlarging the DRIVER Experimentation Community of Interest, expanding activities and accruing benefits over time.

Figure 1: Building and enlarging the DRIVER Experimentation Community of Interest

3. Consolidation

Not only is the Community expected to enlarge with respect to the number of members, but also the added value of the Community in terms of providing new meaningful networks and insights as the project progresses and the knowledge produced and shared increases. This deeper alignment of members with each other and the methods and solutions tested will take place in the third, or consolidation phase.

The consolidation phase basically involves following the mantra of **monitoring, evaluating, and validating** the design and implementation of DRIVER experiments with its members and, if necessary, adapting course to ensure continued interest and participation in the Experimentation Community over time.

2.4.3. Implementing the ECoI enlargement strategy in DRIVER

Building the ECoI is the primary responsibility of SP2, which looks at the development of the DRIVER Test-bed. Specifically, WP21 will lead the coordination of activities in the initialisation, expansion and consolidation phases. Together with the platforms, DRIVER partners involved in this WP will lead the charge to involve external stakeholders and create the enabling conditions for attracting new members.

The ECoI strategy is made concrete through participation in SP3, SP4, SP5 and SP6 experiments (either as observers or as evaluators) and relevant DRIVER workshops or events (either as audience or as speakers).

Since the DRIVER experiments will become more and more complex over time, it makes sense to start with immediately relevant stakeholders in the earlier, single-themed experiments. In a second step, a more diverse range of stakeholders can be invited to participate in the more complex, joint experiments, which are designed to tackle cascading disasters. For example, civil society volunteers will be needed in the SP3 experiments designed to build societal resilience. These could be approached directly by the DRIVER partners involved in that particular experiment (from design to implementation).

The location of the experiment will likely be an important starting point for an outreach strategy. Similarly, decision makers would be an important target stakeholder for early SP5 experiments on training and learning. While specific, they would need to be approached at various levels, depending on the "actors" in the scenario being followed.

By contrast, the first joint experiment to be hosted by THG in early 2016 testing methods and solutions for a cascading flood, cyber, and pandemic disaster, requires a combination of stakeholders. The ECoI then plays a key supporting role to ensure: 1) the right people are getting approached for participation in the experiments and 2) the lessons learned from the experiments are disseminated more broadly.

- To support the strategy and align the ECoI to the broader DRIVER Community, SP2 will closely liaise with SP7, notably by:

- Involving the networks of the platforms in the broader DRIVER Community;
- Using the SP7 Community database to disseminate information to the Experimentation Community of Interest;
- Inviting members of the ECoI to DRIVER events (experiments, workshops, conferences, etc.);
- Using various dissemination channels including social media to target new potential members.

2.5 Expected impact

The process of initialising, expanding and consolidating an Experimentation Community of Interest should lead to a number of outputs. Building on the objectives outlined in section 2.3, these outputs include:

- Increased awareness and interest in the DRIVER concept in relation to its experiments;
- Shared understanding of the DRIVER experiment approach;
- Virtual and other tools for information sharing between members of the ECoI;
- Improved opportunities to test methods and solutions via experiments;
- Evidence-based crisis management capabilities related to Test-bed experimentation;
- Identified Points of Contact motivated, willing, and interested in maintaining the Experimentation Community of Interest beyond DRIVER.

These outputs should be fully aligned with and exploited by the broader DRIVER Community activities at different points in the DRIVER project cycle. Only then can the outputs be translated into outcomes that deliver impact.

The following chapter will summarise the concrete steps that have been undertaken to ensure progress in the development of the Experimentation Community of Interest during the first two project cycles in DRIVER (year 1).

3 Progress report from year 1

After having provided the context for the Experimentation Community of Interest in the previous part of the report, this section describes the activities carried out in year 1 to build and develop the Community.

3.1 General Approach

In order to implement the strategy behind the Experimentation Community of Interest as presented in chapter 2.3 different activities have been conducted. These are described in the chapter 3.2 and its subchapters.

Since the basis for the Community is formed by the DRIVER partners involved in experimentation activities themselves, as a first step internal events have been organized. Task-internal as well as SP-overarching coordination meetings have been used to discuss the Experimentation of Community of Interest and to refine the strategy on how to build it (cf. chapter 0).

To expand the community progressively, crisis management organisations within the networks of the DRIVER partners were approached as a first step.. This has been done by setting up several meetings with several possible external stakeholders from different sectors. During these meetings, the Experimentation Community of Interest has been advertised and the organizations were provided with the possibility to join the community (cf. chapter 0 and Table 2 for an overview of the addressed organizations).

Apart from events specifically organized by SP2, there have also been events held by other SPs, in which SP2 took part to promote the Community of Interest to other SPs as well as to external stakeholders (cf. chapter 0). Moreover, various conferences have been visited by SP2 or other SPs' **members. These have also offered the possibility to make even more organizations aware of the DRIVER project and more specifically the Experimentation Community of Interest. This way the community could be enlarged not only to organizations already forming a connection to DRIVER partners but could also be advertised to further organizations. Even if they did not join the community, it has still been possible to raise awareness of the project and the community (cf. chapter 0).**

All of the conducted activities have resulted in a significant amount of members representing a wide range of organizations joining the community or at least showing interest in the project's topics. The **current status of the community, including the amount and background of the participants, is then presented in chapter 0.**

3.2 Events to build the Experimentation Community of Interest

3.2.1. Internal events to discuss the Experimentation Community of Interest and to refine the strategy

The concept of the DRIVER Experimentation Community of Interest has been discussed between the DRIVER partners at various internal meetings, summed up in the table below:

Date	Location	Meeting	Participants
2014-09-23	The Hague	SP2-SP4 coordination meeting	SP2 and SP4 DRIVER partners
2014-10-09	Aix-en-Provence	Task 21.3 Kick-off meeting	Task 21.3 DRIVER partners
2015-02-02–06	Ispra	DRIVER general meeting	DRIVER consortium
2015-05-28	Marseille	Task 21.3 Meeting	Task 21.3 DRIVER partners

Table 1: Internal events

At the SP2-SP4 coordination meeting issues of coordinating SP2 and SP4 architectures and experiment organization were discussed. The main activity was to understand the SP4 approach to experiments and which type of expertise and support needs to be sought outside the DRIVER consortium. Consequently, it was reflected on how the members of the Community can enrich SP4 activities. Additionally, SP4's methodological approach for the Initial Inventory of Tools (first r**ound of experiments) was reviewed and validated. Finally, it was decided to coordinate the SP2 architecture with the second round of SP4 experiment preparation.**

During the Task 21.3 kick-off meeting strategic issues were discussed and it was clarified what is actually expected from an Experimentation Community of Interest. The targeted stakeholders for the Experimentation Community of Interest were defined as *"all major CM functions and organizationa*l levels, rescue services, law enforcement, public health and medical services, public decision makers and NGOs (from local to national and EU levels) who are interested in CM experimentation*". [*4] **Moreover, the strategy for enlarging the community by starting with the immediate circle of DRIVER platforms and adding more layers during the project lifetime was defined as well as the decision to closely interact with SP7 was taken.**

Furthermore, the Experimentation Community of Interest was addressed and presented during several sessions of the DRIVER general meeting in Ispra. In particular, there was a SP2-SP7 working session, where the aims of creating a shared understanding of sustainable impact and laying a foundation for effective collaboration throughout the project were pursued. Outputs of this working session are a draft with a shared vision and common terminology as well as a plan on how to progress.

At the next Task 21.3 meeting in Marseille, the platform partners agreed on the following approach to involve external stakeholders:

- Rely on personal contacts of the platform partners and count on snowball effect (a friend bringing a friend);
- Every platform works with its own contacts and creates a list of stakeholders;
- Every experiment platform invites its own contacts to the experiments it hosts.

Based on this strategy the following actions were specified to be taken in the future:

- For the second round of experiments
  - Creation of a template on the involvement of stakeholders during the respective experiments to collect their feedback;
  - Organization of brief teleconferences after each experiment to share experiences;
- For the Joint experiments
  - Proposal of a shortlist of potential stakeholders to be invited (depending on clarification with SP7 budget);
- For the Final Demo
  - Organization of an international conference on experimentation for Crisis Management gathering the whole Community.

3.2.2. External events to formalise the relationship with the external stakeholders

The platform partners have decided to formally engage with specific groups of stakeholders to advertise the Experimentation Community of Interest, invite them to participate and share experience and knowledge with them. For this purpose, several events have been organised.

The platform partners which are already organized as a network or have already formed relationships to different stakeholders have started by addressing their own partners. For instance, the participation in the Eastern European Platform is confirmed by signature. The authorities of each institution signed a formal agreement of cooperation with ITTI (which acts as a point of contact for the Platform)[7].

Afterwards further meetings were organized to enrich the Community and ensure heterogeneity. Overall, it is not expected that all of the approached organizations will play an active role in any DRIVER experiment. However, they are aware of the project and its aims and moreover, they are possibly able to provide support if necessary.

[7] Up to now, the agreement of cooperation has been signed by the seven following institutions in Poland: Government Centre for Security, Wielkopolska Voivodeship Office, Municipal Office of Poznań, National Defence University, Gdynia Maritime University, Space Research Centre and Main School of Fire Service

Date	Location	Meeting	Participants
2014-09-20/21	Poznań	ITTI-FOI meeting "Polish facilities for the eastern European platform"	ITTI, FOI, CM experts and institutions from Poznań
2014-12-10	Poznań	Workshop for Eastern European Platform members	ITTI, FOI, CM experts and institutions from Poznań
2014-12-17	Warsaw	Workshop for potential Eastern European Platform members (Part I)	ITTI, National Defence University (Warsaw), Crisis Information Centre (division of Space Research Centre), Main School of Fire Service (Warsaw)
2015-01-26	Warsaw	Workshop for potential Eastern European Platform members (Part II)	ITTI, National Defence University (Warsaw), Crisis Information Centre (division of Space Research Centre), Main School of Fire Service (Warsaw), Wielkopolska Voivodeship Office, Poznań City Police, Municipal Office of Poznań
2015-04-24	Gdynia	Initial meeting with the Gdynia Maritime Academy	Gdynia Maritime Academy, ITTI
2015-05-20–27	Marseille	Innovation for Crisis Management (I4CM)	See Annex

Table 2: External events

The ITTI-FOI meeting *"Polish facilities for the eastern European platform"* was held during two days and various CM experts and institutions from Poznań were invited by ITTI. The present experts presented their platforms and capabilities for SP2 project partners. Moreover, the DRIVER project goals were presented to them and they were invited to join the platform.

In order to keep members of the Easter European platform informed about the current status of work and gather data about the platform members, ITTI organized a workshop for Eastern European Platform members in Poznań. A similar workshop was hosted for potential members in Warsaw. This workshop for potential Eastern European Platform members consisted of two parts, i.e. two meetings were held. Organizations from various sectors were welcomed and informed about the project in general and more specifically about the role of the Eastern European Platform in it. Overall, the aim of acquiring new contacts and new platform members has been pursued successfully within these workshops.

During the work of another DRIVER experiment ITTI is involved in (EXPE 43), it was noticed that the platform was lacking in members from the maritime sector. So an initial meeting with the Gdynia Maritime Academy was set up to possibly enrich the platform by institutions dealing with maritime issues.

Furthermore, a DRIVER conference on the topic of *"Innovation for Crisis Management* (I4CM)*"* has been organised and Task T21.3 DRIVER partners have realised a round table on experimentation. The event aimed at sharing best practices between CM professionals from all over Europe.

The meeting included keynote speeches and five thematic panel discussions and was live streamed (in total forty speakers). A dedicated twitter account allowed for live discussions. The program and more specifically the following parts were designed in a way to target stakeholders with an interest in experiments on Crisis Management capabilities and involve them in the project.

- Panel discussion: The discussion was dedicated to enlarge the DRIVER Experimentation Community of Interest. Five panellists (including for instance platform owners, researchers on innovation for Crisis Management…) and a moderator discussed the challenges of experimenting innovation to develop CM capabilities;
- Guided tours to a part of Pôle Risques platform partners: The tours aimed to involve the Pôle Risques network in the DRIVER Experimentation Community of Interest;
- Internal Task T21.3 workshop (also mentioned in the table listing internal events)[8].

Figure 1: Round table participants during the I4CM event in Marseille, 27th May 2015

3.2.3. Participation in events organized by other SPs

The first round of experiments, held in year one, was used as a possibility to raise awareness of the project and to establish contacts with stakeholders having an interest in the Experimentation Community of Interest. Consequently, the SP2 partners supported the organization of and took part in experiment events by other SPs.

[8] See sub-section 3.2.1 of this report for further details.

Date	Location	Meeting	Participants
2014-11-24/28	Aix-en-Provence	Initial Inventory of Tools (SP4)	SP4 DRIVER partners

Table 3: External events organized by other SPs

During the Initial Inventory of Tools which was organized by SP4. Although the event mainly has been an internal one, the SP2 partners have been invited to present their platforms. The network of Pôle Risques was particularly mobilized as the meeting was hosted in their premises. As a direct consequence, many of these organizations have joined the DRIVER Community, such as the Regional Homeland Security Authority EMIZDS, the Local Fire Brigade SDIS13 and the Marseille Fire Brigade BMPM.

Furthermore, a dedicated SP2-SP4 meeting was held at the last day of the Initial Inventory of Tools. SP2 platform owners and SP4 WP leaders have participated on group working sessions including discussions about future experiment design and planning, tool mapping as well as provision of feedback on the applied methodology and the used scenario.

3.2.4. Participation in conferences to advertise the Community

Several conferences have also been used as an opportunity to make possible stakeholders aware of the DRIVER project and advertise the Experimentation Community of Interest. Table 4 gives an overview of conferences where a SP2 DRIVER partner held a presentation and specifically advertised the Experimentation Community of Interest.

Date	Location	Meeting	Organization
2014-11-13	Aix-en-Provence	French-German conference/ workshop "Technological risk management and prevention"	French-German Business Club (CAFAB)
2014-11-25	Brussels	1st Community of Users event on Disaster Risk Management and Crisis Management	EU DG HOME

Table 4: Conferences with SP2 partners being present

In addition, partners from other SPs have visited further conferences. Although they are not partners of SP2 specifically, they nonetheless implicitly advertised the Experimentation Community of Interest by making possible stakeholders aware of the general DRIVER project and the opportunity to join it via the different Communities of Interest.

Date	Location	Meeting	Organization
2014-07-01/03	**Sofia**	International Seminar "Crisis Management and Disaster Response Interagency Interaction"	**Centre of Excellence on Crisis**
2014-08-24/28	**Davos**	**International Disaster Risk Conference** "Innovation tools in crisis management"	**IDRC**
2014-09-16/18	**Berlin**	**9th Future Security Research Conference**	**Fraunhofer**
2014-10-06	**Brussels**	Standardisation event "Managing a **crisis** following European standards"	**CEN-CENELEC**
2014-10-02/03	**Arnhem**	**Annual national firefighters congress**	
2014-10-30	**Brussels**	**Standards: Your Innovation Bridge**	**CEN-CENELEC**
2015-01-27	**Stuttgart**	Roundtable "Research in Civil Protection – **Population** Warning"	**FHG-IAO**
2015-03-19	**Enschede**	**National Congress by Blomberg Society: Day of the Safety Region**	**Blomberg Society**
2015-04-15	**NL**	**Innovation Room**	**Dutch Ministry of Security & Justice**
2015-04-28	**London**	**IDIRA final dissemination and end-user meeting**	**IDIRA project**

Table 5: Conferences with other SPs partners being present

3.3 Status of the DRIVER Community Database

Contact data and further information about all organizations that are interested in the DRIVER project are saved in a Community Database hosted by SP7. This collection of interested stakeholders from various areas and fields allows providing a broad audience with important or interesting information via newsletters etc. To offer organizations a way to register themselves and hence show their interest in the project, a temporary registration page has been set up. All DRIVER partners are encouraged to share the registration link with their contacts and inform them about the possibility to become a part of the Community.

So far the database has been used to spread newsletters, to get information about the specific interests of registered organizations and to invite them to I4CM events in Marseille and Berlin. Up to now, this preliminary version of the database utilizing the temporary registration page has been suitable for the project's needs. For the future, the development of a more sophisticated DRIVER **Community Platform (DCP) is planned. The DCP can be used to manage more complex information about the registered organizations and provides users with more sophisticated functionalities including e.g. interest groups or a discussion forum.**

There are a total of 140 registrations at M12 (April 2015) of the project. Among the registered organizations more than 60% (87 organizations) have specifically expressed interest in experimentation campaigns. These organizations have different backgrounds as shown in Figure 2. Most organizations are from industry or academia and research. There is no significant difference in the distribution when comparing all organizations with the ones specifically interested in experimentation campaigns.

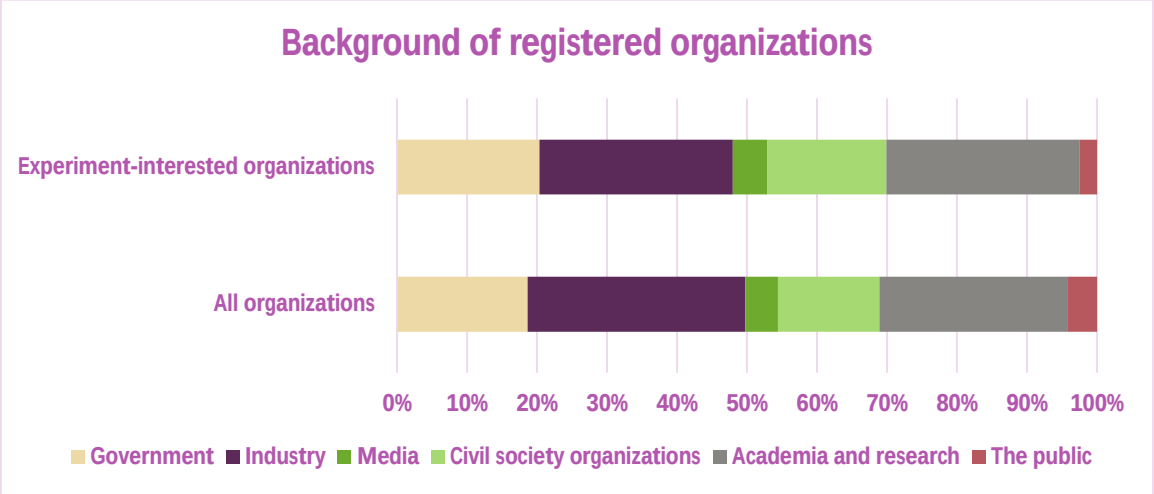


Figure 2: Background of DRIVER community members

During the registration process, the organizations were also provided with the possibility to state their field of expertise and select their interests. Both times multiple answers have been possible.

With regard to expertise, the by far most selected option has been civil protection especially if the organization is specifically interested in experimentation campaigns. At least half of the organizations interested in experimentation campaigns provide expertise in security and more than 30% name technology as their capability. The least represented expertise is nuclear followed by ethics. Again, there are only minor differences between the expertise of all organizations and the experiment-interested ones.

Figure 3: Expertise of DRIVER community members

Also the organizations' interests show a wide variety. **Figure 4 depicts the TOP10 interests of organizations which also stated an interest in experimentation campaigns.**

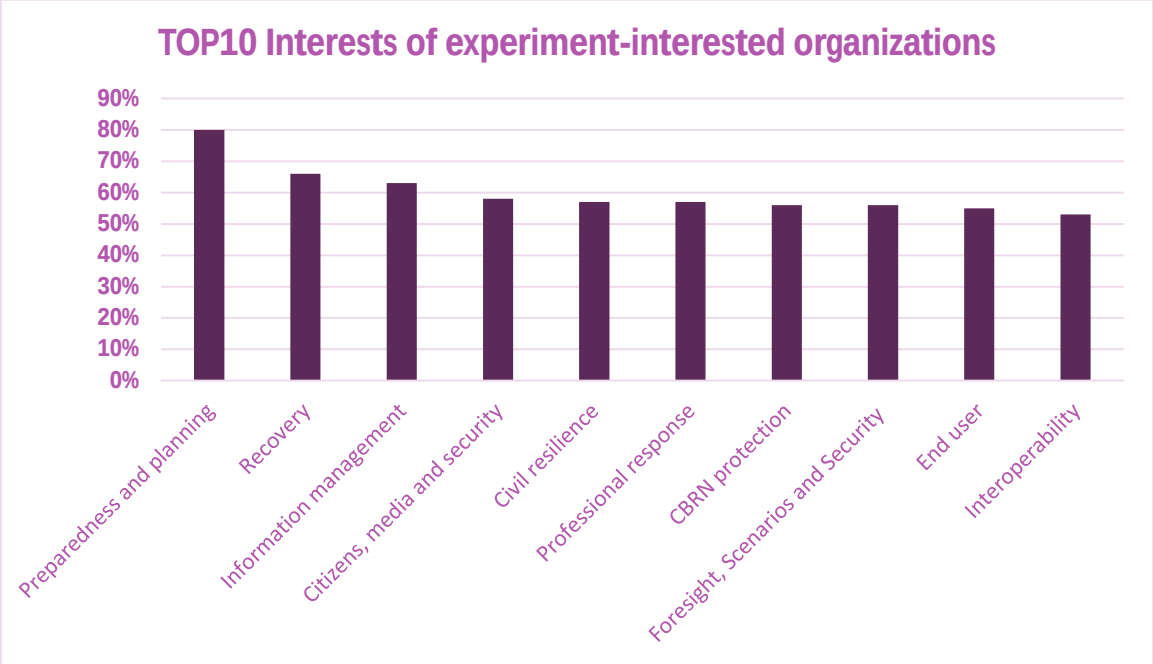


Figure 4: TOP10 Interests of DRIVER community members in experimentation campaigns

Organizations show the highest interest in preparedness and planning. Overall, it is noticeable that there are no topics standing out, all of the TOP10 interests have been selected by more than 50% of the experiment-interested organizations.

4. Lessons learned from year 1

Based on the results of the first activities carried out to set up and start enlarging the Experimentation Community of Interest, this final section aims at identifying strengths and weaknesses to pave the way forward in implementing this activity. Even though this report is focused on the Experimentation Community of Interest, the lessons learnt from this Community also apply to the other sub-communities within DRIVER.

4.1 Identification of risks and limitations

Although this first iteration of the report comes early in the project lifetime, potential risks and limitations to initialising and expanding an Experimentation Community of Interest (ECoI) have already been identified.

The first limiting factor for developing an ECoI is the slow progress with developing a shared understanding of DRIVER experimentation within the DRIVER consortium. DRIVER has had to face the challenge that, *"Experimentation will be interpreted differently depending on the SP (i.e. the scientific area to be addressed) and depending on the phase of the project."* **[3]. The development of a common vision around what experimentation means in the context of Crisis Management was identified as one of the most prominent challenges for SP2 and for DRIVER as a whole, despite common terminology etc. The various members of the DRIVER ECoI are indeed expected to have different approaches to experimentation. The building of the Community through an exchange of practices and discussions actually aims at making those visions come together.**

Converging those visions had to start internally within the DRIVER consortium through closer collaboration and coordination efforts to harmonise various experimentation approaches and processes. These efforts to converge the different visions delayed the development of an Experimentation Community of Interest, which relies on a coherent strategy. In particular, communication between SP2 and non-SP2 partners in the initialisation stages of the ECoI was suboptimal. Some progress was made at the SP2-SP7 working session at the DRIVER general meeting in Ispra, where it was agreed that platforms would be given a more pronounced role in the building of a common vision around sustainable impact and effective stakeholder collaboration. The more pronounced role of the platform providers in DRIVER, in fact, was a pivotal step in the initialisation phase for anchoring the different visions around a single Experimentation Community strategy and approach (see chapter 2). With the key roles and responsibilities defined, there is a solid foundation to engage in the second, expansion, phase of the Experimentation Community of Interest and develop external outreach activities.

Taking into account the above, the first year has demonstrated that crisis management innovation requires an open mind, ongoing curiosity, and a genuine willingness to learn from one another. For the most part, it involves changing mindsets towards new innovation models and a willingness to

explore experimental research. It is clear this will not happen overnight or after one DRIVER event or activity. Making the business case for innovation and experimentation to end-users, in particular, is a continuous and incremental (from simpler to more complex) process that requires long-term engagement strategies. The professional crisis management community needs to feel comfortable about the concept of experimentation for innovation before they will make any long-term commitment. The same goes with the Test-bed as a new concept for creating an enabling environment to promote innovation in crisis management. The DRIVER Community in general, and ECoI in particular, can only be sustained if the project can create an enthusiastic, multi-sector, group of end-users, industry and academia with a shared interest in crisis management innovation, which is committed to long-term engagement in DRIVER collective learning activities.

In this regard, it is important that DRIVER partners are mindful about creating a flexible operating model that is adaptive to the ECoI members' needs and interests. Otherwise, if the solicitation does **not fulfil their expectations, they will simply stop being actively engaged in the Community. This links to another main challenge, which is the securing of the long-term involvement of ECoI members. How to make sure they are involved in the long term and do not just participate in one occasional activity? DRIVER has to propose an attractive agenda in terms of events, and regularly communicate about ongoing activities and results to create an active and sustainable Community.**

Early engagement (e.g. via information seminars and/or packages) with actual and potential ECoI members, not only technical experts but also policy level actors, is crucial. In particular, the ECoI will need to find avenues to help (potential) members integrate their strategic and operational interests, needs and challenges and their innovation processes in the planning and design of DRIVER experimentation activities. A related obstacle here is the lack of project financial resources to support deeper and targeted engagement and/or smaller local events and/or focus groups for continuous collective learning from the DRIVER experience. These types of challenges could of course be reformulated as discussion topics, to be addressed at I4CM events, Community of Users meetings, and other relevant ECoI activities for broader counsel and feedback.

A second limitation that might impact the enlargement of the Experimentation Community of Interest is that the expansion strategy relies heavily on the pre-existing networks of DRIVER partners (and especially platform partners). The capacity to go beyond that first circle of members to include other end-user DRIVER partners (e.g. DWR, Red Cross organisations) and to non-DRIVER external communities still has to be demonstrated. In order to expand to new players, more horizontal outreach activities need to be explored. The DRIVER Innovation for Crisis Management (I4CM) conferences provides a good hook to do so. In addition, the European Commission's "Community of Users" initiative **could help link potentially interested stakeholders at EU, national and even local level.**

The fact that DRIVER is now entering the second round of experiments that will be producing more concrete results, should greatly help in interesting external stakeholders and demonstrating the added value of the project. The first phase of external outreach in DRIVER has focused on raising awareness about the overall DRIVER project and discussing general engagement possibilities in upcoming project experiments, seminars and events. More specifically, DRIVER partners - including the platforms - communicated the more generic aspects of DRIVER's experimentation and **methodological concepts to ensure that the overall purpose and aim of the DRIVER project was**

understood. In a second phase, external outreach will focus on building awareness around the more specific objectives of the DRIVER sub-communities of interest, including the ECoI, using more targeted messaging and communication channels. This will be the focus of the upcoming revised DRIVER Communication and Dissemination Strategy and Roadmap.

Last but not least, a third obstacle that was impacting the development of the Experimentation Community of Interest in the first year of DRIVER is the fact that the Community Management Platform was not yet available for managing the interactions with the members of the Community and to facilitate the communication with them. This problem is now resolved, as the first version of the Platform is operational (end 2015) and the initial results reveal much interest in DRIVER experiments (see chapter 3). However, an issue emerged with regard to the actual management of the Experimentation Community on the platform. Even though it is recognised that a proactive management is crucial for the success of the Community, it is not clear yet who is responsible for this task. Besides, this point is crucial when it comes to the sustainability (after DRIVER) of the Community.

4.2 Strengths and achievements

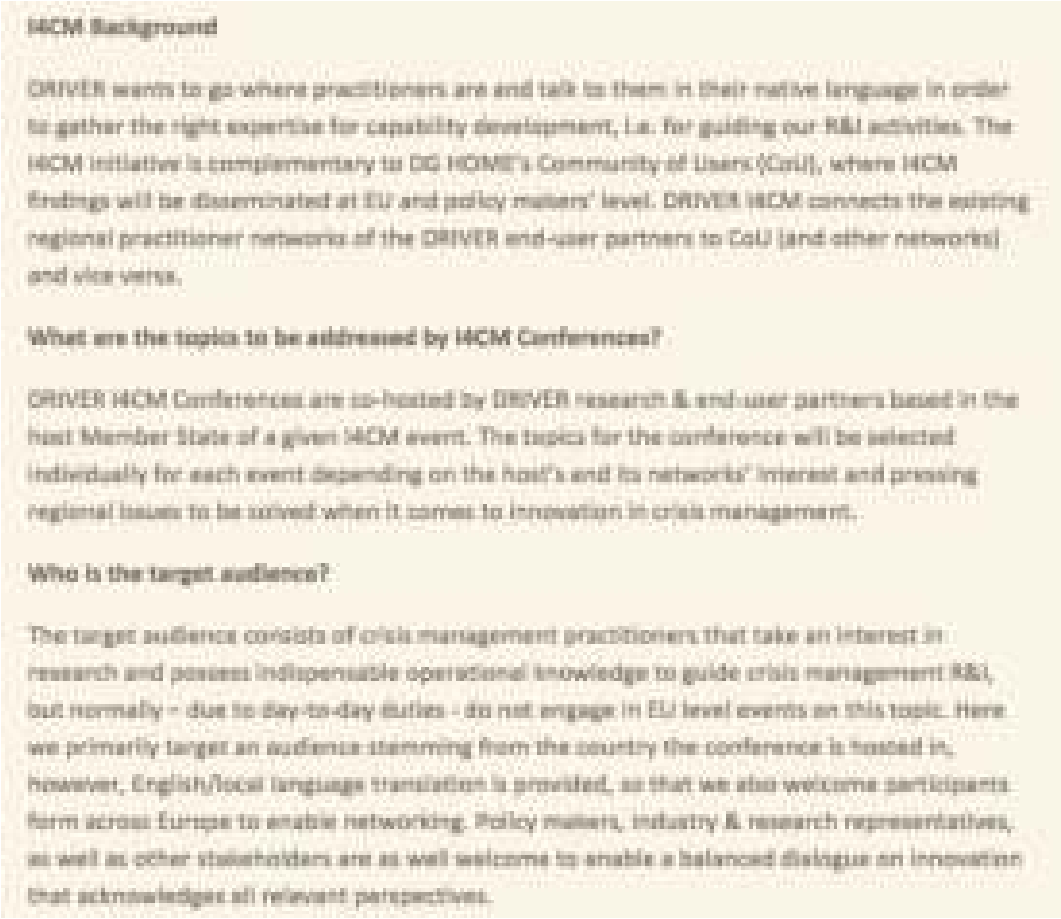
Despite the risks and limitations, a number of strengths and achievements were observed as well in the initialisation phase of the Experimentation Community of Interest. The most important of these are described below.

Firstly and most importantly, there now is a shared understanding and an agreed approach on an engagement and enlargement strategy of a dedicated Experimentation Community of Interest between the DRIVER platform partners, who form the core group of the ECoI and who will be central to the expansion and consolidation of a the Community moving forward. Despite delays in the development of a broader DRIVER concept, platform partners made significant progress developing a common vision for an ECoI, including agreement on the concept of experimentation and the role of platforms in this regard, a definition of its target stakeholder group, and a common approach for engaging with external stakeholders interested in experimentation.

These achievements ensure the ECoI initialisation phase is on track and provides a solid basis for the second, expansion phase of the Community ECas platform and other DRIVER partners reach out to their respective crisis management networks and through more intensified SP7 communication and dissemination activities. This is expected to be reinforced by the experience of hosting the second round of experiments.

Secondly, all DRIVER platform partners have operational crisis management experience and knowledge and have access to a wide range of local, national, EU and international networks of crisis management practitioners, researchers and tool providers. Albeit a small representation, the DRIVER platforms have provided relevant feedback to DRIVER experimentation and methodology at this early stage of the project before the project reaches out intensively to the broader experimentation community of interest.

Thirdly, the DRIVER Innovation for Crisis Management (I4CM) conference series has proven itself to be a useful channel for involving and engaging the ECoI. Already, the first DRIVER I4CM event was considered very beneficial in engaging the Community and discussing both the State of the Art and the first project results, while giving many ideas for how to improve this in the future. As a consequence, the I4CM "brand" is expanding and the concept (explained in Figure 3, below) is being **replicated as a series of future workshops.**



I4CM Background

DRIVER wants to go where practitioners are and talk to them in their native language in order to gather the right expertise for capability development, i.e. for guiding our R&I activities. The I4CM initiative is complementary to DG HOME's Community of Users (CoU), where I4CM findings will be disseminated at EU and policy makers' level. DRIVER I4CM connects the existing regional practitioner networks of the DRIVER end-user partners to CoU (and other networks) and vice versa.

What are the topics to be addressed by I4CM Conferences?

DRIVER I4CM Conferences are co-hosted by DRIVER research & end-user partners based in the host Member State of a given I4CM event. The topics for the conference will be selected individually for each event depending on the host's and its networks' interest and pressing regional issues to be solved when it comes to innovation in crisis management.

Who is the target audience?

The target audience consists of crisis management practitioners that take an interest in research and possess indispensable operational knowledge to guide crisis management R&I, but normally – due to day-to-day duties – do not engage in EU level events on this topic. Here we primarily target an audience stemming from the country the conference is hosted in, however, English/local language translation is provided, so that we also welcome participants form across Europe to enable networking. Policy makers, industry & research representatives, as well as other stakeholders are as well welcome to enable a balanced dialogue on innovation that acknowledges all relevant perspectives.

Figure 5: Snapshot from DRIVER website (www.driver-project.eu), stating the concept of I4CM Workshops[9]

Indeed, further I4CM events are planned. One will take place in Berlin in December 2015 and another is planned in Sweden in the autumn of 2016. Both of them are organised in very close relation with platform partners (THW and MSB, respectively), ensuring the fact that experimentation will be on the agenda of those conferences and addressed as a specific topic within the context of innovations in crisis management.

[9] **The page is available at the following address: http://driver-project.eu/content/driver-i4cm-conference-%E2%80%93-initiative-regionally-driven-innovation-crisis-management**

Fourthly, all DRIVER platform partners managed to enhance their local and regional visibility and consolidated their central role in DRIVER, positioning themselves for the next, expansion, phase of the Experimentation Community.

- **The Dutch THG platform (City of The Hague) has taken on a leadership role in presenting a new, innovative, public-private approach to crisis management experimentation that serves as a model for DRIVER. A dedicated venue in The Hague ensures that physical and virtual simulations and training sessions can be given using the latest technical support. One year in, THG is already working closely with local and regional partners and establishing its reputation as a meeting hub for crisis management professionals.**
- **The Polish ITTI platform made some notable progress in terms of reaching out to local and regional partners and signed an agreement of cooperation with seven institutions based in** Warsaw and Poznań: **Government Centre for Security, Wielkopolska Voivodship Office,** Municipal Office of Poznań, National **Defence University, Gdynia Maritime University, Space Research Centre and Main School of Fire Service.**
- **The French Pole-Risques platform consolidated its position together with its partner Valabre in the provision of experimentation options for firefighters in the Southern European region.**
- **The German THW and Swedish MSB platforms have taken on important leadership positions in the DRIVER consortium and presented the platform community in critical meetings with the European Commission and other external stakeholders.**
- **The EC JRC crisis lab established the European Network of Crisis Management Laboratories (ENCML), a permanent infrastructure shared between Member States and European Institutions to serve as a Test-bed for new crisis management technologies. The ENCML envisages to provide: workshops, Test-beds, and laboratories to run experiments, benchmarking exercises and demonstrations; tools and services for designing, running and evaluating experiments; expert panels to conduct evaluation of results of workshops, experiments and exercises.**

5. Conclusions

DRIVER aims to make work of the following three objectives:

1) **A collection of enhanced crisis management solutions;**
2) **A distributed European Test-bed enabling the validation of solutions;**
3) **A vibrant community of stakeholders with a shared understanding of crisis management.**

The Experimentation Community of Interest (ECoI) supports and builds on these objectives in relation to the design, implementation, and evaluation of experiments in the field of crisis management at local, national and EU levels.

This activity progress report focuses primarily on the first two phases of the ECoI strategy, as outlined in chapter 2. Relevant activities listed in Section 3 were used to refine the ECoI mission and to build its foundation (initialisation), but efforts are also well under way to attract external stakeholders (expansion).

2.1 Summary of activities

In the past year, three types of activities were undertaken in support of the Experimentation Community of Interest:

- **Internal meetings to discuss the ECoI, refine its strategy, and build a foundation;**
- **External events to formalise the relationship with external stakeholders (incl. events organised by other DRIVER subprojects);**
- **Representation in conferences to help advertise the Experimentation CoI in the wider Crisis Management Community.**

Activities were carried out from July 2014 until May 2015. A summary of the activities undertaken relevant to the Experimentation Community of Interest is presented in Table 5.1 below.

Activity	No. of meetings	Location	Participants
Internal meetings	**4**	**The Hague, Aix-en-Provence, Ispra, Marseille**	**DRIVER SP2 and SP4 partners, Task T21.3 partners, DRIVER consortium**
External events	**7**	Poznań, Poznań, Warsaw, **Warsaw, Gdynia, Marseille, Aix-en-Provence**	**ITTI, FOI, CM experts and** institutions from Poznań and **Warsaw, Gdynia Maritime Academy, DRIVER SP4 partners**

Activity	No. of meetings	Location	Participants
Conferences	12	Aix-en-Provence, Brussels, Sofia, Davos, Berlin, Brussels, Arnhem, Brussels, Stuttgart, Enschede, The Hague, London	French-German Business Club (CAFAB), European Commission DG HOME, Centre of Excellence on Crisis, IDRC, Fraunhofer, CEN-CENELEC, FHG-IAO, BlomBerg Society, Dutch Ministry of Security and Justice, IDIRA project
TOTAL	23		

Table 6: Summary of activities undertaken to initialise and expand the Experimentation Community of Interest

2.2 Next steps

Maintaining and expanding the ECoI is an on-going activity in DRIVER. This report presents the first year of activities and comes early in the project lifespan and reports on the initialisation (stage 1) and first round of expansion (stage 2) of the ECoI. Further updates will be communicated in the next iteration of this report, incorporating the experience gained from the involvement of ECoI members during the next (joint) experiments and events.

The DRIVER platform partners are key actors building and developing the Experimentation Community of Interest, starting with engaging their local partners during the experiments they host. They now share a common vision on the Experimentation Community of Interest, which provides solid grounds for its future development.

However, it is by no means sufficient to rely on their pre-existing networks and therefore:

(i) all partners should be proactive in involving external stakeholders interested in experimentation in Crisis Management;
(ii) every opportunity to interact with new contacts and engage them within the Community should be seized;
(iii) further cooperation with other projects (to reach additional and complementary networks) needs to be strengthened.[10]

The Community Management Tool is now available, and this will make the interactions with the Community easier, livelier and therefore more regular. In addition, some platform partners expect a higher level of commitment from their stakeholders and have been signing agreements to secure the participation of their partners within DRIVER activities, in particular experiments.

[10] This activity is carried out in DRIVER Task 72.5 Relations with other CM research projects.

To ensure sustainable, long term involvement of its members, the ECoI will need to:

(iv) make sure their primary expectations are met, meaning that DRIVER needs to be flexible enough to accommodate and manage different types of expectations;

(v) propose an attractive agenda in terms of events, with clear statements about opportunities for involvement, especially regarding the joint experiments and final demonstration;

(vi) regularly communicate about ongoing activities and results related to DRIVER experimentation.

Building, expanding, and consolidating the Experimentation Community of Interest is an on-going activity during the whole DRIVER project. This report comes early in the project lifespan and reports on the initialisation and first round of expansion of the ECoI.

It is expected that the Experimentation Community of Interest will grow strongly in the coming months thanks to:

(vii) the start of the second round of experiments;

(viii) the recurring I4CM events, a flagship DRIVER activity gathering large audiences in various countries;

(ix) the increased general visibility of the DRIVER project.

However, there is also a need for a better strategic balance between deepening and widening activities within the Experimentation Community of Interest. All members need not be deeply engaged but to be successful in the end, DRIVER must be able to recruit a core group of highly committed members willing and able to participate in Crisis Management experimentation (using their own resources), after the project has ended.

This report presents the first year of activities within Task T21.3. It will be further updated in the next iteration of this report, incorporating the experience gained from the involvement of Community members during next experiments and events.

References

[1] Moore, R. et al (ed.): D72.1 - Initial Concept for DRIVER Community Database. Deliverable of the DRIVER project, 2016

[2] Fraunhofer INT (ed.): DRIVER terminology, Annex of MS1 report, 2015 (being re-submitted in 2016)

[3] Fraunhofer INT (ed.): D21.21 - State of the Art and Objectives for the DRIVER Test-bed. Deliverable of the DRIVER project, 2015

[4] Pôle Risques (ed.): Minutes of the T21.3, T25.1, T26.1 KoM at Pôle Risques in Aix-en-Provence, 9th October 2014 (available on DRIVER Space)

Annex

I4CM in Marseille – Agenda

Innovation For Crisis Management Workshop (I4CM)

Day 1 (26 May 2015) – Villa Méditerranée, Marseille

09:00 Registration of the participants

10:00 Opening Session

- **Jean-René Vacher – Secretary General – Defence and Security Southern Region**

10:15 Keynote speeches

- **Reegan Key, Acting/General Manager – Operation and Response, Emergency Management Victoria – Australia, A warnings revolution - the virtual town criers**
- **Caroline Milligan, Director, Crest Advisory, New Zeeland, Virtual Operations - People Power**
- **Emmanuel Clavaud, Director of the Alpes de Hautes Provence Fire Department, first lessons learned of the Germanwings A320 crash Crisis Management**

11:15 Round Table - Damages and situation assessment

- **Olivier Grandamas, INEO, Risk Modelling**
- **Eric Rodriguez, Fire Department of Bouches-du-Rhône (France),** lessons learned of the operational use of air surveillance and drones in the Marseille Area fire department
- **Dr. Lewyckyj Nicolas, Flemish technological Research Center – VITO (Belgium),** AIRBEAM Project, Information acquisition using dedicated platforms, including UAV, aerostatic platforms (balloons) and satellites

12: 00 Keynote speech

- **Chiara Fonio, Joint Research Centre,** JRC Unit for Global Security and Crisis Management

12:15 Keynotes Speeches, New Medias, an opportunity for better Crisis Management?

- **Remy Bossu, CEA,** Earthquake Risk Mitigation Using Social Media and Sensor-Based Citizens – First lessons learned from the NEPAL earthquake
- **Eric Grohin, Deputy Director of the Fire Department of Gard (France),** Lessons Learned of the use of virtual operation support by the fire department of Gard during large floods – winter 2014

12:55 JRC Common Alerting Protocol Implementation workshop announcement

13:00 Lunch

14:00 Round Table - Information, involvement and management of the population, Chair: Christophe Frerson

- **Alex Blekhman, Head of Development Section, Israel Home Front Command,** Israel Early Warning and Information Management System
- **Delphine Arias-Buffat, Deleveryware**
- **Lauren Pucci, American Red Cross - Global Disaster Preparedness Center,** Lessons learned on First Aid Ebola app operational deployment
- **Hripsimé Torossian, French Red Cross**

15:00 Round Table - Users involvement in research uptake and programming, Chair: Philippe Quevauvillier, Policy Officer, DG HOME, European Commission

- **Massimo Cristaldi, IES Solutions, Italy**
- **Audrey Morel Senatore, National Fire Fighter Officer Academy, France**
- **Marc Castelnou, Bombers de la Generalitat de Catalunya, Spain**
- **Georgios Eftychidis, KEMEA, Greece**
- **Krister Arnell, MSB, Sweden**

16:00 coffee break

16:30 Keynote speeches - Management of the response

- **Rui Nunes Pereira, FSC Operations Coordinator – FRONTEX**
  Situation monitoring processes and services at the Frontex Situation Centre
- **Alex Blekhman, Head of Development Section, Israel Home Front Command,** Israel vision of the operational needs and concepts of emergency management
- **Pierre De Villeneuve, Operational Centre for Inter-ministerial Crisis Management - COGIC, France**
- **Brigitte Lacroix, INHESJ,** Organization, Preparedness and training at authorities level
- **Krister Arnell, MSB – Swedish Civil Contingencies Agency,** Comprehensive method

17:45 Round table - Civil Protection equipment and services market, Chair: Philippe Quevauvillier, Policy Officer, DG HOME, European Commission

From a fragmented to a global organization : a useful evolution to increase the quality of the response and improve the safety of the responders?

- **Anders Eriksson, Swedish Defense Research Agency (FOI)**
- **Vladimir Vlcek, Deputy Chief Fire Officer Moravian-Silesian Region (The Czech Republic)**

18:30 **End of the workshop – Day 1**

19:30 *Diner in the Restaurant "Dock of the Bay"*

(29 Boulevard de Dunkerque, 13002 Marseille (for registered persons only))

Day 2 (27 May 2015) – Villa Méditerranée, Marseille

Andrew Bower, DG ECHO European Commission, The EU, disaster management and innovation

8:50 Highlight on some parts of the DRIVER project

- **Experimentation : Christian Carling, FOI (Swedish Defense Research Agency)**
- **Strengthened responders : Laurent Dubost, Thalès Communication and Security**
- **Joint experiments and final demo : Adrien Mangiavillano, Pôle Risques**
- **Impact and sustainability : Christian Baumhauer, ARTTIC**

09:30 *Round table "Strengthened response" Chair: JM Dumaz, Pôle Risques*

- **Brigitte Lacroix, National Institut for Security and Justice INHESJ**
- **Massimo Cristaldi, IES Solutions, Italy**
- **Marc Pellas, Systel, France**
- **Josine van de Van, TNO, Netherlands**
- **Georgios Eftychidis, KEMEA**
- **Col Marián Dritomský, Director, department of managing of fire rescue units, Slovakia**

10:50 Coffee break

11:10 *Round table "Experiment and evaluate the new innovative solutions" Chair: A Clémenceau, Pôle Risques*

- **Marc Riedel, researcher on experimentation/innovation for the fire-fighters (Tours university, ENSOSP), France**
- **Annika Nitschke (tbc), THW, Germany**
- **Tanja Stahle, MSB, Sweden**
- **Frédérique Giroud, CEREN, France**
- **Philippe Meresse ECASC / Euro-mediteranean Risk Simulation Center, France**
- **Oskar Baksalary (remotely) ITTI – Poland**

12:30 Closure session

12:45 Lunch

13:30 Operational and training facilities visits

Tour 1 (1 bus of 50 persons):

- **13h45 Departure Villa Méditerranée, quai du J4, Marseille**
- **14h15 Stop 1 : Euro-mediterranean Simulation Platform (CESIR)- rd7, lieu dit Valabre, commune de Gardanne, Entente pour la protection de la forêt méditerranéenne**
- **15h15 Departure to Stop 2**
- **15h45 Stop 2 : Marseille Command Centre (COSSIM) - boulevard de Strasbourg à**

Marseille

- **16h45 Departure to train station**
- **17h00 Stop 4 : Marseille St Charles Train station**
- **17h15 Marseille Villa Méditerranée**

Tour 2 (1 bus of 50 persons):

- **13h45 Departure Villa Méditerranée,** quai du J4 Marseille
- **14h00 Stop 1 : Area of Marseille Fire Department Command Centre (CODIS13) -** Les Arnavaux, ZI Delorme, 1 avenue de Boisbaudran, Marseille 15ème
- **15h00 Departure to stop 2**
- **15h30 Stop 2 : Area of Marseille Fire Department Training School (EDSP13),** RN113, Velaux, lieu dit la grande bastide, Ecole Départementale des sapeurs-pompiers des bouches-du-Rhône
- **16H45 Departure to Marseille Provence Airport**
- **17h00 Marseille Provence Airport**
- **17h15 Aix-en-Provence TGV Train Station**

NB. Please allow some extra-time to catch your train / flight in case of traffic jam.

I4CM Marseille – list of participants

Nr	First name	Last name	Organisation	Country	DRIVER partner
1	Michel	Afram	LEBANESE AGRICULTURAL RESEARCH INSTITUTE	Lebanon	N
2	Selim	Allili	INSTITUT FRANCAIS DE SECURITE CIVILE (IFRASEC)	France	Y
3	Khaled	Alzoubi	JORDAN CIVIL DEFENSE	Jordan	N
4	Ahmad	Ananzeh	JORDAN CIVIL DEFENSE	Jordan	N
5	Delphine	Arias buffard	DEVERYWARE	France	N
6	Jean-charles	Arnaud	ENTENTE	France	Y
7	Krister	Arnell	MSB	Sweden	Y
8	Thora kristin	Asgeirsdottir	EFLA consulting engineers	Iceland	N
9	Christian	Baumhauer	ARTTIC	France	Y
10	Jean-marc	Bedogni	Entente Forêt méditerranéenne	France	Y
11	Thierry	Berlaud	SIS France	France	Y
12	Gilles	Bernard	sdis 13	France	N
13	Julien	Berrivin	BMPM	France	N
14	Sylvain	Besson	Fire Department of the Area of Marseille	France	N
15	Laura	Birkman	Ecorys	Netherlands	Y
16	Alex	Blekhman	Israel Home Front Command	Israel	N
17	Louis	Bonfils	Entente Valabre	France	Y
18	Aurélia	Bony	Ecole des mines d'Alès	France	N
19	Morgane	Bordarier	Ecole des mines d'Alès	France	N
20	Sabrina	Bouet	ENSOSP	France	Y
21	Stéphane	Bouissou	Atrisc	France	N
22	Philippe	Bour	IGO	France	N
23	Andrew	Bower	European Commission	European Union	N
24	Antoaneta	Boycheva	DG FS&CP, MoI	Bulgaria	N
25	Jean-jacques	Bozabalian	Préfecture Zone Défense Sud / DPFM	France	N
26	Simon	Buren	Ping4	France	N
27	Christian	Carling	Swedish Defence Research Agency	Sweden	Y
28	Marc	Castellnou	Cos de Bombers generalitat de Catalunya	Spain	N
29	Jocelyne	Chabert	Cemea France	France	N
30	Sylvain	Chamousset	SYSTEL	France	N
31	Bertrand	Charrel	INTERGRAPH SG&I	France	N
32	André	Chevallier	Centre national civil et militaire de formation et d'entraînement NRBCe	France	N
33	Emmanuel	Clavaud	SDIS 04	France	N
34	Alice	Clemenceau	Pôle Risques	France	Y
35	Massimo	Cristaldi	IES Solutions	Italy / UK	N
36	Matthieu	De block	Brandweer Antwerpen	Belgium	Y
37	Laurent	De pierrefeu	PPRD South II	France	N
38	Pierre	De villeneuve	France	France	Y
39	Christophe	Debray	EMIZ sud	France	Y
40	Eric	Delamarre	SIS	France	Y
41	Serge	Delmas	Airbus DS SAS	France	N
42	Arnaud	Demontis	Entente pour la Forêt Méditerranéenne	France	Y

Nr	First name	Last name	Organisation	Country	DRIVER partner
43	Marián	Dritomský	Department of managing of fire rescue units, Slovakia	Slovakia	N
44	Laurent	Dubost	Thales	France	N
45	Jerome	Duchon	DIGINEXT	France	N
46	Jean-michel	Dumaz	Pôle Risques	France	Y
47	Georgios	Eftychidis	KEMEA	Greece	N
48	Olof	Ekman	MSB – Swedish Civil Contingencies Agency	Sweden	N
49	E. Anders	Eriksson	FOI	Sweden	Y
50	Solange	Ferriere	Etat major interministeriel de la zone de défense sud	France	Y
51	Chiara	Fonio	JRC	Italy	Y
52	Mireille	Fouletier	ecole des mines d'alès	France	N
53	Noémie	Fréalle	Ecole des mines d'Alès	France	N
54	Christophe	Frerson	southern headquarter	France	Y
55	Jean-pierre	Galindo	ENSOSP	France	N
56	Anais	Gautier	Armée de l'air française	France	N
57	Martin	Gilles	ATRISC	France	N
58	Frédérique	Giroud	ENTENTE/CEREN	France	N
59	Elsa	Gisquet	IRSN	France	N
60	Olivier	Grandamas	COFELY-INEO	France	N
61	Emilie	Grenaud	ENTENTE - VALABRE	France	Y
62	Michael	Griffin	VectorCommand Ltd	United Kingdom	Y
63	eric	Grohin	Sdis 30	France	N
64	Roy	Harold	Norfolk Fire and Rescue Service	United Kingdom	Y
65	Reinhard	Hutter	CESS GmbH	Germany	N
66	Sivan	Inbar	Israel - Home Front Command	Israel	N
67	Denis	Josse	Alpes-Maritimes FRS (SDIS06)	France	N
68	Mohammed	Kharraz	ENSOSP	France	Y
69	Georgios	Kolliarakis	University of Frankfurt/Cluster of Excellence	Germany	N
70	Fernando	Kraus	Atos	Spain	Y
71	Brigitte	Lacroix	INHESJ	France	N
72	Sebastien	Lahaye	SDIS13	France	Y
73	Dimitri	Lapierre	Ecole des Mines	France	N
74	Cristina	Leone	finmeccanica	Italy	N
75	Thierry	Lepage	Préfecture des Bouches-du-Rhône	France	N
76	Francois	Leuff	BMPM	France	N
77	Florence	Lévêque			N
78	Nicolas	Lewyckyj	VITO N.V.	Belgium	N
79	Philippe	Limousin	Ecole des mines d'Alès - Institut des Sciences des Risques	France	N
80	Santi	Lleonart	Cos de Bombers gemeralitat de Catalunya	Spain	N
81	Adrien	Mangiavillano	POLE RISQUES	France	Y
82	Joline	Mansano-vyth	ARTTIC	Israel	Y
83	Eric	Maranne	CRISE	France	N

Nr	First name	Last name	Organisation	Country	DRIVER partner
84	Jean	Marchal	European Defence Agency	Belgium	N
85	Jean-claude	Martin	LIMSI-CNRS / Université Paris Sud	France	N
86	Philippe	Meresse	ENTENTE/ECASC	France	Y
87	Christophe	Mignot	Centre national civil et militaire de formation et d'entraînement NRBCe	France	N
88	Jean-paul	Monet	SDIS 13 groupement centre	France	N
89	Richard	Moore	ARTTIC	UK	Y
90	Audrey	Morel senatore	ENSOSP	France	Y
91	Christian-marie	Moschetti	PROVENCE 7	France	N
92	Francesco	Mugnai	JRC	Italy	N
93	Reinhard	Nedela	eForm-solutions AG	Switzerland	N
94	Annika	Nitschke	Federal Agency for Technical Relief (THW)	Germany	Y
95	Rui	Nunes pereira	FRONTEX		N
96	Sergio	Olivero	SiTI	Italy	N
97	Ido	Orlov	Home Front Command	Israel	N
98	Jérémy	Passier	BMPM	France	N
99	Marc	Pellas	SYSTEL	France	N
100	Claude	Picard	ENTENTE/CEREN	France	
101	Vincent	Pourieux		France	N
102	Philippe	Quevauviller	European Commission	Belgium	N
103	Christophe	Ratinaud	ENSOSP	France	Y
104	Marc	Riedel	Fire-fighters (Tours university, ENSOSP)	France	N
105	Eric	Rigaud	ARMINES	France	Y
106	Eric	Rodriguez	SDIS13	France	Y
107	Jean-pierre	Roger	ATRISC	France	N
108	Nicolas	Roy	Systel	France	N
109	J.m.	Sammels	E-Semble	the Netherlands	Y
110	Richard	Serino	FEMA	USA	N
111	Julie	Sina	Ecole des mines d'Alès	France	N
112	Alain	Soulier	DEVERYWARE	France	N
113	Tanja	Stahle	MSB	Sweden	Y
114	Jordi	Tallada	Cos de Bombers generalitat de Catalunya	Spain	N
115	Klaudia	Tani	EOS	Belgium	Y
116	Cynthia	Tarantino	sdis30	France	N
117	Maud	Tixier	Essec Business School,Paris-Singapore	France	N
118	Hripsimé	Torossian	French Red Cross	France	N
119	Philip	Tosello	Ecole d'application de sécurité civile de Valabre/ECASC	France	Y
120	Jean-rené	Vacher	Defence and Security Southern Region	France	N
121	Josine	Van de ven	TNO	the Netherlands	Y
122	Thomas	Van 't wout	E-Semble bv	France	Y
123	Jacques	Vandebeulque	Interministry headquarter southern France	France	Y
124	Emmanuel	Vaucher	CRISE	France	N
125	Guy	Velu	BMPM	France	N

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126	Véronique	Vincent	Pôle Risques	France	Y
127	Vladimir	Vlcek	Fire Rescue Brigade of Moravian-Silesian Region	Czech Republic	N
128	Javier	Warleta alcina	Eticas Research & Consulting	Spain	N
129	Sophie	Warlouzé	Pôle Risques	France	Y
130	Rolf-dieter	Wilken	former German CoCP	Germany	N
131	Karine	Zoghby	Disaster Risk Management Unit - Presidency of the Council of Ministers	Lebanon	Y