



Driving Innovation in Crisis Management for **European Resilience**

D81.21 - Objectives of SP8

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List of Acronyms

Abbreviation / acronym	Description
CEN	European Committee for Standardisation
CM	Crisis Management
CWA	CEN Workshop Agreement
DoW	Description of Work
FD	Final Demonstration
JE	Joint Experiment
M	Month (related to M1 (project start) to M54 (end of project) of the project life time)
MS	EU Member State/ Milestone
MSn	Milestone n
PLOPC	Policy, Legislations, Organisations, Procedures & Capabilities (in short for the information to be gathered in WP82 and WP83, including amongst other Procurement aspects and Civil-Military aspects) ¹
PoES	Portfolio of emerging solutions
PPP	Public-Private-Partnership
PSS	Psycho-social-support
SE	Subproject Experiments
SOTA	State of the Art
SP	Subproject
WP	Work package

¹ Formally referred to as COPL – Capabilities, Organisations, Policies & Legislation

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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 learnt 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.

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Executive Summary

This deliverable thus sets out the objectives of the *DRIVER Subproject (SP) 8 Supporting Information & Analysis* in the context of the overall concept, scientific objectives and the core methodologies that the project will employ. The report provides background information and sets out the aims and objectives of each of the five DRIVER SP8 work packages.

While the basic objectives of each work package (WP) have already been laid down in the DoW, this report will homogenize and validate these objectives by reflecting the current status in DRIVER after the project start in M3. This has been done by incorporating the updates from other subprojects, and by implementing the findings of the conceptualisation workshop of SP8 conducted at the DRIVER kick-off meeting in Madrid in May 2014. This report has been developed in parallel with the correlated work plan in SP8 (D81.1 SP8 Work Plan, M3 [1]).

The main objective of WP81 is to coordinate all of the activities in SP8 and liaise with the other subprojects where necessary. The main objective of WP82 is to provide high-level analysis of the procedural, organisational and institutional actors and processes involved in crisis management in Europe (Member States, EU and UN-level); the main objective of WP83 is to provide high-level analysis of the governance, policy and legislative issues. WP82 and WP83 have both been designed to support the development of the DRIVER Portfolio of emerging solutions (PoES) and the subsequent experiments with its information on crisis management (CM) systems and will employ a common methodology with respect to feedback gathering through SP2 from SP3/4/5/6 and analysis of their outcomes. Both work packages will produce recommendations for the development of EU crisis management policy based on the R&D produced by the DRIVER project and related to the three main thematic topics in DRIVER: Civil Resilience, Strengthened Responders and Evolved Learning. The objective of WP84 is to examine, on the basis of the results of DRIVER's activities – particularly in SP2/3/4/5 and SP9 – whether additional areas of crisis management should be subject to new standardisation activities on European level, or whether existing standards should be amended. The objective of WP85 is to build the economic model and plans supporting the sustainability of the DRIVER Test-bed, exploitation of the DRIVER PoES, and the provision of legal advice on legal issues related to the research in DRIVER, e.g. when conducting experiments as well as in the context of the implementation of new CM solutions.

Upon the decision of the coordinator, additional content/ outlooks regarding the objectives in SP8 with status until the suspension (M27) are provided, to clarify the purpose of this deliverable. These updates have been implemented as specific sections, to not mix up this new content with the original coverage of the deliverable at M3.

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1 Introduction

Rationale and methodology behind the deliverable

The deliverable at hand relates to the task T81.2² “Objectives of SP8 and reporting to WP13” (M1-29). It is the first of two deliverables (D81.21 (M3) & D81.22 (M29)) on the objectives of SP8 and its individual work packages. D81.21 (M3) is intended to a) clarify, if the indicated objectives of SP8’s work packages in the DoW need to be adjusted according to changes in other subprojects after the project start and b) homogenize the objectives within SP8 among its work packages. This also serves the quality management of the project, taking into account the size of the project and that the DoW was written more than a year before the project actually started. It could thus be understood as a review of the SP8 objectives. The second version of the deliverable in M29 serves the same purpose, to optimize the overall project process and the development of DRIVER results by monitoring potential changes and aligning again individual work plans and objectives in relation to the other subprojects as well as SP8 internal.

At the beginning of task T81.2, a conceptualization workshop was held with the SP8 partners during the kick-off meeting in Madrid on May 13, 2014, to develop a common understanding and vision for SP8 among all contributing partners. This workshop also served the development of the SP8 work plan [1] on how to best align and conduct the activities as described in the DoW. In the aftermath of the over-all project kick-off meeting, all subproject-leaders have been consulted to ask for changes in their subprojects, resulting e.g. from own conceptualisation workshops.

Their feedback together with the decisions taken during the development of the work plan in SP8 and its work packages have been taken into account as well, thus resulting in aligning the SP8 objectives with the SP8 work plan [1]. The reasoning for adjustments in both objectives and work plan is the same.

Each work package of SP8 provided input to the individual objectives and their review. However, the effort spent on this deliverable submitted in M3 represents just a small share of the efforts reported under WP81, as the main task of this work package is to practically monitor, lead and supervise the work in SP8.

The role of SP8 “Supporting Information & Analysis” in DRIVER

DRIVER consists of nine subprojects, as shown in Figure 1. The thematic dimension (SP3/4/5) is rendered as vertical. Horizontal subprojects, such as SP8, enable operationalization of Crisis Management solutions (and can have other roles as well, such as the provision of support for actually conducting the work in DRIVER, e.g. by providing legal advice (SP8) or guidance on research ethics (SP9)).

² Following the original DoW before the restructuring at the end of 2015/ early 2016

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To enable DRIVER to develop promising solutions into really applicable CM solutions, the role of SP8 is to analyse the political, legal and organisational environment in which a potential solution may be implemented (NB it does not focus on the technical-operational environment). Based on this context analysis, SP8 will identify requirements to be taken into account for the design of the experimentations/trials that will be conducted within SP2/3/4/5/6. Such data include CM institutions, processes, capabilities as well as CM policy and CM related legislation. The CM innovation process fostered by DRIVER will further be supported by SP8 in proposing new standards for CM, by providing necessary economic analyses needed to exploit the DRIVER PoES and to develop a business model for the sustainability of the test-bed.

Consequently, SP8 is designed to provide the other DRIVER subprojects with non-technological, yet institutional, doctrinal, policy and legal data required (i) to be fed into the test-bed’s information resources, (ii) to provide the adequate data for ensuring the sustainability and exploitation of both the test-bed and the PoES beyond the project’s life span. Further, based on these analyses as well as the results of the experimentations/trials, SP8 (iii) will provide crisis managers, policy makers and legislators on Member State- as well as on EU-level with recommendations on how to strengthen resilience in the thematic dimensions of DRIVER. In order to transfer the project results of DRIVER to the market SP8 (iv) will further propose new standards in CM, e.g. through CEN Workshop Agreements, and/ or give input to already existing standardisation activities.

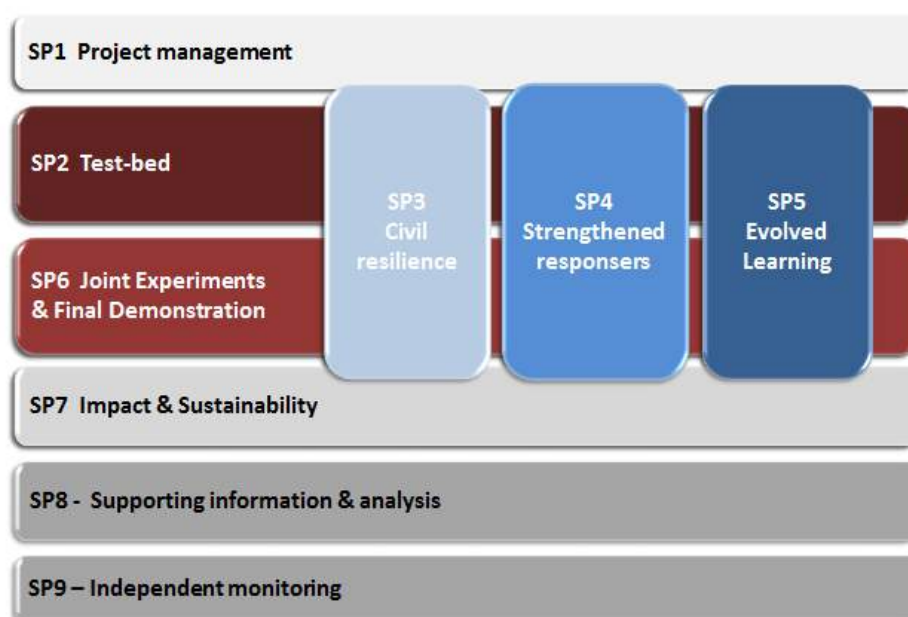


Figure 1: DRIVER work breakdown structure: Subprojects (SPs)

The SP8 objectives require close correlations to other DRIVER subprojects, which are described in chapter 7.

In the following chapters, objectives of each work package in SP8 will be described, especially with regard to the first project period, M1-M29. The SP8 objectives will again be reviewed in M29 (D81.22) implementing potential changes in other subprojects as well as within SP8. Work packages

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are led by different partners, using different approaches and not all starting from M1, which also resulted in differences in the structure of the corresponding chapters in this document. In contrast, due to the strong correlation of WP82 and WP83 (see chapter 2.2 and 2.3), their approach and corresponding work plans are similar [1]. Objectives of WP84 are expected to be further elaborated in detail at a later stage as main activities in this work package are planned to start from M18.

Update for resubmission during the suspension (up to M27)

In line with the decisions taken in M3 of the project (see also D81.1 SP8 work plan [1]) the activities in SP8 followed the work plan for M12-22³.

SP8 as well as SP9 encountered several difficulties while trying to fulfil its objectives in a most efficient way. One reason was the quite distinctive tasks in each subproject, which hampered a single strong cross-SP approach, thus splitting those efforts in various smaller steps. As part of the high-level restructuring plan, adopted by the PMC/ GA in M18, the old SP8 and SP9 have been dissolved in order to simplify the project structure and to better connect closer related tasks and to close the gap to the content subprojects (2/3/4/5/6), as has been criticised in the review.

The new SP8 Assessment and Innovation thus now joins all project activities that are assessing the DRIVER solutions from different perspectives to enhance the innovation potential of the final DRIVER results. As a result, all work packages of the new SP8 have similar needs for cross-SP cooperation, enabling the new subproject to synchronise/ align these efforts, enhancing the effectiveness and efficiency of the work.

The new SP8 will consolidate the experimentation results and the DRIVER solutions by assessing the flexibility and acceptability of solutions with regard to context factors like organisational, legal or policy aspects in CM systems (former WP82+WP83, now WP830), regarding societal and environmental impact aspects (former SP9 (WP92-WP94), now WP840) as well as the level of maturity and cost (standardisation and market potential in former WP84+WP85, now WP850).

The final assessment and the selection for the DRIVER portfolio of emerging solutions (former WP65, now WP820) will take into account all those factors and will assess the effectiveness and the suitability of DRIVER solutions for CM in general especially regarding its resilience building potential.

A conceptualisation workshop to kick-off the new SP8 with the objective to align the work plan of the separate tasks has been held in M23/ March 2016, after the amendment of the DoW (for details and outcomes of the conceptualisation work please see the DRIVER periodic report for year 2).

³ From M23 on, the new DoW was in place.

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2 Objectives of WP81 “Coordination & Conceptualisation of Supporting Information & Analysis”

The objective of WP81 is to coordinate the efforts in SP8, which includes leading, coordinating, and monitoring the progress of SP8 activities, and reporting this to SP1.

In order to do so, WP81 will

- (i) develop a **common understanding** and vision of SP8 among all contributing partners,
- (ii) **implement the updates** provided by the other DRIVER subprojects (MS1, MS2), into the SP8 Work Plan,
- (iii) ensure **information flows between the work packages** and organise meetings and conference calls (e.g. monthly reports from work package leaders in telephone conferences),
- (iv) develop a **work plan** for SP8 ([1] submitted at the same time as this deliverable), which will be updated at M8 and M29 (informal deliverables), based on first SP8 results as well as inputs from SP2/3/4/5.
- (v) set-up an **SP8 contact database**, based on contacts made in the course of SP8 work, which will be handed over to SP7 for inclusion into the DRIVER communities.

Update for resubmission during the suspension (up to M27)

To fulfil these objectives, monthly conference calls with the SP8 work package-leaders have been held to discuss progress and needed/ upcoming steps. The reporting to SP1 was performed via the requested management reports and in the regular PMC meetings (F2F and via conference call). In the aftermath of the review, the restructuring proposal was coordinated and developed based on the recommendations formulated in the review letter, the lessons identified in year 1 and in consideration of the overall project objectives. In addition the resubmission of the rejected deliverables of SP8 was coordinated and performed.

After the amendment of the DoW, the combined efforts of WP81 and parts of WP91 (T91.3 on research ethics ended in M8) of the original DoW have been fed into WP810 of the new SP8 Assessment and Innovation. In this WP810, the coordination and conceptualisation of the new subproject as well as optimizing cross-SP cooperation between SP8 and other DRIVER subprojects, is being managed.

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3 Objectives of WP82 “Crisis Management Institutions & Capabilities”

Main objectives of WP82 are:

1. Analysis of **high-level CM procedural, organisational, and institutional structures** (of Member States (MS), EU-level, and UN-level as well as of those additional countries likely to be concerned by the DRIVER scenarios). This information describes the context:
 - a. in which the potential solutions may be implemented, and therefore **supports the development of the Portfolio of emerging solutions (PoES)**
 - b. that needs to be taken into account when designing relevant scenarios for the experimentations/ trials, and therefore **supports the development of the scenarios** and the execution of Joint Experiments (JEs) and the Final Demo (FD) in SP6
2. **Development of recommendations** for the EU and its MS on how to benefit from the DRIVER-results in order to strengthen CM structures and to improve common preparation and operations and thus, enhance European resilience.

Taking into account the available budget and time for the analysis and to receive comparable results from the partners that will perform the analysis of countries and international organisations, “*high-level*” information on CM systems for tasks T82.1 and T82.2 (as well as T83.1 and T83.2) has been defined to be related/ limited to:

- national/ international organisation level (not local or district level)
- cross-border, bi- or multilateral issues (between countries and between countries and EU/ international)
- decision/ policy maker level > the level where high-level decisions are made, operational as well as political

WP82 and WP83 are closely related, which led to the decision to align the activities in order to avoid that CM stakeholders of the various countries are contacted from different DRIVER partners in parallel and to enable WP82 + WP83 to better focus on conducting the analysis (for the detailed reasoning and how this optimized the work plan of WP82+WP83, please see the SP8 Work Plan [1]).

The successful implementation of a new CM solution strongly depends on how well it fits into the existing CM systems. The information gathered in WP82 (as well as WP83) therefore provides important input for the work conducted in other subprojects, especially in SP2/3/4/5. Please see the SP8 Work Plan [1] for details on how the other subprojects have been consulted to implement their information needs and how this resulted in a common template to structure the information on CM systems. Later on the updates of the high-level analyses (M29) will provide more pertinent and

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tailored information for designing and conducting the JEs and the FD in SP6, which started in M11, after the finalisation of the first high-level analyses.

While results of these consultations with relevant partners from SP2/3/4/5 did not change the objectives of WP82 (nor WP83), they slightly changed the work plans [1]: Only little specific information needs could be identified at this stage, as it was still very early in the project's life time. Thus, the high level analysis in the first phase will provide the recipients of the deliverables in the experimentation stage with a general overview on Policy, Legislation, Organisation, Procedures & Capabilities (PLOPC) of the different CM systems. In contrast, the update phase (M25-M29⁴) will be able to focus on more pertinent PLOPC issues identified by the other subprojects, with focus on supporting the development of the scenarios in SP6 and the requirements for the development of recommendations in WP82 and WP83⁵.

For the first phase of the high-level analysis, a common template for WP82 and WP83 has been developed (see Annexes Part B of D81.1 SP8 Work Plan [1] (CO, for internal use only)), to be used for the country studies as well as EU- and UN-level. For WP82, this template is covering issues on Organisation (e.g. chain of command, cross-border operational cooperation), Procedures (e.g. Standing Operating Procedures, national crisis management plans), and Capabilities (e.g. human resources, materiel resources, procurement regulations).

To fulfil WP82's second main objective, the development of recommendations involves an analysis of results of the high level analysis as well as experimentation results of CM solutions coming out of SP3/4/5/6 with regard to potential implications for adjustments of structures and processes in MS or EU-level.

Update for resubmission during the suspension (up to M27)

Following the decision taken in M3, the work in WP82 until M22 has been performed in parallel with WP83. The "high-level" overview on crisis management Policy, Legislations, Organisations, Procedures and Capabilities (PLOPC) in EU Member States, on EU-level, and UN-level as well as of those countries concerned by the DRIVER scenarios (merged D82.11 & D83.11⁶) has been delivered in time in M8. This provides a unique collection of "Supporting information on CM systems", thus serving as

- (i) non-technological performance conditions and criteria for designing experimentation/ trial scenarios (in SP3/4/5/6) as well as the test-bed (SP2) ,
- (ii) relevant background information for solution providers to enhance the innovation potential of their products and services by increasing the adaptability to different CM systems (and that will be included in the PoES)

⁴ Now scheduled M25-35 in task T88.1 of the new DoW (= merged old tasks T82.2+T83.2 update of the high-level analyses)

⁵ Now merged in WP88 after the amendment of the DoW

⁶ D82.11 – CM Organisations & Capabilities report AND D83.11 – CM Policy & Legislation report

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- (iii) basis for the development of recommendations for the EU and its Member States on how to benefit from the DRIVER-results to strengthen CM structures and improve common preparation and cross-border operations and, thus, enhance European resilience.

During the restructuring of the project, the decisions already taken in M3 finally resulted in the merge of WP82 and WP83 into the new WP830 CM policy context and recommendations in the new SP8 Assessment and Innovation.

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4 Objectives of WP83 “Governance”

As described in chapter 2.2 and more detailed in D81.1 SP8 Work plan [1], WP82 and WP83 are closely related: the objectives are similar although the work packages have a different thematic focus. In both work packages a high-level analysis will be conducted: while WP82 is focusing on aspects related to Organisation, Procedures and Capabilities of CM systems, WP83 is analysing governance issues, i.e. Policy and Legislation relevant for CM.

Main objectives of WP83 are:

1. Analysis of high-level **CM policy and legislation** (of MS, EU-level, and UN-level as well as of those additional countries likely to be concerned by the DRIVER scenarios). This information describes the context:
 - a. in which the potential solutions may be implemented, and therefore **supports the development of the Portfolio of emerging solutions (PoES)**
 - b. that needs to be taken into account when designing relevant scenarios for the experimentations/ trials, and therefore **supports the development of the scenarios** and the execution of Joint Experiments (JEs) and the Final Demo (FD) in SP6
2. **Development of recommendations** for the EU and its MS on how to benefit from the DRIVER-results to strengthen CM policy and legislation, and to improve common preparation and operations and thus, European resilience.

Further reasoning and conduction of the tasks are the same as in WP82 (see previous chapter for details).

Following the thematic focus, the template for the high-level analysis for WP83 is covering issues on Policy (e.g. with regard to risk assessments, or financing) and Legislation (e.g. general CM law, emergency rule).

The development of recommendations involves an analysis of results of the high level analysis as well as experimentation results of solutions coming out of SP3/4/5/6 with regard to potential implications for adjustments of policy and legislation in MS or on EU-level.

Update for resubmission during the suspension (up to M27).

As agreed in M3 (see also D81.1 SP8 work plan [1]), the work of WP83 has been performed in parallel with WP82 (see previous chapter on WP82 for further details).

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5 Objectives of WP84 “Standardisation”

The main objective of WP84 is the transfer of DRIVER results, mainly from SP2/3/4/5 and SP9, into standardisation activities.

As a first step to achieve this, the analysis of existing standards and standardisation activities will give an overview of the status quo including the identification of gaps. This will raise the awareness of DRIVER partners for the planned standardisation activities in the later phase of DRIVER by not only showing the gaps but also by giving an insight on how different the nature of standards in the field of CM can be.

Secondly, WP84 will crosslink with the respective subprojects in order to identify the potential implications of DRIVER results for standardisation; thus to identify the need for standards as well as to summarize and prioritize proposals for new standardisation activities.

In a third step a standardisation strategy will be developed that includes a draft business plan for the envisaged CEN Workshop Agreements (CWAs), as well as other standardisation activities and proposals such as input from DRIVER results to already existing standards and standards under development. The final deliverable D84.3 (Strategy for standardisation, including a draft of the business plan for the envisaged CEN Workshop Agreements (CWAs)) considers also the outputs of the previous two steps, D84.1 (Overview of existing standards and standardisation activities) and D84.2 (Summary of standardisation potentials).

Update for resubmission during the suspension (up to M27)

In line with the planning of M3, the informal deliverable D84.1 ‘Overview of existing standards and standardisation activities’, first provided in M8 (December 2014), was updated with recently published standards and standards under development in M17 (September 2015) and shared with the DRIVER consortium. The document has been restructured and customised for the needs of the DRIVER consortium in the second version and can be easily accessed and scanned for relevant standards. It will be updated continuously until its final version in M31.

Following the second step, a first workshop on potential standardisation topics thriving from the DRIVER project has been held at the project meeting in Lund in November 2015. In that workshop, 17 challenges have been identified potentially suitable to be dealt with in the framework of standardisation. In cooperation with WP53 an additional topic about classification of lessons learnt in crisis management has been discussed. The ideas for new standardisation activities will be followed up in the upcoming project period.

A liaison with CEN/TC 391 has been established in order to additionally fuel it with standardisation topics arising from the DRIVER project and to gain expertise to the project. Throughout this liaison a proposal for a standard on terminology in CM in cooperation between DRIVER and CEN/TC 391 is currently in preparation.

WP84 has been moved to the new SP8 (now WP850) without any changes in the original tasks and objectives. Additionally, this WP850 will now also cover the task on “Industrial and market aspects on

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novel CM and resilience building solutions” (merge of the previous tasks on the exploitation of the Portfolio of emerging solutions in the former WP73 and former WP85) to expand the assessment of the maturity of the CM solutions tested in DRIVER and to optimize its innovation potential. The findings of this task will also be taken into account in the identification of standardisation potential in this new work package.

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6 Objectives of WP85 “Economic & Legal Aspects of DRIVER Solutions”

The objective of WP85 is to build the economic model and plans supporting the sustainability of the DRIVER Test-bed (task T85.1), the exploitation of the DRIVER PoES (task T85.2), and the provision of legal advice (task T85.3). WP85 will collect relevant economic data, analyse project results from an economic perspective, develop economic models and plans and integrate the feedback from the working sessions with the concerned stakeholders in SP7. WP85 will further support the experimentation conducted in SP3/4/5/6 with regard to the legal issues (e.g. insurance of participants) and the development of the DRIVER PoES with regard to legal requirement (e.g. safety and data security).

In order to avoid unnecessary duplication and potential research gaps in the provision of relevant information and analysis for the coordination of impact and sustainability of the test-beds in SP7, task leaders of WP85 and WP73 (ECORYS, ARTTIC, and ATOS) have agreed to develop a common approach and integrate overlapping activities in developing sustainable test-beds and exploiting solutions. Benefits of a common approach include: the adoption of a shared problem definition for tasks WP85 and WP73, maximisation of impact, resource efficiency via limited additional coordination efforts, and ongoing knowledge sharing.

More specifically, the integration of the work packages ensures that the inventory of relevant data and inputs for the construction of relevant economic scenarios and business models matches the realities of the stakeholder environment, such as test-bed providers, solution suppliers, users and policy makers, especially at EU level. Finally, it enables the exploitation of DRIVER solutions at a deeper, more innovative, level. To facilitate this common approach, WP85 and WP73 will use the same project teams and adopt a roadmap of (shared) activities (see figure 7 in D81.1 [1]). A vision document is being developed to outline this common approach for WP85 and WP73, including a roadmap of activities, that will ensure maximum alignment of the content, deliverables and teams involved.

The tasks outlined below are subject to small changes as research and experimentation needs from SP2/3/4/5/6 will become better defined and assessed in the course of the project.

Task T85.1 – Sustainability of the DRIVER test-bed (M1-M52)

Task T85.1 will focus in M1-M29 on the collection of inputs and the development of economic scenarios and business models for SP7.

Step 1 – Data collection and research

This task will use inputs from SP2 where the DRIVER test-bed will be developed (description of test-bed available solutions, results of all tests, experiences of users, etc.) and inputs from 22.3, where economic effects of past disasters will be collected. Relevant costs aspects (maintenance,

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exploitation, further improvements, etc.) and economic information related to the sustainability of the test-bed will be collected, such as factors related to the test-bed influencing the market. This includes for example pre-commercial testing possibilities, pre-commercial procurement, benchmarking options, potential solutions to the CM market failures, etc.. Additionally, information on the current economic situation in Europe and expected economic developments will be collected.

Step 2 – Development of economic scenarios

The inputs from step 1 will feed the development of future economic scenarios. The scenarios developed will be used in the analysis of the test-bed sustainability. Potential economic models and organisational set-ups will be investigated, considering different economic scenarios. These economic models will take into account issues such as the varying number of suppliers or possibilities for the use of PPP, etc. Potential business options will be developed and these will be further investigated in SP7.

Step 3 – Development of business models

Relevant information on necessary adjustments to a potential CM experimentation business case will be investigated. Two public DRIVER impact and sustainability workshops will be jointly organised by SP7 and SP8 (with external stakeholders and jointly with tasks T85.2/T73.2) in M9 and M17 to ensure ongoing feedback on the (interim) outputs of T85.1. The results of the discussions with stakeholders in SP7 will then feed back into the analytical work carried out in this task. The most promising economic models will be selected and recommended for further investigation in SP7.

All collected information in T85.1 will be shared and used in SP7 to further investigate the sustainability of the test-bed.

Task T85.2 – Exploitation of the DRIVER Portfolio of emerging solutions (M1-M52)

Step 1 – Data collection and analysis

The economic scenarios developed in T85.1 will be used as a main input for task T85.2. Additionally, the results of the experimentation activities in SP3/4/5/6 as well as the results of SP9 regarding potential positive societal impact related to different solutions will serve as inputs for this task. The test results will be analysed in this task taking into account the economic aspects and the exploitation plans of the involved solution providers in particular. In addition, relevant economic information related to the exploitation of these solutions will be collected. This will include the analysis of the competitiveness of solutions in their respective market sectors. The main markets will be investigated at European level and in the most relevant MS.

Step 2 – Competitiveness analysis

The competitiveness analysis will include the characteristics of the market sector, relevant developments, global competitive position of Europe, number of suppliers, export possibilities,

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export constraints, etc.. This will then be used to develop business models and exploitation planning options for the DRIVER PoES.

Step 3 – Exploitation of DRIVER solutions

The WP85.2 results will be shared with SP7 (WP73.2) on a regular basis and discussed with the respective stakeholders – both suppliers and their future clients. This feedback will then be used to further improve the business models and exploitation plans for the DRIVER PoES. Two public DRIVER impact and sustainability workshops will be jointly organised by SP7 and SP8 (with external stakeholders and jointly with tasks T85.1/ T73.1, as already mentioned under task 85.1 Step 3) in M9 and M17 to ensure ongoing feedback on the outputs of T85.2.

All collected information will be used in SP7 to further investigate exploitation of the DRIVER PoES.

Task T85.3 – Legal advice (M1-M54)

The objective of Task T85.3 is to act as legal and regulatory advisor (LRA) to the DRIVER project with regard to three subtasks:

1 – Advice on legal and regulatory conditions with regard to experimentation (research)

Issues to be addressed include: loss of wages for civilians, data protection, insurance, liability, etc.

2 – Advice on legal and regulatory conditions and policy with regard to the DRIVER solutions implementation

These conditions relate to e.g. legal constraints for Psycho-social-support (PSS) solutions, liability aspects of community building and volunteering, liability aspects in general, freedom of press, loss of wages for private logistics providers, safety at work, data security, etc.

3 – Ad-hoc legal advice

This subtask concerns provision of legal advice upon request (throughout the project’s life span). Any ad-hoc requests will only be performed on the condition that the available budget is sufficient enough to honour the request.

For both subtasks (1) and (2), generic information on legal conditions will be provided early in the project (year one). On the basis of the description of experiments in SP3/4/5/6, more detailed legal aspects to comply with are to be gathered and provided towards the end of the project. In order not to duplicate efforts in regard to legal advice for experimentation, task T85.3 will seek close cooperation with task T72.3 and former WP91 (see D95.2.1 including guidance with regard to SC15, data protection and D91.3).

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Update for resubmission during the suspension (up to M27)

Following the decisions taken at the beginning of the project [1] a joint roadmap (work plan) was developed comprising the main activities of WP85 and WP73 until December 2015.

Most activities regarding the sustainability of the test-bed thus involved the development of a DRIVER sustainability concept in the “First report on sustainability of DRIVER” (D73.1). Following the completion of the DRIVER concept, the review meeting in May 2015, and increasing calls to integrate T85.1 more explicitly into SP2, ECORYS, ARTTIC and FOI had a brainstorm session in August 2015 (M16) to work on a more specific vision on test-bed sustainability and develop a joint SP2/SP7/SP8 roadmap of activities. This vision was further refined during a brainstorm session with the DRIVER platform partners in December 2015 once it was confirmed that sustainability aspects of the test-bed would be formally integrated into SP2.

Since then, the focus of this task has been on four main activities:

1. development of a theoretical framework around a sustainable test-bed (D250.21 DRIVER test-bed sustainability – a theoretical framework)
2. development of an organizational concept (D250.22 DRIVER test-bed sustainability – an organisational concept)
3. conducting case studies of the DRIVER platforms
4. development of sustainability options and guidelines for current and future (DRIVER) platforms (D250.23 DRIVER test-bed sustainability – Guidelines)

The first three activities are well on their way (first drafts of the theoretical framework, organisational concept and baseline of the use cases have been completed).

As a result of the large-scale restructuring of DRIVER, the scope of this task was formally adapted so that the sustainability question could be approached from a broader perspective and could do better justice to the diversity of platforms, people, methods, and potential solutions that make up the test-bed ecosystem. Specifically, it was recognised that sustainability must first and foremost be linked to end-user involvement (platforms) and cannot be limited to economic or technical aspects. For this reason, MSB took over the coordination of this task; ECORYS and ARTTIC remain responsible for the task deliverables.

Preliminary work on the Portfolio of emerging solutions (PoES) concept was done as part of a vision paper on sustainability and impact in the mentioned D73.1, while concrete activities on the market aspects of the PoES will start at a later stage (in WP850 Standardisation).

Regarding legal advice, a scoping document has been finalised. As a follow-up of the meeting in Ispra in February 2015 (M10), the SP3, 4 and 5 leaders were asked whether or not they would be in need of ad-hoc legal advice in the short run (mid-2015). SP5 indicated this need and some ad-hoc advice has indeed been given with respect to data protection and liability in context of a workshop.

In course of the restructuring the quite distinctive tasks of WP85 have been integrated together with its parallel tasks in WP73 in a more related setting. The tasks on sustainability of the test-bed (tasks T85.1 and T73.1) has been moved to SP2 and integrated into WP250 “DRIVER Platforms Preparation and Improvement”, to be closer linked to the relevant parts of the mentioned test-bed activities. The

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tasks on the exploitation of the PoES (tasks T85.2 and T73.2) have been moved to the new SP8, were all DRIVER activities related to the assessment and innovation potential of DRIVER solutions have been joined. It will be part of the standardization WP850, contributing another perspective on assessing the maturity of the tested solutions and combining the standardization with the market potential in one single work package. As a transitional activity the tasks on legal advice (tasks T85.3 and T73.3) have been moved to SP1, as it better fits with the overall management of the DRIVER internal activities (now in WP130 Research Ethics, Scientific support, IPR & legal issues). Also the scope of the task has been adjusted and is described as follows: *'The subtask addressing specific legal advice relates to the provision of guidance on legal and regulatory conditions with regard to experimentation (research) and the DRIVER solutions. Questions to be addressed mainly involve liability, data protection and insurance issues. The analysis will highlight the most pressing legal topics within the DRIVER context, based on a priority selection of requests from DRIVER partners. It will take the form of 5-6 case studies that (each) will tackle a legal topic. In addition, this subtask will provide ongoing legal advice upon request (ad-hoc), within the available budget.'*

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7 Correlations between SP8 and other SPs

To achieve the SP8 objectives, close collaboration with other DRIVER subprojects is required. Table 1 provides an overview on major correlations – inputs and outputs – of SP8 activities and other subprojects.

WP	Input from SPx	Output to SPx
81	SP1 (overall DRIVER concept, updates, first project results)	<u>SP8 work plan & objectives to MS1 & MS3</u> ; <u>List of contacts to SP7</u>
82, 83	SP1 ; SP6 (description of JE Scenarios), for high-level analysis; SP2 (SOTA test-bed), SP3 (SOTA civil resilience), SP4+SP5 (results of SEs), SP6 (JE execution report + evaluation data), for recommendations	<u>CM organisations report/ Policy & Legislation report to SP2-SP6</u> ; <u>Recommendations to SP7</u>
84	SP2 (SOTA test-bed), SP3 (SOTA civil resilience), SP4 (SOTA response systems), SP5 (results of SEs), SP9 (reports on societal impacts, for standardisation potential)	<u>Overview of existing standards & standardisation activities to SP1 (SOTA) and to SP6 (Final Assessment)</u> ; <u>Strategy for standardisation to SP7</u>
85	SP2 (E.g. SOTA test-bed; DRIVER Experimentation communities of interest; DRIVER Reference Database), SP3 (SOTA civil resilience), SP4 (e.g. results of experiments), SP6 (e.g. report of DRIVER PoES), SP7 (interim results exploitation of DRIVER PoES)	<u>Economic info on sustainability of test-bed/ for exploitation of DRIVER solutions to SP7</u> <u>Legal conditions report to SP2-6</u>

Table 1: SP8 correlations to other subprojects

Update for resubmission during the suspension (up to M27)

As stated in the update of the Introduction, the joining of all DRIVER activities related to the assessment of DRIVER solutions enables the new subproject to synchronise/ align these efforts and make them more effective and efficient especially with regard to cross-SP cooperation. This mainly focuses on the evaluation needs during the experimentations/trials and the contact to the solution providers, but will also cover the involvement of practitioners and experts from inside and outside the project, e.g. to validate the DRIVER results in specific workshops.

The assessment methodology in DRIVER is part of the experimentation methodology and preliminary created in SP2/WP23, while it will be further developed and adapted in WP820 to meet the specific assessment needs resulting from the different perspectives.

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Those needs will be fed back into the evaluation of the JEs, thus supporting, based on all DRIVER results and also involving external expertise, the development of the DRIVER Portfolio of emerging solutions, constituting a well-balanced collection of prospective innovations with a promise to cost-effectively upgrade CM capabilities and resilience building across Europe, thereby guiding close-to-market innovation activities.

As indicated, a conceptualisation workshop for the new SP8 was held in March 2016 (M23), to develop a more detailed new work plan (informal input to WP820-850 and other DRIVER subprojects). A first version for a new SP8-wide cross-SP approach has been drafted, to gather information on the different DRIVER solutions relevant for the later assessment in SP8 (see the DRIVER periodic report for year 2 for further details).

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8 Conclusion

The objectives of SP8 as described in this document reflect those in the DoW, yet have been elaborated in more detail based on the outcomes of the SP8 conceptualisation workshop and validated by cross-checking with the planning of the other subprojects.

In sum, the overall objective of SP8 is to analyse the non-technological environment of potential solutions and to derive requirements to be taken into account for the design of the experimentation campaigns, which includes data on CM organisations, procedures, capabilities as well as CM policy and CM related legislation; proposing new standards for CM; and providing necessary economic analysis. To achieve this, the work is split up in five work packages. Objectives of WP82 “Crisis Management Institutions & Capabilities” and WP83 “Governance” are closely related, and the work is conducted in close collaboration. WP84 “Standardisation” is strongly dependent on input from other subprojects and started its main activities later in the project. WP85 “Economic & Legal Aspects of DRIVER Solutions” has strong correlations to SP7 (WP73 “Developing Test-bed Sustainability & Portfolio Exploitation”), thus strong collaboration is ongoing.

The approach how to achieve the objectives described in this document is content of D81.1 “SP8 Work Plan” [1], submitted at the same time as this deliverable.

In M29, an additional review of these objectives, based on first results in SP8 as well as input from other subprojects, will be provided (D81.22).

Update for resubmission during the suspension (up to M27)

Difficulties in reaching the SP8 objectives have been encountered in year 1, resulting from the quite distinctive tasks in its work packages, which hampered a single strong cross-SP approach. The new structure of DRIVER including the merge of main parts of the previous SP8+SP9 and the joining of activities related to the assessment of CM solutions in the new SP8 is supposed to overcome these problems. A conceptualisation workshop for kicking-off the new SP8 tackling its work plan and objectives was held in March 2016 (M23).

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- [1] Vollmer, Maïke, Linde-Frech Isabelle (ed.): *D81.1 SP8 Work Plan*. Deliverable of the DRIVER project, 2014.

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