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

D71.1 – SP7 Strategy and roadmap

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PP	☐
RE	☐
CO	☐

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List of Acronyms

Abbreviation / acronym	Description
CBRN	Chemical, biological, radiological and nuclear defense
CEN	European Committee for Standardisation
CM	Crisis Management
CNIL	Commission Nationale de l´informatique et des libertés
DCMT	DRIVER Community Management tool
DCOD	DRIVER Community Operating Database
DG ECHO	European Commission's Directorate General for Humanitarian Aid and Civil protection
DG ENTR	European Commission's Directorate General for Enterprise and Industry
DoW	Description of Work
EU	European Union
FP6	Sixth Framework Programme
FP7	Seventh Framework Programme
MS	Member State
RTD	Research, Technology and Development
S&T	Strategy & Technical
SP7	Sub-Project for Impact & Sustainability
UAG	User Advisory Group
UN	United Nations
USP	Unique Selling Proposition
WP	Work package

Executive Summary

The main objective of this strategy and roadmap document is to align the short and long-term vision of the DRIVER partners regarding impact and sustainability and furthermore to define and plan the main dissemination activities aiming to raise awareness about the DRIVER activities and results and reach the desired sustainability.

The key strategic impact optimisation objectives of SP7 are to drive the development of the sustainability of the pan-European Test-Bed, to prepare and stimulate the exploitation of the DRIVER Portfolio of Tools that improves crisis management at member state and EU level and to stimulate on a lasting basis shared understanding, collaboration and innovation in CM. To achieve this the strategic cornerstone of the DRIVER impact optimising strategy is to bootstrap, develop and engage with a dedicated DRIVER Community involving different categories of stakeholders including practitioners, policy makers, technology suppliers or citizens, to facilitate a deeper and shared understanding of CM across Europe.

The DRIVER Community building roadmap is structured in 3 stages:

- Bootstrap: At early stage of the project, the focus lies on agreeing on a common approach and raising awareness and interest in the project. Different dissemination activities such as an external newsletter, a project website and a dedicated Community registration page and database will help to achieving this goal. The community database will be initiated by recruiting directly contacts of the DRIVER consortium partners.

- Expansion: Once, stakeholders have been informed about the project, the main focus is to create a dialogue, invite them to join the DRIVER Community and engage them in the various activities in the project, in particular the experimentation campaigns, being early adopters of both, the DRIVER tools, and the DRIVER test-bed and related methodological approaches.

- Take-off: During the last stage of the project, the main objective is to prepare the uptake of the DRIVER Portfolio of Tools and of the DRIVER Test-bed and to make these results and the DRIVER Community sustainable, thereby contributing to the take-off of the sustainable DRIVER impact.

All dissemination activities are geared to support this staged roadmap and SP7 has already successfully started some developments:

- An initial dissemination plan has been developed (and included in this deliverable) and will be regularly updated.
- Developing initial dissemination material such as
    - a project abstract
    - a DRIVER overview presentation (which will need to be customised in different variations to specific target groups)
    - a first press release
    - a DRIVER external newsletter template to raise awareness and interest in the project
- An initial events calendar to monitor planned events of DRIVER partners has been set up and will be regularly updated.
- Communication rules with regard to external communication were distributed to all partners to ensure a coordinated communication.

To ensure that DRIVER will deliver a sustainable pan-European test-bed infrastructure SP7 has

foreseen, in coordination with WP83, to interact with stakeholders (practitioners-users, test-bed suppliers, technology suppliers) to discuss strategies and business models (developed in SP8). Similarly, also in partnership with SP3, SP4 and SP5 DRIVER Portfolio of Tools exploitation planning activities will prepare through the interaction with the concerned stakeholders, the uptake of the DRIVER Portfolio of Tools and making it sustainable; as the future of the DRIVER Portfolio of Tools is closely related with the sustainability of the DRIVER Test-bed these activities are expected to cross-fertilise each other.

The impact and sustainability of the DRIVER Test-Bed and Portfolio of Tools are central to the success of the project and can only be achieved if all DRIVER partners actively contribute, providing contacts, delivering input for dissemination material, hosting events and promoting the DRIVER Community using their networks. The high visibility of the DRIVER project, the financial constraints and the cooperation with many different partners make SP7's task complex and challenging. Only through an effective cooperation within SP7 and between SP7 and the remaining DRIVER SPs can these challenges be successfully overcome and risks mitigated. In particular the timing of the communication and dissemination activities has to be carefully monitored to ensure that results are communicated to the right target audience at the right time.

The SP7 work package leaders, and in particular ARTTIC, the SP7 leader, have the overall responsibility of coordinating all activities with regard to impact and sustainability ensuring that the communication rules are properly applied, the activities carried out as planned and resources spent appropriately. The roadmap and dissemination plan as presented in this document will help to ensure that all SP7 activities will be carried out according to the plan. In addition, an effective monitoring process of the dissemination activities and a constant feedback from the partners and Community members will ensure that the planned activities are constantly evaluated and improved.

The present Strategy and Roadmap, which will be regularly updated, will contribute to constantly aligning SP7's strategic objectives and the partner's roles to align it with the main project achievements to ultimately reach the DRIVER goals.

1 Introduction

The overall objective of the Sub-project Impact & Sustainability (SP7) in DRIVER is to prepare the future impact and sustainability of the DRIVER Test-Bed and tools by promoting the project and its results to a large community of stakeholders. This can only be achieved through an active involvement of all DRIVER partners. The main objective of this strategy and roadmap is to align the short and long-term vision of partners regarding impact and sustainability to ensure that they are aware of SP7s strategic objectives and their respective roles.

The first section of this document presents the main objectives of the project and more specifically the SP7 objectives, to have a common understanding.

Then, the short term and long term strategic goals of SP7 and key success factors are presented in a roadmap, including a particular section specifying the partner's roles and prioritising resources to ensure that all DRIVER partners are aware of their role within SP7.

The impact and sustainability of the DRIVER results are central to the project success. This task can be a challenging task in view of the complexity of the project and SP7s limited financial resources that require for everyone to seek synergies where possible. All the partners have to be conscious of these challenges and the key success factors to cope with the challenges as presented in this document to be able to mitigate risks.

To achieve impact and sustainability, DRIVER needs to achieve a high visibility in particular with regard to the Test-Bed results and DRIVER Portfolio of Tools. To this end the document presents a range of dissemination activities to effectively promote the project, raising awareness and interest and engaging Community members.

Additionally the document comprises a detailed overview of all relevant channels for dissemination activities to be carried out, presenting the main SP7 deliverables and project milestones that are interconnected with SP7 . This timeline will ensure that partners are aware of the appropriate timing and interdependencies of activities, to ultimately achieve the DRIVER goals.

This document is a contractual deliverable (D7.1) of the project. As dissemination will be an ongoing activity in the project the present Strategy and Roadmap will be updated by subsequent versions along the project, namely D7.1.2, D7.1.3 and D7.1.4.

2 Short project background

Crisis Management (CM) is an ever evolving challenge.

> Hazards change, both for natural and man-made reasons – climate change being a well-known example of the latter.

> Vulnerabilities change, for reasons ranging from the establishment of settlements in new areas to societal evolution affecting people's ability to cope with crises.

> Interconnectedness changes because of increased connectivity in the technical domain, for example the power transmission system, and in the socio-cultural domain as cross-border communities become increasingly important.

This does not necessarily mean that the frequency of crises increases, but unless innovation is up to the challenge of producing solutions, which fully exploit modularity, flexibility and adaptivity, then either the cost of capability development or the costs due to inadequate management of ever more complex crises will grow. In addition, European CM capabilities are already a mature and competent System-of-Systems – here interpreted as a federation of heterogeneous and loosely coupled local, regional and national systems able to collaborate in varying configurations and with varying levels of interoperability. Radical change to these capabilities would be very costly and likely incur unacceptable loss of CM capability during a long transition phase.

For the reasons outlined above DRIVER is not about wholesale redesign of crisis management (CM) capabilities. Instead it is about the simultaneous launch of an ability to adapt European CM to future demands as they emerge by means of a distributed European Test-Bed for CM capability development. The Test-Bed will consist of virtually connected exercise facilities and crisis labs where users, providers, researchers, policy makers and citizens jointly and iteratively can progress on new approaches or solutions to emerging issues, and in developing a well-balanced comprehensive portfolio of CM tools (here taken to include not only technological solutions, but also operational concepts, approaches and policies). This portfolio should supplement the valuable European CM legacy in a cost-effective manner with regard to current and foreseeable challenges.

The Test-Bed and the portfolio are the two main dimensions of DRIVER – and they also constitute two of the three main S&T objectives, which make up DRIVER's mission. The third main objective is the creation and fostering of a DRIVER Community including all stakeholders in CM (public, private, non-profit, citizen organisations, researchers, industrials), who are concerned by societal and technological innovation in CM and its uptake. This constantly evolving Community will facilitate a more deeply shared understanding of CM across Europe.

The DRIVER consortium consists of 37 organisations from 13 EU Member States and two associated countries. The project will be coordinated by European IT services leader Atos with technical and scientific support from the Swedish Defence Research Agency (FOI) and the Fraunhofer Institute for Technological Trend Analysis (INT). The total available budget will be roughly 45 million Euros, i.e. DRIVER will be the largest CM project in Europe, if not the world, for the foreseeable future.

3   Short background information on SP7

The overall objective of the Sub-project for Impact & Sustainability (SP7) in DRIVER is to prepare the future impact and sustainability of the DRIVER Test-Bed and tools by promoting the project and its results to a large community of stakeholders. SP7 is organised in 5 Workpackages which are shown in the table below.

Sustainability and impact

Coordination of Impact & sustainability
• WP71 •

Community building & External relations, Panels and Advisory Structures
• WP72 •

Testbed sustainability & portfolio exploitation
• WP73 •

Dissemination management
• WP74 •

DRIVER events
• WP75 •
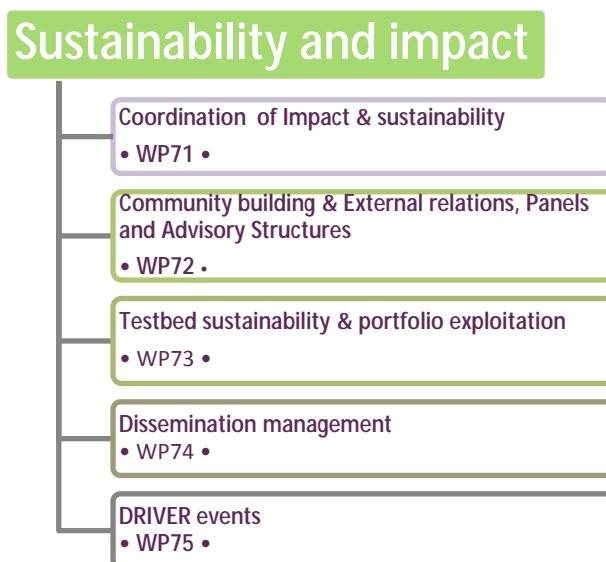
Figure 1 : SP7 WP structure

SP7 will deliver effective impact & sustainability by creating and fostering a sustainable DRIVER Community, including all stakeholders in crisis management (public, private, non-profit, citizen organisations, researchers, industrial), who are concerned by societal and technological innovation in CM and its take-up. This DRIVER Community will dynamically evolve throughout the project. Within the DRIVER Community, sub-communities will be developed according to different dimensions such as categories (users, domain experts, technology providers) and sub-categories (e.g. first responders) other dimensions (e.g. type of disaster). SP7 will raise the visibility of the DRIVER project and awareness about the experimentation outcomes and technological results amongst the broadest possible stakeholder community. External relations are central to SP7, which will be in charge of the communication with policy makers, media and standardisation bodies/standards committees and the publication of project results. SP7 will prepare the future by also focusing, on the sustainability of the European Test-Bed for Crisis Management. This will be facilitated by designing economic and organisational models in association with the stakeholders, which will leverage the exploitation of the DRIVER Portfolio of Tools for use in such a Test-Bed.

SP7 involves 20 partners with a total of 211,5 person months, ARTTIC being the leader. All activities in SP7 are spanning from M1 to M54. The total available budget of SP7 is 3 315 876 €.

4 Strategic outline

4.1 Strategic cornerstone: the DRIVER Community

The key strategic objectives of SP7 leading to the success of the project are:

- To drive the development of the sustainability of the pan-European Test-Bed
- To prepare and stimulate the exploitation of the DRIVER Portfolio of Tools that improves crisis management at Member State and EU level
- To build a dedicated DRIVER Community to facilitate a deeply shared understanding of CM across Europe

The core strategy underlying the DRIVER strategy and roadmap and the basis for all SP7 activities is to bootstrap, develop and engage with dedicated DRIVER Community involving different categories of stakeholders. The targeted stakeholders will be policy & decision makers at EU institutional, member state & international level, public authorities and NGOs related to CM, solution & technology suppliers, researchers, standardisation bodies and civil society in general.

4.2 Roadmap stages

Dissemination in the project is an ongoing activity depending on the achievements of the DRIVER project results. Therefore the DRIVER Community building is structured in 3 stages:

1st stage (M1 to M18)
Early Community building- Raising awareness
- Build a database of stakeholders by leveraging existing contacts and developing them
- Raise interest by communicating about important achievements
- Start contacts with organisations interested in CM experimentation (cooperation with SPs) and other projects
- First meetings of DRIVER Advisory Board, Expert Groups and dedicated DRIVER Panels
- Start two-way dialogue through Community building activities
- First discussions to prepare the sustainability of the DRIVER Test-Bed

2nd stage (M19 – M36)
Community expansion- Engaging the Community
- First major DRIVER events
- Continuously inform DRIVER Community members of latest developments & involve them in activities (especially experimentations)
- Stimulate exchange experiences & best practices
- Deepen engagement and participation in DRIVER activities
- Prepare take-up and sustainability of results and especially of Testbed services

3rd stage (M37 – M54)
Community consolidation- Preparing the uptake of the test-bed and portfolio of tools
- Regular major events
- Accompaniment of testbed deployment and major experimentations
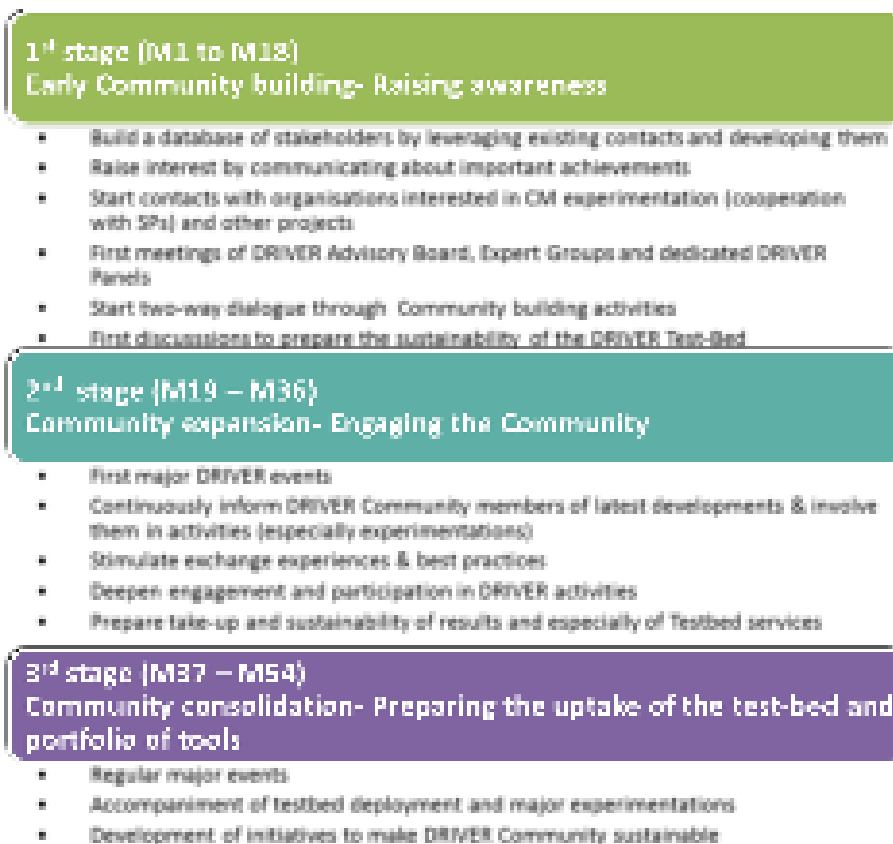- Development of initiatives to make DRIVER Community sustainable

Figure 2: DRIVER Community building process

In the early stage of the project, the main focus is to raise awareness and interest of the stakeholders in the project. Once the stakeholders will have been informed about the project, the main intention is to create a dialogue and engage them in the DRIVER Community and in various activities in the project, in particular the experimentation campaigns, being early adopters. In the last stage of the project, the main objective is the uptake of the DRIVER Portfolio of Tools and the DRIVER Test-Bed to make the DRIVER Community sustainable. In the following chapter these process stages will be explained in more detail.

5 Operational outline

5.1 Raising awareness and creating interest

As previously explained, Community building within DRIVER will be done in different stages. In the first stage of the project the main focus is to raise awareness and interest in the project as many stakeholders do not know the project.

In order to do so, the project will use different dissemination tools such as an external newsletter, a public website, a project abstract and flyer and press release to communicate about the project and in particular about important achievements. All DRIVER partners will actively engage with existing and new contacts to create a two-way dialogue.

It will be important that the presentation material is adapted to specific target groups to provide a straightforward answer from different constituencies to the question "What's in for me?".

5.2 DRIVER Community Management tool

The DRIVER Community is expected to bring together thousands of contacts in multiple interactions. This complexity needs to be managed effectively. In SP7 ARTTIC will use its currently developed Community Management Tool (DCMT) to support its dissemination activities in different European RTD projects. This development will be used in DRIVER to create, in coordination with PSCE, a platform to support DRIVER Community management.

Note on property rights: any individual providing directly or indirectly personal data remains the owner of his own personal information, independently if this information is provided by himself or a third party. By joining the Community the individual Community member makes his data available to enable the DRIVER Community to enter into contact with him within the limitations specified in his registration. The same applies to the data of Community members which contact details have been provided by the DRIVER partners. The information about DRIVER events and activities will become the property of the DRIVER Consortium. The DRIVER Community Management, i.e. the tool to manage this information, is developed by ARTTIC in a range of projects, where ARTTIC has community management responsibilities, and hence represents ARTTIC's side-ground; it will hence remain the property of ARTTIC (and possible co-developers).

The DCMT will be centred on a dedicated database, the DRIVER Community Operating Database (DCOD), which will handle dynamic information about members of the DRIVER Community – their level of expertise, their level of interest and involvement in the DRIVER project as well as information about their sponsors and the type of communication. The DCMT will be used to:

- manage the web-based data collection directly from prospective members
- support recruitment by first-level administrative users
- support updates by the Community members or administrative users and communication as well as sponsor approval
- manage consortium information
- administer the registration to (physical and virtual) events
- administer the travel expenses of invitees

- create a community "DRIVER Who is Who?" (including a self-presentation by members)
- implement targeted communication by automatically creating and updating dedicated mailing lists
- automatically set up dedicated discussion forums for dynamically constituted groups (e.g. all participants in a given sub-project or a thematic interest group)
- facilitate the collection of targeted information from community members

By joining the Community, its members will be able to :

- Receive newsletters and announcements
- Get early invitations for attending meetings and workshops related to their field of expertise
- Create networking opportunities (get access to other stakeholders from the community based on their expertise)
- Have opportunities to participate as key speakers at major events to present their work
- Be informed on open calls and DRIVER experimentation campaigns
- Work jointly and iteratively with other community members on new approaches and solutions to crisis management issues

The DRIVER Community will also be the platform for liaising with related research and innovation projects.

In a first step, the database structure, functionality and web user interface will be set up. This information will in particular enable the management of sub-networks and –communities organised along different dimensions (stakeholder category, form of crisis, type of expertise, level of interest / involvement in DRIVER, nationality, international versus national versus regional scope, private versus public, profit versus non-profit etc.). PSCE and ARTTIC , the main partners involved in task 72.1- Set-up and management of the DRIVER Community database & web tools, held a first meeting to define the structure of the database on June 12th 2014.

In a second step, the database will be populated with contacts provided by the DRIVER partners and first members of the DRIVER Community, and the DRIVER Advisory Board.

In a third step, once the DRIVER web site goes live and the project starts organising events, the database will be continuously updated. The database structure will be regularly assessed and updated.

As the DCMT will only become fully available later during the DRIVER project, as a temporary solution, PSCE and ARTTIC have agreed that ARTTIC should set up an initial registration page to allow first DRIVER contacts to sign up for the DRIVER Community. This tool is particularly important at the beginning of the project since project partners are attending events with networking possibilities allowing to start early on with Community building.

Once the DRIVER website will have been set up it will integrate a link to this web page to sign up and register to the DRIVER Community. A dedicated DRIVER Community Intranet will support the coordination between and with members as well as the exchange of information. The contact data will be declared to the French Administrative Authority (CNIL). The registration page will contain an informed consent form, allowing stakeholders to agree or disagree that DRIVER partners can contact them. Furthermore, they can also indicate which type of information they wish to receive (newsletters, invitations to experimentation campaigns, press releases etc.).

Furthermore, during this stage first contacts with organisations and projects interested in crisis management will be established in cooperation with all SPs. SP7 will in particular closely liaise with SP8, the latter being in charge of developing relations with policy- makers. All stakeholders will be

invited to register for membership to the DRIVER Community using the DRIVER community registration page.

First meetings with the DRIVER Advisory Board members, expert groups and DRIVER panels will be scheduled to start a two-way dialogue. The DRIVER Advisory Board members have not only a role to make recommendations to the project but they also act as ambassadors to help to optimise impact and build the network for the project in particular for the DRIVER Community.

5.3   Engaging with the DRIVER Community

Once the DRIVER Community members have joined the DRIVER Community, they will be invited to engage with the project. When registering to the Community, stakeholders were able to choose the type of information they wish to receive. Based on this information, SP7 will ensure that DRIVER Community members will be continuously informed about project achievements and receive the information they have requested.

The most visible components of the Test-Bed will be the DRIVER partner platforms (DRIVER experimentation campaigns). A platform consists of physical assets and other resources where testing and experimentation can be carried out. These assets range from training grounds and schools to dedicated test facilities, supported by communication networks and IT systems. The primary beneficiaries of the project outcomes (the distributed European CM Test-Bed, portfolio of tools, methodologies and best practises) will be members of the DRIVER community. DRIVER partners are dedicated and well suited to carry out exploitation activities thanks to the existing wide network of business contacts and collaborating entities, as well as their involvement in various market segments and the major international forums. SP7 will

- invite selected DRIVER Community members to discover the DRIVER Test-bed capabilities as they take shape
- engage selected DRIVER Community members – as observers and / or participants - in the experimentation campaigns

As the experimentations and technical developments progress DRIVER Community members will be continuously informed about the latest developments and invited to get involved in different stages of the experimentation campaigns. Moreover, they will be invited to participate in different type of events, depending on their interest and expertise. The main intention is to stimulate the exchange of experiences and share best practices. An overview of the different types of events that are planned in SP7 will be provided in section "Annex 4: Dissemination plan".

5.4   Prepare the sustainability and uptake of the DRIVER Portfolio of Tools and DRIVER Test-Bed

Developing Test-Bed sustainability and the exploitation of the DRIVER Portfolio of Tools is a major objective of SP7. Exploitation of project results will be planned to cover a five-yearlong period after the funded phase of the project. The strategy will be laid down in a sustainability report to be produced within WP7.3 in M19. Exploitation within DRIVER has two major dimensions:

- Practitioner-user centred exploitation to optimise societal impact, i.e. more effective CM, by
  - o Improving the capabilities of practitioners-users to perform their duties of emergency response in a more effective way.

- o Providing practitioners-users with a test-bed and a methodology to support their investment decisions with reliable evidence and helps industry to better meet the requirements in CM
- Economic competitiveness: enable European technology suppliers to develop strong positions in the global market place through an effective market uptake of their results
  - o Demonstrating their technologies through major experimentations
  - o By engaging at an early stage with early adopters and potential later customers

At project launch, the DRIVER Test-Bed providers still have to develop a common vision for the future pan-European DRIVER Test-bed. This common understanding will only be achieved once the project will have further advanced and Test-Bed will have been selected. It will also through extensive discussions and coordination with the Test-Bed providers.

Sustainability will take place at several levels within the project and will be achieved by providing specific mechanisms in different areas:

- Technical sustainability. SP2 will conceive the platform to be prepared to cope with the evolving aspects of the CM. This includes sharing of partners" resources, the flexibility and adaptability to host future experiments with new capabilities, and future evolution. Methodological sustainability. The body of knowledge on experimentation produced in DRIVER must be maintained and continually improved. This evolution will rely on continued cooperation and sharing of knowledge. In creating the DRIVER Test-Bed, a network of organisations with the required competences will be created, with established points of contacts.
- Organisational sustainability of the Test-Bed. One critical condition for sustainability is finding suitable organisational forms for maintaining the DRIVER Test-Bed. Possible solutions for this will be studied in SP7, in close cooperation with present-day owners of Test-Bed assets. SP2 will also create a Community of Interest involving a growing group of stakeholders with interest in CM experimentation, providing a seed for further activities, after the project.
- Financial sustainability of the Test-Bed. SP7 (supported by SP8) will identify possible revenues streams and/or appropriate business models to transform the Test-Bed into a durable and self-sufficient entity.
- Stakeholder engagement and acceptance. Again, sustainability will only be possible when a community endorses the process. The DRIVER community (SP7), comprising stakeholders with a strong interest in experimentation, will be key to uptake the integrated innovation framework.

To optimise sustainable impact and exploitation SP7 will closely interact with the other SPs:

- With SP8: T73 will consolidate and develop – through the interaction with and between the respective stakeholders – the concept for the sustainability of DRIVER as a whole, including the sustainability of the DRIVER Community, DRIVER Test-Bed and DRIVER Benchmarking. From the outset of the project SP7 will work in tandem with WP8.5, responsible for building the economic model and plans supporting the sustainability of the DRIVER Test-Bed and exploitation of the DRIVER Portfolio of Tools; WP85 will deliver the economic models and plans supporting the sustainability of the Test-Bed and exploitation of the Portfolio of Tools. WP8.5 will closely liaise with SP2 where the DRIVER Test-Bed will be developed. SP7 will engage the DRIVER Community to discuss the corresponding visions, strategies and business models. Through this active engagement the uptake of the DRIVER Test-Bed and DRIVER

Portfolio of Tools will be prepared. 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.

- With SP2:. SP7 will raise awareness about the test-bed development results as well as provide support to SP2 in terms of external stakeholder feedback.
- With SP3, SP4 and SP5: SP7 will provide support corresponding awareness in the DRIVER Community regarding the Portfolio of Tools as well as provide opportunities to engage with DRIVER Community members in forms of feedback and early adoption.

During the last stage of the project, the focus will be to prepare the future of DRIVER, preparing the uptake of the DRIVER Portfolio of Tools and DRIVER Test-Bed by developing deepening the exchange with the DRIVER Community with regard to Test-Bed sustainability and the exploitation of the DRIVER Portfolio of Tools. DRIVER Community members will be continuously invited to accompany Test-Bed deployment and major experimentations, in particular the final demonstration to provide valuable input. In addition, they will be invited to regularly attend the DRIVER events, such as simulation centred workshops. The most appropriate business model for DRIVER will be further developed and validated in association with the Community members. Proposed solutions for successful exploitation of the tools that align exploitation plans to the economic context will lead to concrete marketing plans. IPR and legal issues which may influence the future impact of DRIVER will be managed as well.

6 Dissemination activities

The following dissemination activities as detailed within Sub-project 7 of the DRIVER Description of Work (DoW) are foreseen:

- Plan and execute dissemination activities throughout the project-lifetime to diffuse project results across Europe
- Deliver effective impact & sustainability by creating and fostering a sustainable DRIVER Community including all stakeholders in crisis management (public, private, non-profit, citizen organisations, researchers, industry) and setting up a DRIVER Community database
- Leverage the input from other Sub-projects in particular the contacts developed in the different sub-project community building activities
- Establish close interaction with other CM research projects
- Increase public awareness of the DRIVER activities
- Generate positive media coverage for the project at a local, national and EU level
- Drive the development of the sustainability of the DRIVER Test-Bed and exploitation of the DRIVER tools by choosing appropriate business and sustainability models

From the early stage of the project on, SP7 will assist the DRIVER partners in their local outreach and help them to follow the DRIVER roadmap & strategy using their own network resources efficiently.

It is essential that the Consortium itself has well understood the objectives and process stages as defined in this document before communicating to external stakeholders. In order to raise awareness and make DRIVER easily recognisable to its target groups, it is fundamental to build a strong brand identity. The first step in this sense is to use common visual references in all communication materials to guarantee to spread the corporate identity of the project. The DRIVER logo is based on the projects acronym which stands for "Driving Innovation in Crisis Management for European Resilience. The DRIVER picture shown in the Annex 9 of this document represents the DRIVER scenarios, flooding in connection with pandemic, major ice storm with power & ICT failure and Mediterranean tsunami with add-on hazards.

To help achieve sustainability and ensure the benefits of the project results last beyond the lifecycle of the project, DRIVER will establish tactics and channels to distribute project information and organise targeted events. A range of dissemination material such as press releases, newsletters and flyers were created to communicate about the project and its main results. A DRIVER website is being developed to engage and inform the target audience. The website will be used as a second entry point to join the DRIVER Community. An internal project website is already in place to facilitate internal communication. Furthermore, DRIVER will attend relevant events to engage with relevant stakeholders and promote the DRIVER Community.

Dissemination activities will include:

- DRIVER public website
- Promotional material
- DRIVER newsletter
- Publishable working papers
- Administration of participation in third party events
- Organisation of meetings with policy makers

- Organisation of Test-Bed visits and simulation centred workshops
- Organisation of selected targeted events by type of crisis
- Organisation of selected targeted events by category of stakeholders
- Organisation of selected targeted transversal events

It will be important that dissemination material focuses the specific expectations and backgrounds of target constituencies. A first standard presentation has been developed but will have to be customised to different target constituencies to explain in easily understandable terms what the respective stakeholder groups can expect from DRIVER and how they could engage with the project.

ARTTIC as leader of WP7.4- DRIVER Events has set up a calendar of planned events for the next 6 months based on the feedback of the DRIVER partners. The latter have been asked to regularly inform ARTTIC about any planned events to continuously update the calendar. In addition all DRIVER partners have been tasked to provide feedback on their facilities to host events to coordinate the numerous events and to optimise costs/time/efficiency. A consolidated list of hosting facilities has been set-up and will be taken into account when organising events.

At the request of the European Commission's Directorate General for Enterprise and Industry, DRIVER was invited to participate in a Science Policy and Industry event to build up a "Community of Users" in the sectors of CBRN-E and Crisis Management, in cooperation with the EDEN project. The event will be held on 24-25 November in Brussels is in currently in preparation.

Possible attendees will be: policy-makers, scientists, industry representatives and operational people dealing with CBRN-E and crisis management issues. The event will be live-streamed.

A detailed list of planned activities and dissemination measures is annexed to this document.

7 Challenges

SP7 activities are very diverse and involve the interaction with many different types of stakeholders. SP7 has to deal with this multi-dimensional target audience involving stakeholders from many different countries and regions, which makes communication complex. Not all stakeholders can be addressed in the same way. For this reason SP7 will ensure that the interests and needs of a particular target audience are carefully assessed before approaching them. On the other hand SP7 will seek for a constant feedback of the stakeholders to optimise dissemination activities and channels with regard to content and structure.

The size of the DRIVER consortium and the multiplicity of consortium participants make it challenging to ensure a consistent communication – in form and content - which is crucial for a strong brand identity. This requires the respect of common communication rules, which have been already communicated to the partners, but will be regularly reminded. The respect of dissemination related processes is important.

The organisation of events play a central role in SP7, in particular to recruit and engage with Community members demonstrating achievements, thereby preparing the sustainability of the Test-Bed and exploitation of tools. Different kind of events are planned . Further information on the type of events can be found in section 6 on Dissemination. A major challenge that SP7 faces with regard to events concerns its budget constraints. Therefore SP7 will extensively cooperate with all DRIVER partners using workshop budgets of other WPs, hosting events at partners sites, organise virtual events where appropriate and using partners networks to organise events. A calendar of events is currently being prepared based on information gathered by SP7 through the circulation of a questionnaire to all the partners. Moreover, joint events with other projects can help to maximise benefits whilst minimising costs. The active involvement from many DRIVER partners in the DRIVER events is critical.

The complexity of DRIVER also induces that an efficient cooperation between SP7 and the DRIVER partners requires that all project participants anticipate long time ahead of events and dissemination activities is critical. The multiplicity of target communities, geographies, types of stakeholders, communication channels, project activities and events implies that the active contribution of all DRIVER partners is essential. In particular throughout the project partners are expected to

- provide contacts for be recruited for the DRIVER Community
- produce presentation materials about results in their respective to SPs, to be used by SP7 to communicate about the project
- participate and contribute to DRIVER events

Last not least, DRIVER, being one of the largest crisis management projects in Europe, creates a high visibility and high the expectations from many stakeholders and in particular from the EC. Therefore, Specific SP7 activities will target policy makers and EC officials, coordinate with them and participate in EC driven events to obtain feedback. It is important that the project strictly abides to the contractual communication rules as agreed with the EC in the grant agreement.

8 Conclusion

SP7 has the potential to achieve long lasting impact and the sustainability of the DRIVER Test-Bed and DRIVER Portfolio of Tools. To this end all DRIVER partners have to actively cooperate with SP7 as defined in the present roadmap in particular in view of the challenges SP7 is confronted with.

To reach the expected impact, all the partners need to be aware of their role, the timing of their activities and the available resources. Moreover, to achieve impact and sustainability, DRIVER needs to achieve a high visibility in particular with regard to the Test-Bed results and DRIVER Portfolio of Tools.

This effort has started effectively with the first dissemination tools, this roadmap and the dissemination plan. Continuous efforts of further development and updates of the strategy and roadmap will be made along the way with major concentration on the second half of the project when the first results related to the Test-Bed and DRIVER Portfolio of Tools are available.

9 Annex 1: SP7 Roadmap

9.1 Perspectives & responsibilities

9.1.1 WP7.1- SP Coordination of Impact & Sustainability

Task	Short term perspective	Long term perspective	Key success factors
T71.1- SP7 Planning and Coordination	- Prepare first version of dissemination plan, defining target audience and communication channels and schedule of activities as guidelines for the partners	- Detailed final version of dissemination plan as a basis for the consortium´s sustainability strategy of the project results	- All partners follow the dissemination plan: dissemination activities are carried out according to plan - Partner´s budgets, locations, networks are into account when planning dissemination activities
	- Day to day coordination of the Sub-project and its work packages ensuring that dissemination activities as outlined in the dissemination plan will be carried out - Regular WP TCs (bi-weekly in the first 3 months), Conceptualisation meetings with all WP leaders and ad-hoc meetings with individual WP leaders	- Day to day coordination of the Sub-project and its work packages ensuring that dissemination activities as outlined in the dissemination plan will be carried out - Regular WP TCs (monthly after the first 3 months), Conceptualisation meetings with all WP leaders and ad-hoc meetings with individual WP leaders	- Efficient cooperation between SP7 and other SPs to ensure that activities are carried out as planned and to allow the anticipation and mitigation of potential risks - Regular exchange with the WP partners through TCs and meetings to foster a good cooperation and to create an open platform build on trust and respect. All SP7 partners regularly inform ARTTIC about the status of the WP activities

Task	Short term perspective	Long term perspective	Key success factors
T7.1.2-Objectives for SP7	- Prepare D7.1- Strategy and Roadmap, defining the main objectives and regularly update it, in particular with WP1.3 to adjust the sub-project to evolutions within the project and its environment	- Regular update of D71.1 with subsequent versions D71.2, D71.3 and D71.4 to ensure that the strategic priorities and roadmap are well adjusted to evolutions in the project and its environment	- All partners follow the roadmap and strategy which will serve as guidelines to ensure that the short term and long term objectives can be achieved, resources are spent according to plan and that SP7 activities and other SP activities are in line.
	- Plan strategic resources to ensure that WP partners are aware of their resources	- Align strategic resources to ensure that WP partners are aware of their resources and ensure that resources are effectively used throughout the project	- Planning of resources takes into account the workshop budgets in other WPs, partner locations and virtual activities to be cost efficient - Efficient cooperation between SP7 and the other SPs with regard to the resources will allow for an efficient management and to ensure that resources are spent according to plan

Partner	Partner role	PMs
Lead: ARTTIC	- Coordinate and plan all SP7 activities - Writing the dissemination plan - Liaising with D13.1 and all WP partners - Writing the Strategy & Roadmap and update it - Manage and align resources	19.00

Partner	Partner role	PMs
Ecorys	- Provide input and feedback on the SP7 Strategy & Roadmap with regard to the overall strategic project perspective and inform about WP7.3 developments	2.00
PSCE	- Provide input and feedback on the SP7 Strategy & Roadmap with regard to the overall strategic project perspective and inform about WP7.2 developments	2.00
ATOS	- Provide input and feedback on the SP7 Strategy & Roadmap with regard to the overall strategic project perspective and inform about WP7.4 developments	4.00
FHG-INT	- Provide input and feedback on the SP7 Strategy & Roadmap with regard to the overall strategic project perspective	1.00
FOI	- Provide input and feedback on the SP7 Strategy & Roadmap with regard to the overall strategic project perspective - Regular exchange with ARTTIC to discuss the development of the DRIVER Test-Bed and the Portfolio of Tools	1.00
POLE	- Provide input on the development of the DRIVER experiments and final DRIVER Portfolio of Tools as input to activities related to the sustainability related planning activities as well as input on SP7 roadmap with respect to events	0.50
Total		29.50

9.1.2 WP7.2- DRIVER Community, External relations, panels & Advisory structures

Task	Short term perspective	Long term perspective	Key success factors
T72.1- Set up and management of DRIVER Community database & web tools	- Create registration page for initial registration to the DRIVER Community	- Replace initial registration page with registration page on DRIVER external website	- Quick and easy registration to reach out to Community members and invite them to join the DRIVER Community facilitating the process of registration showing at a glance what membership is about - Efficient cooperation with T72.1 partners to provide input and feedback to the registration form
	- Define the main structure and functionality of the DRIVER Community database and develop a first concept for the DRIVER Community tool (DCTM) and DRIVER Community operating database (DCOD)	- Functional operating database to handle dynamic information about DRIVER Community members and to engage them in the project	- Easy to use operational database providing advanced features allowing to quickly find the appropriate target audience - Efficient cooperation with T72.1 partners to provide input and feedback to the database - Efficient cooperation with all Consortium partners to provide contacts to populate the database
T7.2.2- Recruiting "Key contacts"	- Populate the database with contacts provided by the partners and send them first information to raise awareness	- Develop the relations with the Community through targeted business development/network marketing and engage them in the DRIVER experiments	- All partners provide contacts and use their networks to raise interest in the project and recruit contacts

Task	Short term perspective	Long term perspective	Key success factors
T72.3- External relations	- Establish a secretariat for external contacts - Prepare first press documents	- Regularly inform the press about the DRIVER project through press releases, press kit, organisation of interviews between media and the partners	- Press documents contain concise information about the project and only inform about very important achievements to raise the interest of the press - All partners provide information on project results and press contacts
T72.4- Project support for recruitment from DRIVER Community	- Support the other Subprojects in the recruitment of individuals and organisations for their activities using the initial contacts of Community members having registered on the DRIVER Community registration website.	- Support the other Subprojects in the recruitment of individuals and organisations using the contacts of the operational DRIVER database	- All partners contribute providing contacts - All partners approach ARTTIC providing detailed information in order to enable ARTTIC to look for the suitable contact - The DRIVER Community operating database (DCOD) provides the features to easily look for a specific target audience

Task	Short term perspective	Long term perspective	Key success factors
T72.5- Relations with other CM research projets	- Set up a list of CM projects to develop relations and interactions and establish a first contact raising interest in the project	- Established cooperation with other CM projects for information exchange and organisation of joint events - Engage them in the DRIVER Community and DRIVER experimentation campaigns	- Partners actively contribute by providing information on ongoing projects in the field of CM and establishing links when attending events - Before approaching other CM projects, ensure a common understanding of the project goals to identify issues of common interest and to target them for the appropriate event - The DRIVER Community operating database (DCOD) provides the features to easily look for a specific target audience

Task	Short term perspective	Long term perspective	Key success factors
T7.2.6- DRIVER Advisory Board and other expert groups	- Prepare ToR for DRIVER Advisory Board members - Send invitation and project information to confirmed Advisory Board members, inviting them to join the DRIVER Community - Schedule first TCs with AB members	- New contacts for the DRIVER Community provided by AB members - Operational Advisory Board providing advise to the Consortium - Regular exchange and meetings with AB members to discuss project progress	- Partners actively contribute providing information on potential Advisory Board members - Before approaching AB members their profiles have to be studied well to set up a balanced Driver Advisory Board and to target them appropriately to ensure that they will join the AB board and Community. - All partners actively contribute providing information on projects results to keep the AB members informed - AB members regularly kept informed and invited to engage in the project, either through TCs or meetings
T7.2.7- DRIVER panels	- Set up a proposal for the composition of different DRIVER panels using the information of the stakeholders provided in the DRIVER Community database - Discuss composition with T72.7 partners - Approach potential DRIVER panel members to ask for their consent to join a specific panel.	- Operational panels involving Test-Bed providers, first responders institutions or EU working groups providing valuable input to the DRIVER Consortium partners	- Partners actively contribute informing ARTTIC in case they require the feedback of a panel and propose potential candidates - Potential panel members invited to the appropriate events and be informed about the project to ensure that they will provide a valuable input and will be interested in joining a panel

Partner	Partner role	PMs
Lead: PSCE	- Lead, in coordination with ARTTIC, the Data-base set-up and management - Assist ATOS in developing external relations, providing contacts - Provide contacts to the DRIVER partners based on the database - Assist ARTTIC in the setup of the DRIVER panels	9.00
ARTTIC	- Assist PSCE in the WP management - Develop the DRIVER Community Management Tool and set up the DRIVER Community database - Coordinate T72.2- recruiting key contacts - Assist ATOS in developing external relations, preparing press material - Provide contacts to the DRIVER partners based on the database - Assist FHG-INT in establishing relations with other relevant CM projets in particular facilitating the logistics and contribute with expertise in setting up collaborative models - Coordinate the set-up of the DRIVER Advisory Board and expert groups - Coordinate the set-up of the DRIVER panels - Provide contacts	18.50
ATOS	- Provide contacts and assist in recruiting key contacts for the database and different panels, advisory . expert groups and panels - In charge of secretariat for external contacts and coordinate press relations - Assist FHG-INT in establishing relations with other relevant CM projects in particular with regard to contractual issues - Participate in facilitation of DRIVER Advisory Board and expert groups providing the agenda for meetings and representing the consortium	6.00
TNO	- Provide contacts and help in recruiting key contacts, by making the appropriate introductions - Assist FHG-INT in establishing relations with other relevant CM projects contributing with expertise and networks into European security research organisations - Assist ARTTIC in the set-up of the DRIVER Advisory Board, expert groups and DRIVER panels	3.00

Partner	Partner role	PMs
POLE	- Provide contacts and assist in recruiting key contacts for the database and different panels, advisory , expert groups and panels - Liaise with Test-Bed group and with Experimentation activities	2.50
ARC	- Provide contacts - Help in recruiting key contacts, by making the appropriate introductions	0.50
FHG-INT	- Provide contacts and assist in recruiting key contacts for the database and different panels, advisory , expert groups and panels - Coordinate and establish relations with other relevant CM projects	3.00
THG	- Provide contacts and assist in recruiting key contacts for the database and different panels, advisory, expert groups and panels	0.50
THW	- Provide contacts and assist in recruiting key contacts for the database and different panels, advisory , expert groups and panels	0.50
MSB	- Provide contacts and assist in recruiting key contacts for the database and different panels, advisory , expert groups and panels	0.50
CIES	- Provide contacts and assist in recruiting key contacts for the database and different panels, advisory , expert groups and panels	0.50
ITTI	- Provide contacts and assist in recruiting key contacts for the database and different panels, advisory , expert groups and panels	0.50
DIN	- Provide contacts and assist in recruiting key contacts for the database and different panels, advisory , expert groups and panels. Especially liaise with Technical Committees of CEN.	0.50
Q4PR	- Provide contacts and assist in recruiting key contacts for the database and different panels, advisory , expert groups and panels	0.50

Partner	Partner role	PMs
EUSC	- Assist FHG-INT in establishing relations with other relevant CM projects contributing with expertise and networks into European security research organisations - Provide contacts and assist in recruiting key contacts for the database and different panels, advisory , expert groups and panels	0.50
EOS	- Provide contacts and assist in recruiting key contacts for the database and different panels, advisory , expert groups and panels - Especially liaise through EOS structures with industry groups	1.00
Total		47.50

9.1.3 WP7.3- Developing testbed sustainability & portfolio exploitation

Task	Short term perspective	Long term perspective	Key success factors
T73.1- Development of sustainability of DRIVER	- Draft vision paper on Impact and Sustainability of the DRIVER Test-Bed defining the procedures, in particular the coordination between WP7.3 and WP8.5 to integrate overlapping activities	- Develop relations with Test-Bed providers to progress on the development of a sustainable European CM Test-Bed.	- Efficient cooperation and frequent exchange between WP7.3 and WP8.5 and the Test-Bed providers, in particular SP2- the Test-Bed developer to integrate overlapping activities and prepare the sustainability of the Test-Bed
	- Interact with the task leaders of WP8.5, responsible for building the economic model and plans supporting the sustainability of the DRIVER Test-Bed	- Discuss potential business models with stakeholders of the DRIVER Community to validate and select the most appropriate business model for a	- Efficient cooperation and frequent exchange between WP7.3 and WP8.5 and SP2 to integrate overlapping activities and prepare the sustainability

Task	Short term perspective	Long term perspective	Key success factors
	and exploitation of the DRIVER Portfolio of Tools. - Close interaction on the DRIVER Test-Bed with SP2- the DRIVER Test-bed developer, the Coordination Team and SP3 , SP4 SP4 regarding the development of the DRIVER Portfolio of Tools .	sustainable European Test-Bed - Structured exchange with the SP leaders and the Coordination team about potential ways for sustainability	of the Test-Bed - Regular exchange with SP3, SP4 and SP5, Coordination Team, regarding the development of the Portfolio of Tools - Regularly invitation of stakeholders to Test-Bed demonstrations and engage with them to validate and select the appropriate business model to ultimately prepare the uptake of the DRIVER Test-Bed.-
	- Propose potential solutions for maintaining and extending the DRIVER community to make it sustainable	- Ultimately reach the uptake of the DRIVER Test-Bed - Start to clarify legal issues with regard to test-bed components IPR	- Regular invitation to stakeholders to Test-Bed demonstrations and engage with them to validate and select the appropriate business model to ultimately prepare the uptake of the DRIVER Test-Bed - Effective cooperation with the Test-Bed provider SP2 to prepare the sustainability of the DRIVER Test-Bed
T73.2- Development of exploitation of DRIVER Portfolio of Tools	- Draft vision paper on the exploitation of the development of the DRIVER Portfolio of Tools defining the procedures, in particular the coordination between WP7.3 and WP8.5 to integrate overlapping activities	- Involve Community members to discuss proposed solutions for successful exploitation of the tools that align exploitation plans to the economic context - Based on the discussions and solutions provided by the Community members, specific marketing plans for tool	- Efficient cooperation and frequent exchange between WP7.3 and WP8.5 to integrate overlapping activities and prepare the exploitation of the DRIVER Portfolio of Tools - Regular exchange with SP3, SP4 and SP5 regarding the development of the Portfolio of Tools and WP6.5 regarding

Task	Short term perspective	Long term perspective	Key success factors
	- Close interaction with SP3 , SP4 SP5 regarding the development of the DRIVER Portfolio of Tools .	dissemination and exploitation will be developed - Achieve the actual selection of the DRIVER Portfolio of Tools within SP6, in particular WP6.5	the final selection of the Portfolio of Tools. - Regular involvement of the DRIVER Community members in the discussions with regard to the exploitation of tools to align exploitation plans to the economic context to ultimately prepare the uptake of the DRIVER Test-Bed
T73.3- Management of IPR, legal issues and contractual documentation	- Use the information collected in WP8.5 to effectively safeguard IPR for DRIVER Test-Bed and DRIVER Portfolio of Tools - Assisting DRIVER partners in managing IPR and legal issues	- Safeguard IPR for DRIVER Test-Bed and DRIVER Portfolio of Tools - Set up a structure for management of legal issues to support implementation of business models and exploitation plans	- DRIVER partners inform ATOS about IPR and legal issues - Constant monitoring of IPR and legal issues to safeguard IPR for DRIVER Test-Bed and DRIVER Portfolio of Tools

Partner	Partner role	PMs
Lead: Ecorys	- Assist, in coordination with WP85 ARTTIC in the development of sustainability planning for DRIVER by participating in the preparation of meetings and collaborate in the relation with potential participants in the sustainable DRIVER Test-Bed infrastructure and possible clients of Test-Bed services - Lead T73.2- Development of exploitation of DRIVER Portfolio of Tools and chairing meetings - Work on the preparation of working meetings and collaborate in the development of contacts for the exploitation of the DRIVER Portfolio of Tools - Regular exchange with SP2 regarding the development of the DRIVER Test-Bed and SP3, SP4 and SP5 regarding the Portfolio of Tools	15.00

Partner	Partner role	PMs
ARTTIC	- Lead T73.1- Development of sustainability of DRIVER and sharing meetings - Assist Ecorys in developing the development of exploitation of DRIVER Portfolio of Tools preparing working meetings and collaborate in the development of contacts for the exploitation of the DRIVER Portfolio of Tools - Assist ATOS in the management of IPR, legal issues and contractual documents, providing advice with respect to collaborative projects - Regular exchange with SP2 regarding the development of the DRIVER Test-Bed and SP3, SP4 and SP5 regarding the Portfolio of Tools	12.00
FOI	- Assist ARTTIC in the development of sustainability concepts and plans for DRIVER providing advice. Regular exchange with WP7.3 regarding the development of the DRIVER Test-Bed and the final selection of the Portfolio of Tools	3.50
ATOS	- Management of IPR, legal issues and contractual documents	2.00
THW	- Assist ARTTIC in the development of sustainability concepts and plans for DRIVER attending meetings and support business development activities	1.50
THG	- Assist ARTTIC in the development of sustainability concepts and plans for DRIVER attending meetings and support business development activities	1.50
ITTI	- Assist ARTTIC in the development of sustainability concepts and plans for DRIVER attending meetings and support business development activities	1.50
MSB	- Assist ARTTIC in the development of sustainability concepts and plans for DRIVER attending meetings and support business development activities	1.50
TCS	- Assist ARTTIC in the development of sustainability plans providing the industry perspective - Assist Ecorys in developing the development of exploitation of DRIVER Portfolio of Tools providing feedback on the industrial and market aspects and actively contribute to the development of an adequate and economically viable exploitation strategy - Assist ATOS in the management of IPR, legal issues and contractual documents contributing with expertise in the area of IPR management	3.00

Partner	Partner role	PMs
POLE	- Assist ARTTIC in the development of sustainability concepts and plans for DRIVER attending meetings and support business development activities	4.00
CIES	- Assist ARTTIC in the development of sustainability providing contacts - Assist ATOS in the management of IPR, legal issues and contractual documents, creating contractual documentation for external use within the project e.g. informed consent forms for the participation of persons in experimentations	2.00
TNO	- Assist ARTTIC in the development of sustainability plans for DRIVER providing advice - Assist Ecorys in developing the development of exploitation of DRIVER Portfolio of Tools providing feedback on the industrial and market aspects and actively contribute to the development of an adequate and economically viable exploitation strategy	3.00
Total		50.50

9.1.4 WP7.4- Dissemination management

Task	Short term perspective	Long term perspective	Key success factors
T74.1- DRIVER Public website	- First version of the project external website to promote DRIVER achievements with the main intention to raising awareness in the project and set up DRIVER social media channel	- Final version of the project external website including a registration page and a restricted part for the DRIVER Community as well as a link to the chosen social media channel to get engaged with stakeholders	- All partners provide content and actively share the website link with their networks and engage in social media activities
T74.2- Promotional material	- First versions of promotion material in the form of brochures, flyers, leaflets and posters to promote the project and raise awareness	- Based on the first major results, advanced versions of promotional material will be prepared with the main intention to engage stakeholders	- All DRIVER partners actively contribute to the preparation of the material providing information on project achievements, demonstrations. and creating country-specific material in their local languages when needed to raise awareness and interest -
T7.4.3- DRIVER newsletter	- DRIVER external newsletter template developed - External newsletter to inform about the main achievements of DRIVER and main events - First version of DRIVER newsletter to be sent out to initial list of contacts	- With the further development of the DRIVER Community and external newsletter will be sent to a large audience on a regular half-year basis	- All DRIVER partners actively contribute providing information on project achievements, demonstrations and translating the document in their local language when needed to keep up the interest of Community members in following up on the project and make them engage in the DRIVER activities

Task	Short term perspective	Long term perspective	Key success factors
T7.4.4- Administration of participation in third party events	- Manage the dissemination activities of the DRIVER partners in third party events ensuring that the appropriate dissemination criteria are met with respect to the DRIVER communication rules - Regularly monitor the participation of the DRIVER partners in third- party events requesting information from the partners	- Regularly monitor the participation of the DRIVER partners in third- party events requesting information from the partners and providing the appropriate dissemination material - Increased participation in third-party events as project and Community building progresses	- All partners inform ARTTIC about their participation in third party events and contribute to engaging stakeholders. All partners shall respect the DRIVER communication rules.
T7.4.5- Publishable working papers	- Production of high quality publishable papers to showcase the results of the DRIVER project with the main intention to raise awareness and gain new members for the Community	- Increased production of publishable working papers once project and Community building progresses with the main intention to engage the Community	- All DRIVER partners actively contribute providing information on project achievements, demonstrations etc. to raise interest and engage the DRIVER Community members in the DRIVER activities

Partner	Partner role	PMs
Lead: ATOS	- Raise awareness about DRIVER and communicate the results to a large audience preparing different kind of dissemination material - Set-up of the DRIVER public website and social media channel - Assist ARTTIC in producing promotional material - Assist PSCE in the design of the newsletter providing content - Assist ARTTIC in the coordination of the participation of DRIVER partners in third party activities ensuring consistency with contractual matters and relaying with other parts of the project	16.00

Partner	Partner role	PMs
ARTTIC	- Provide input to ATOS to ensure consistency with the overall SP7 strategy, participate in updating social media - Producing various promotional material in digital and physical form - Assist PSCE in the design of the newsletter leading quality assurance and coordinate with other SP7 activities - Coordinate and lead the participation of DRIVER partners in third party activities being the main contact point - Coordinate the publication and editing of publishable working papers	7.50
FHG-INT	- Assist ATOS in providing content for the DRIVER public website - Assist ARTTIC in the coordination of publishable working papers reviewing the scientific related content	2.00
PSCE	- Assist ARTTIC in producing promotional material - Produce periodic newsletter	2.00
FOI	- Assist ARTTIC in the coordination of publishable working papers reviewing the technical related content	1.50
DIN	- Assist ARTTIC in the coordination of publishable working papers reviewing the standard related content	0.50
Total		29.50

9.1.5 WP7.5- DRIVER events

Task	Short term perspective	Long term perspective	Key success factors
T75.1- Organisation of meetings with policy-makers	- Meetings with policy makers to present the joint procedures defined at DRIVER level with the main intention to raise awareness among the most relevant policy makers and invite them to join the DRIVER Community - Create a constructive dialogue to obtain expert feedback	- Increased amount of meetings with policy makers once project and Community building progresses with the main intention to engage them in the Community building activities	- Organisation of meetings with policy makers address issues that are of interest to them to create a constructive dialogue and engage them in the Community - All partners actively contribute by providing contacts, hosting meetings, preparing presentations and anticipate on events - Virtual events favoured to minimise costs - Events coordinated centrally informing ARTTIC who manages a calendar of events
T75.2- Organisation of Test-Bed visits and simulation centred workshops	- Organisation of Test-Bed visits and simulation centred workshops with the main intention to raise awareness and interest in the DRIVER Test-Bed concept	- Organisation of Test-Bed visits and simulation centred workshops with the main intention to engage Community members in the experimentation campaigns to prepare the uptake of the DRIVER Test-Bed	- Organisation of Test-Bed visits and simulation centred workshops organised once the Test-Bed is further developed to raise the interest of the Community - All partners actively contribute by providing contacts, hosting meetings, preparing presentations and anticipate on events and experimentations - Events coordinated centrally informing ARTTIC who manages a calendar of events

Task	Short term perspective	Long term perspective	Key success factors
T75.3- Organisation of selected targeted events by type of crisis	- Organisation of workshops focusing on specific forms of crisis with the main intention to raising awareness, creating a constructive dialogue with the DRIVER Community to obtain expert feedback	- More workshops focusing on specific forms of crisis as results of the project increase - The main intention is to engaging the DRIVER community members in the DRIVER Community building activities and to prepare the uptake of the DRIVER Test-Bed	- Organisation of workshops focusing on specific forms of crisis address issues that are of interest to the selected target audience to create a constructive dialogue and engage them in the Community - All partners actively contribute by providing contacts, hosting meetings, preparing presentations and anticipate on events to maximise benefits and minimise costs - Virtual events favoured to minimise costs - Events coordinated centrally informing ARTTIC who manages a calendar of events

Task	Short term perspective	Long term perspective	Key success factors
T75.4- Organisation of selected targeted events by category of stakeholders	- Workshops focusing on specific categories of stakeholders with the main intention to raise awareness and creating a constructive dialogue with the DRIVER Community to obtain expert feedback	- More workshops focusing on specific categories of stakeholders with the main intention to engaging the DRIVER community members in the DRIVER Community building activities and to prepare the uptake of the DRIVER Test-Bed	- Workshops have to be organised in a way that appeals to the specific type of stakeholders to raise awareness and engage them in the Community - All partners have to actively contribute by providing contacts, hosting meetings, preparing presentations and anticipate on events to maximise benefits and minimise costs - Considering virtual events to minimise costs - Coordinating events centrally informing ARTTIC who manages a calendar of events

Task	Short term perspective	Long term perspective	Key success factors
T7.5.5- Organisation of selected transversal events	- Workshops on selected topics not covered by the other workshops with the main intention to raise awareness and creating a constructive dialogue with the DRIVER Community to obtain expert feedback	- Workshops on selected topics not covered by the other workshops with the main intention to engaging the DRIVER community members in the DRIVER Community building activities and to prepare the uptake of the DRIVER Test-Bed	- Workshops need to be organised in a way that appeals to stakeholders specifically dealing with a particular type of crisis to raise interest and engage them in the DRIVER Community. - All partners have to actively contribute by providing contacts, hosting meetings, preparing presentations and anticipate on events to maximise benefits and minimise costs - Considering virtual events to minimise costs - Coordinating events centrally informing ARTTIC who manages a calendar of events

Partner	Partner role	PMs
Lead: ARTTIC	- Monitor and coordinate the DRIVER events as planned by the partners - Ensure that the relevant audience is invited to the targeted events - Assist CIES in the organisation of meetings with policy makers - Coordinate testbed visits and simulated centred workshops taking care of the logistics and the administration - Coordinate the organisation of selected targeted events by type of crisis - Coordinate the organisation of selected targeted events by category of stakeholders - Coordinate the organisation of selected targeted transversal events	16.00
DIN	- Lead and organise meetings in relation with standardisation	2.00
Q4PR	- Assist CIES in the organisation of meetings with policy makers	2.50
ARC	- Assist ARTTIC in the organisation of selected targeted events by category of stakeholders providing presentations and hosting demonstrations to optimise benefits and minimise costs	5.00
THW	- Assist ARTTIC in the organisation of testbed visits and simulated centred workshops by hosting the visits and preparing the presentations - Assist ARTTIC in the organisation of selected targeted events by type of crisis providing presentations and hosting demonstrations to optimise benefits and minimise costs - Assist ARTTIC in the organisation of selected targeted events by category of stakeholders providing presentations and hosting demonstrations to optimise benefits and minimise costs - Assist ARTTIC in the organisation of selected targeted transversal events providing presentations and hosting demonstrations to optimise benefits and minimise costs	2.00

Partner	Partner role	PMs
ITTI	- Assist ARTTIC in the organisation of testbed visits and simulated centred workshops by hosting the visits and preparing the presentations - Assist ARTTIC in the organisation of selected targeted events by type of crisis providing presentations and hosting demonstrations to optimise benefits and minimise costs - Assist ARTTIC in the organisation of selected targeted events by category of stakeholders providing presentations and hosting demonstrations to optimise benefits and minimise costs - Assist ARTTIC in the organisation of selected targeted transversal events providing presentations and hosting demonstrations to optimise benefits and minimise costs	3.00
MSB	- Assist ARTTIC in the organisation of testbed visits and simulated centred workshops by hosting the visits and preparing the presentations - Assist ARTTIC in the organisation of selected targeted events by type of crisis providing presentations and hosting demonstrations to optimise benefits and minimise costs - Assist ARTTIC in the organisation of selected targeted events by category of stakeholders providing presentations and hosting demonstrations to optimise benefits and minimise costs - Assist ARTTIC in the organisation of selected targeted transversal events providing presentations and hosting demonstrations to optimise benefits and minimise costs	3.00
THG	- Assist ARTTIC in the organisation of testbed visits and simulated centred workshops by hosting the visits and preparing the presentations - Assist ARTTIC in the organisation of selected targeted events by type of crisis providing presentations and hosting demonstrations to optimise benefits and minimise costs - Assist ARTTIC in the organisation of selected targeted events by category of stakeholders providing presentations and hosting demonstrations to optimise benefits and minimise costs - Assist ARTTIC in the organisation of selected targeted transversal events providing presentations and hosting demonstrations to optimise benefits and minimise costs	3.00

Partner	Partner role	PMs
POLE	- Assist ARTTIC in the organisation of testbed visits and simulated centred workshops by hosting the visits and preparing the presentations - Assist ARTTIC in the organisation of selected targeted events by type of crisis providing presentations and hosting demonstrations to optimise benefits and minimise costs - Assist ARTTIC in the organisation of selected targeted events by category of stakeholders providing presentations and hosting demonstrations to optimise benefits and minimise costs - Assist ARTTIC in the organisation of selected targeted transversal events providing presentations and hosting demonstrations to optimise benefits and minimise costs	3.00
PSCE	- Assist ARTTIC in the organisation of selected targeted events by type of crisis providing contacts and feedback to presentations and content of event - Assist ARTTIC in the organisation of selected targeted events by category of stakeholders providing contacts - Assist ARTTIC in the organisation of selected targeted transversal events providing contacts	7.00
CIES	- Organisation of meetings with policy makers - Assist ARTTIC in the organisation of selected targeted events by category of stakeholders providing contacts - Assist ARTTIC in the organisation of selected targeted transversal events providing contacts	3.00
EUSC	- Assist ARTTIC in the organisation of selected targeted events by category of stakeholders providing contacts	3.50
EOS	- Assist ARTTIC in the organisation of selected targeted events by category of stakeholders providing contacts, elaborating concept-paper in support of the events and relevant reports for internal and external use, establishing preliminary discussions with relevant policy makers and selected consortium partners, supporting logistically the meetings' organisations when in Brussels under ARTTIC supervision.	1.50
Total		54.50

10 Annex 2: Activity schedule and key deliverables

This section describes in detail the key activities for each stage of the project and sets the indicative dates for the submission of the respective deliverables.

- 1st stage where strategy and roadmap and dissemination plan is being developed as well as early Community building takes place (M1- M18)
- 2nd Stage where Community building proceeds further (Community expansion) engaging stakeholders in dissemination activities and main dissemination tactics are being deployed (M19- M36)
- 3rd stage where DRIVER Test-Bed and DRIVER Portfolio of Tools is disseminated to a wider audience aiming for the sustainability preparing the uptake of the Test-Bed and DRIVER Portfolio of Tools (M37- M54)

A detailed activity schedule can be consulted here below:

Stage	Timeline	Activity	Deliverable produced	Due date	Important project milestones
1st stage- Early Community Building- Raising awareness	M1- M18	- First version of dissemination plan and Strategy and Roadmap	- D71.1 &D7.1.2- SP7 Strategy & Roadmap	M3	
		- Registration page for Community contacts - Concept for DRIVER Community tool (DCTM) and DRIVER Community operational database (DCOD) - Collecting contacts from partners to populate the database	- D72.1- Initial Concept for DRIVER Community Database	M6	- Providing input to MS1- SP Experiment 2 (SE2) design - Definition of tool candidates, Test-Bed assets, and scenarios to be used in SE2. (M10)
		- DRIVER functional operational database containing dynamic information about the DRIVER Community	- D72.2- DRIVER Community Database operational	M6	- Providing input to MS1- SP Experiment 2 (SE2) design - Definition of tool candidates, Test-Bed assets, and scenarios to be used in SE2. (M10)

Stage	Timeline	Activity	Deliverable produced	Due date	Important project milestones
		- DRIVER external project website to raise awareness and recruit Community contacts	- D74.1- Driver project website	M6	
		- External newsletter to generate awareness and interest in the project	- D74.2- Launch of Driver Newsletter	M6	
		- Social media channel to engage and recruit Community members	- D74.3- Set-up of Driver in internet based social media	M6	
		- Report on the various Community building activities, including first contacts with other CM projects, press relations organised through the established secretariat for external contacts, relations with Advisory Board members and information on DRIVER panels	- D72.3- Annual report R1 on WP72 Progress & Future	M8	- Providing input to MS1- SP Experiment 2 (SE2) design - Definition of tool candidates, Test-Bed assets, and scenarios to be used in SE2. (M10)
		- DRIVER promotional material (flyers, posters, abstracts, working papers, presentations) to raise awareness	D74.4- First set of Driver promotional material	M12	

Stage	Timeline	Activity	Deliverable produced	Due date	Important project milestones
		- Early concept for DRIVER Test-Bed sustainability and exploitation of tools in cooperation with WP8.5 partners and tool and Test-Bed providers - Regular TCs and conceptualisation meeting			

2nd stage-Community expansion-Engaging the Community	M19- M36	- Updated versions of D71.2 & D71.3-Strategy and Roadmap including dissemination plan and information on resources	- D71.2 & D71.3- SP7 Strategy & Roadmap	M18
				M29
					- Providing input to MS1- SP Experiment 2 (SE2) design
					  - Definition of tool candidates, Test-Bed assets, and scenarios to be used in SE2 (M10)
					- Providing input to MS3- Joint experiment (JE1 and 2) readiness
					  - Validation of all tool candidates and Test-Bed assets (M31)

		- Detailed information on advanced process of Community building and Community engagement, DRIVER external relations involving increased relations with the press, engagement of the Advisory Board	- D72.41 & and D72.42- Milestone report R2 on WP72 "DRIVER Community, External Relations, Panels & Advisory Structures"	M19 M29	- Providing input to MS2- Joint Experiment (JE1 and 2) design - JE Definition of tool, Test-Bed assets and scenarios for JE1 and JE2 (M21) - Providing input to MS3- Joint

Stage	Timeline	Activity	Deliverable produced	Due date	Important project milestones
		and DRIVER panels			experiment (JE1 and 2) readiness - Validation of all tool candidates and Test-Bed assets (M31)
		- Events calendar, information on the various types of events that have been organised, the type and amount of Community members involved in the various activities - experimentations, demonstrations), the resources spent, the venues and presentations	- D75.2 & D75.3- Report R1 on DRIVER events	M19 M29	- Providing input to MS2- Joint Experiment (JE1 and 2) design - JE Definition of tool, Test-Bed assets and scenarios for JE1 and JE2 (M21) - Providing input to MS3- Joint experiment (JE1 and 2) readiness - Validation of all tool candidates and Test-Bed assets (M31)
		- First report summarising the results of interactions with stakeholders to obtain feedback with regard to the sustainability models, business plans and draft exploitation plans and IPR & legal issues	- D73.1- First report on sustainability of DRIVER	M19	- Providing input to MS2- Joint Experiment (JE1 and 2) design - JE Definition of tool, Test-Bed assets and scenarios for JE1 and JE2 (M21)
		- Second report summarising the agreed strategy	- D73.2- Second report on sustainability of DRIVER	M29	- Providing input to MS3- Joint experiment (JE1 and 2) readiness - Validation of all tool

Stage	Timeline	Activity	Deliverable produced	Due date	Important project milestones
					candidates and Test-Bed assets (M31)
		- Increased amount and updated dissemination material aiming at engaging Community members in the Test-Bed experiments, tool developments and sustainability activities - Increased amount of material based on increased project results	- D74.51- Updated dissemination material and tools	M29	
3rd stage- Community consolidation- Preparing the uptake of the Test-Bed and DRIVER Portfolio of Tools	M37- M54	- Final version of Strategy and Roadmap including dissemination plan and information on resources	- D71.4- SP7 Strategy & Roadmap	- M40	- Providing input to MS4- Final demo design - Definition of tool candidates, Test-Bed assets, and finalisation of scenarios to be used in FD (M42)
		- Increased amount and updated dissemination material with the main intention of prepare the uptake of the Test-Bed and DRIVER Portfolio of Tools - Increased amount of material based on final project results and main achievements	- D74.52- Updated dissemination material and tools	M40	

Stage	Timeline	Activity	Deliverable produced	Due date	Important project milestones
		- Detailed information on advanced process of Community engagement and consolidation with regard to preparing the sustainability of the test-bed and DRIVER Portfolio of Tools, DRIVER external relations involving increased relations with the press to promote the Community and DRIVER results, increased engagement of the Advisory Board and DRIVER panels in preparing the uptake of the Test-Bed and tools	- D72.43 & D72.44- Milestone report R2 on WP72 "DRIVER Community, External Relations, Panels & Advisory Structures"	M47 M52	- Providing input to MS5- Definition of portfolio of CM tools - Final overall assessment validation exercise finalised with selection of tools and identification of future research and Test-Bed development need (M48) - Providing input to MS6- End of the Project, peer review (M54)
		- Final report on sustainability, the exploitation of tools, the results of the business development actions, IPR and legal issues	- D73.3- Final report on sustainability of DRIVER	M52	- Providing input to MS6- End of the Project, peer review (M54)
		- Report on the dissemination activities of the DRIVER partners in third party events with information on Community building activities	- D74.6- List of third party events with Driver participation	M52	
		- Events calendar, information on the various types of events that have been organised, the type and amount of Community members involved in the various activities	- D75.4 & D75.5 Report R1 on DRIVER events	M40 M52	- Providing input to MS4 - Final demo design, Definition of tool candidates, Test-Bed assets, and finalisation of

Stage	Time line	Activity	Deliverable produced	Due date	Important project milestones
		- experimentations, demonstrations), the resources spent, the venues and presentations			scenarios to be used in FD (M42) - Providing input to MS6- End of the Project, peer review (M54)

11 Annex 3: SP7 Budget

Global SP7 budget	3,315.876 €

DRIVER Workshops & AB	Costs	Partner	Details
Travel costs of events/workshop invitees	361,250€	ARTTIC	Corresponding to 578 invitations - 450 invitations to SP7 activities - 128 invitations to events related to experimentations
Event costs	72,000€	ARTTIC	Hosting costs for events: Catering, Rental , dedicated printing
Printing costs	7,000€	ARTTIC	Flyers, Posters, Publications
TOTAL events	440,250€	ARTTIC	
Other targeted events and workshops	25,000€	ECORYS	

Other SP7	Costs	Partner
Public website	3,000€	ATOS
Promotional material	3,000€	ARTTIC

12 Annex 4: Dissemination plan

12.1 Dissemination tools and channels

Based on the target audience and the scope of the project development, the dissemination team will use a variety of dissemination channels such as publications, conferences, presentations and various events targeted at different stakeholders as well as social media, online viral and new media.

As a key goal of the project is to engage stakeholders in the Community to ultimately work on the DRIVER Test-Bed and take up the DRIVER tools, the dissemination channels will be adapted accordingly.

The table below outlines some tailored dissemination measurements that will be deployed by the DRIVER Consortium and shows how these measures will help to increase the impact and sustainability of the project.

Tool/ Channel	Description	Benefit and impact of the Tool/ Channel
Project website	- Establish one presence- website for public to obtain information on the project and its result - Entry point for Community members (private access) - Online repository on the website to download public deliverables or any other public type of project material - Create RSS feeds to obtain news - Use consortium social networking contacts (Facebook, twitter, LinkedIn) to reach out to the Community	- Project website is a key instrument for enhancing visibility of the project - Project website will inform visitors on the DRIVER Test-Bed and tools and will educate them about the project concept - All project findings will be published on the website to allow anyone interested in the subject to follow up on the progress of the project - Active website will optimise DRIVER on search engines - Project website will be a powerful tool to engage Community members (entry point for contacts & platform for exchange) - Social media are fast and powerful channels to reach interest groups and a good medium to interact with the former

Tool/ Channel	Description	Benefit and impact of the Tool/ Channel
Community database, Recruiting key contacts	- Main dissemination activity will be recruiting selected organisations and individuals to join the DRIVER Community through target business development and network marketing - Set up and management of a DRIVER Community consisting of end-users and technology providers that could play an important role in the experiments and set up of the DRIVER Community database	- To maximise impact beyond the scope of the project and of the DRIVER consortium it is necessary to make emerge a European CM community, which shares a common CM understanding and is increasingly willing to share capabilities and collaborate in CM innovation. - DRIVER Database will help to handle dynamic information about members of the DRIVER Community to create a pool of experts to be invited to events, participation in experimentation campaigns, for consultation on specific aspects of the project etc.
External newsletter	- Distribute online newsletters on a half-year basis to stakeholders to inform them about project achievements, upcoming events and Community activities	- Project newsletter sent every half year to show project achievements and keep up their interest in following up on the project and make them engage in the DRIVER activities
Publishable Working papers	- Production of high quality publishable documents based on results produced by all sub-projects - Printed and web-friendly versions will be produced	- Publishable working papers to show project achievements targeting policy makers, standardisation activities of the project, CM procurement guidelines on recommendations for stakeholders involved in operations
Project collateral & promotional material	- Design collateral will include designing a common branding strategy including a project logo, Project flyer, brochures, leaflets, presentation and posters as well as a DRIVER picture representing the 3 Scenarios of the project - Project material in digital and physical form	- Project collateral distributed at various events, conferences, workshops to gain project visibility of the target audience

Tool/ Channel	Description	Benefit and impact of the Tool/ Channel
Press relations	- Set up of a DRIVER secretariat for external contacts - Press relations, press kit, press releases to target audience including media and organisation of interviews between media and partners	- Secretariat as a first contact point for information on the project - Press kit and press releases can target specific stakeholders and can invite the target audience in particular journalists to write an article about the project and stakeholders to get in touch with the project
Publications	- Create papers about the project to be presented at conferences, scientific journals and other specialist publications	- Regular publishing on project progress and results helps in validating the work accomplished and increases visibility - Engage stakeholders in the project
Targeted events	- Organisation of meetings with policy makers, Test-Bed visits and simulation centred Workshops, selected target events by type of crisis, targeted events by category of stakeholders, selected transversal events	- Different types of events are vital to implement the DRIVER Impact and Sustainability Strategy and to reach a large target audience ensuring a high visibility of the DRIVER Test-Bed results and collaboration with third parties. Moreover, these events serve to establish a constructive dialogue with the DRIVER Community in order to obtain necessary feedback.
Participation in third-party events	- Consortium partners attending events related to crisis management, security, standardisation and other relevant topics to the project - Project booth to disseminate project results and engage potential Community members	- Attending conferences (as participants or speakers) is essential for dissemination and interim validation of project results - Conferences serve as a dissemination tool and useful means to engage new Community members - Method to create a dialogue between project partners and target audience
Connect to other relevant project & EU initiatives	- Connect the project to other research projects in the area of crisis management to coordinate, exchange and organise joint events	- Liaising with other research projects can ensure and maximise project impact leading to a better understanding of the need for DRIVER Test-Bed and tools for cooperation

Tool/ Channel	Description	Benefit and impact of the Tool/ Channel
DRIVER panels	- Institutional platforms for coordination and consensus with other bodies, in areas where decisions and operations need to be aligned for instance a panel involving Test-Bed providers, first responder institutions, representatives from different European working groups on recommendations for Crisis management innovation strategy in H2020	- Panels will help to reach consensus and coordinate on specific areas where decisions need to be aligned. Specific expertise and dedicated groups help to accelerate the decision-making process.
DRIVER Advisory Board & expert groups	- DRIVER Advisory Board composed of high-profile experts from different stakeholder categories in the DRIVER Community. It will typically meet the DRIVER Core Group members (typically twice a year) to discuss project progress - Expert groups to be set up as needed during project lifetime to draw upon multiple forms of expertise which may be crisis specific or technical, specific stakeholder categories (first responders etc.)	- Expert input is vital to the project for achieving impact and sustainability of the project and to address the core needs of the project
DRIVER Test-Bed sustainability & portfolio exploitation	- Developing business models to exploit the DRIVER results and drive the development of the sustainability of the DRIVER Test-Bed. - Developing marketing plans for tool dissemination - Management of IPR and legal issues	- Business models and marketing plans are vital for the exploitation and sustainability of the DRIVER Test-Bed and DRIVER Portfolio of Tools. - The management of IPR and legal issues especially related to the Test-Bed use and exploitation of tools will help to safeguard IPR which may influence the future impact of DRIVER
Social media channel	- Social media channel (Twitter, Facebook ,LinkedIn, webinars) to follow up on project achievements and interact with the target audience - Webinars to be organised depending on the need	- To share scientific findings, workshop results, webinars, operational experience with a broad social network encouraging dialogue and discussion

12.2 Project web site

Objective	To spread information about the project activities and results a dedicated project website will be set up with links to the social media sites the project will use. The project website will also be a repository to store the public deliverables of the project.
Content and messages	URL: www.driver-project.eu Project background information (Background, Objectives, Test-Bed, tools), experiments, Key figures and project structure, Consortium information, News and Events, Public relations, Press materials & downloads, Publications, Public deliverables, Private entry point for DRIVER Community, Useful links.
Target audience	All stakeholders.
Information required	Main project documentation and material.
Communication channel	Internet.
Activities	Gathering documentation, editing and regularly publishing content and news on the website.
Schedule	Project website to be developed until M6.
Responsible partner	Lead: ATOS, Partners: ARTTIC, FHG-INT
Monitoring	ATOS will be responsible for monitoring traffic on the site and providing statistics via Google Analytics, ARTTIC will follow up the registration to the DRIVER Community.
Budget	3.000€ for public project website (ATOS).

12.3 Community database

Objective	Recruiting selected organisations and individuals and invite them to join the DRIVER Community through the DRIVER Community Management tool (DCMT). All contacts will be collected in the DRIVER Community Operating Database (DCOD) according to different categories (level of expertise, level of interest, involvement in the Community, relation between entities.

Target audience	All stakeholders concerned by Crisis management (see target audience).
Information required	Contact details, type of information required, consent form as defined in the Community registration form (see 10- Community,p.48)
Communication channel	At the beginning of the project until the set-up of the DRIVER Community database a specific registration page will be set up consisting of a web-page. A particular e-mail address to join the DRIVER Community management team was set up: driver-community@driver-project.eu. As soon as the database will become operational the main entry point will be the DRIVER website. The database will be hosted by ARTTIC. The data will be protected by the CNIL.
Activities	Constantly gathering contacts from the partners and updating the database, providing contact information to the Sub-projects for invitation to events and exchange of knowledge, Promoting the DRIVER Community through various events, stimulating the Community to interact with the Consortium partners and with each other.
Schedule	Concept for database developed until M6, Database operational in M8.
Responsible partner	Lead: PSCE, Partners: ARTTIC with support by all other partners
Monitoring	PSCE and ARTTIC will constantly monitor the amount of registrations to the database by category of stakeholder and update the database.
Budget	Hosting and Server costs (tbc), approximately 4000€

12.4 External newsletter

Objective	Periodic newsletter to describe the progress made in the project, inform on upcoming events and Community activities and raise interest in the project.
Content and messages	Project achievements (public deliverables), upcoming and past events, Community activities.
Target audience	All stakeholders (target audience).
Information required	Main project documentation and material, information on events from all Sub-projects.
Communication channel	Internet- Newsletter will be sent out by mail on a half-year basis, published on the DRIVER website.

Activities	Design of the newsletter template (see Annex). Editing and publishing the newsletter.
Schedule	Newsletter produced on a half-year basis, first until M6.
Responsible partner	Lead: PSCE; Partners: ARTTIC, ATOS
Monitoring	All partners gather feedback from readers, counting of channels the newsletter is being sent to.
Budget	No costs as being sent out by e-mail.

12.5 Publishable working papers

Objective	Producing high quality publishable documents based on results produced by all sub projects, targeting policy makers.
Content and messages	Results of the project, standardisation activities of the project, CM procurement, leveraging the results from SP2 on Test-Bed, guidelines and recommendations for stakeholders involved in operations.
Target audience	In particular policy makers and other target audience.
Information required	Results of the project, information on standardisation activities & CM procurement, results from SP2 on Test-Bed.
Communication channel	Printed versions as well as web-based versions for publication over the internet.
Activities	Coordinate the publication and editing , review the technical, scientific and standard related content.
Schedule	Ad-hoc when publishing opportunities arise.
Responsible partner	Lead: ARTTIC, Partners: FHG-INT, FOI, DIN
Monitoring	Monitor the amount of publishable working papers and collect feedback from the partners.
Budget	No costs as pdf versions produced and distributed by e-mail.

12.6 Project Overview presentation

Objective	To present the project at conferences, events and workshops (see Annex).
Content and messages	Project background information, main S&T objectives, facts and figures.
Target audience	All stakeholders.
Information required	Project information based on DoW.
Communication channel	Intranet for the presentation and face to face for presentations.
Activities	Gathering documentation, editing and publishing content.
Schedule	Already published in M3. Different versions of the presentation can be prepared centred at the target audience.
Responsible partner	Lead: ARTTIC, Partners: PSCE, ATOS
Monitoring	Collecting feedback from partners.
Budget	No costs.

12.7 Project Flyer

Objective	The project flyer will present the key S&T objectives and expected outcomes as well as the key facts and figures of the project.
Content and messages	Project background, invitation for stakeholders to visit the public website and join the DRIVER Community.
Target audience	All stakeholders.
Information required	Information from the DoW.
Communication channel	Face to face distribution at events and conferences, flyer to be made available on public website.

Activities	Writing content, editing and printing the documents, English version and possibly translations into national languages.
Schedule	Project Flyer to be produced until M6.
Responsible partner	Lead: Lead: ARTTIC, Partners: PSCE, ATOS
Monitoring	Collecting feedback from partners.
Budget	3000€ for promotional material (ARTTIC). Available printing budget for various dissemination material (leaflets, posters, brochures)is 7,000€ (ARTTIC)

12.8 Project Brochure

Objective	The project brochure will present the key results of the DRIVER project.
Content and messages	Project information, results, invitation for stakeholders to join the Community and participate in experiments even beyond project duration, spread the information about the project.
Target audience	All stakeholders.
Information required	Project results and main highlights.
Communication channel	Face to face distribution at events and conferences, Brochure to be published on public website.
Activities	Writing content, editing and printing the document.
Schedule	Project Brochure to be produced until the end of the project, depending on results.
Responsible partner	Lead: Lead: ARTTIC, Partners: PSCE, ATOS
Monitoring	Collecting feedback from partners.
Budget	3000€ for promotional material (ARTTIC). Available printing budget for various dissemination material (leaflets, posters, brochures) is 7,000€ (ARTTIC).

12.9 DRIVER Events

Objective	To increase the project´s visibility by organising/participating in targeted public and private relevant conferences, workshops and events to attract stakeholders and establish a constructive dialogue with the DRIVER Community.
Content and messages	DRIVER challenge, roadmap, results and outcomes.
Target audience	All stakeholders depending on targeted events (organisation of meetings with policy makers, Test-Bed visits and simulation centred Workshops, selected target events by type of crisis, targeted events by category of stakeholders, selected transversal events).
Information required	Collect list of planned events from partners and liaise with them. Collect list of facilities of partners to define suitable venues to minimise costs. Information on project results and main highlights, Aim and costs of the specific event.
Communication channel	Speech presentations, distribution of dissemination material.
Activities	Collect list of planned events from partners and liaise with them. Collect list of facilities of partners to define suitable venues to minimise costs. Preparation of dissemination material according to the specific event.
Schedule	Since the beginning of the project (see list of current events and planning- Annex)
Responsible partner	Lead: ARTTIC, Partners: ARC, Pole, THG, THW, MSB, CIES, ITTI, Q4PR, PSCE, DIN, EUSC, EOS
Monitoring	All partners participating in conferences/events will report to ARTTIC, Events calendar on a 6 month basis, collecting feedback on conferences & events.
Budget	72,000€ for hosting costs for 72 event including Catering, Rental , dedicated printing and 361,250€ for travel costs of events/workshop invitees corresponding to 578 invitations (ARTTIC) - 450 invitations to SP7 activities - 128 invitations to events related to experimentations 25,000€ for other targeted events and workshops (Ecorys)

12.10 Connect to other relevant project & EU initiatives

Objective	Develop the relation and interaction with other research projects in the area of Crisis management to encourage coordination , exchange and the organisation of joint events. Encourage relevant projects to join the DRIVER Community.
Content and messages	Networks, Cooperation initiatives, Exchange.
Target audience	Other CM projects.
Information required	Information from Consortium which cooperation initiatives exist and which other CM projects are known.
Communication channel	Events, DRIVER Community (mailings, newsletters etc.).
Activities	Joint events, Exchange of documents, e-mails for consultation on particular CM related issues,
Schedule	Since the beginning of the project.
Responsible partner	Lead: FHG-INT, Partners: ARTTIC, ATOS, FOI, TCS, TNO
Monitoring	Monitoring the amount of partnerships, organisation of joint events, amount of members of other CM projects in the DRIVER Community.
Budget	Depending on the costs of events.

12.11 Social media channel/LinkedIn

Objective	LinkedIn will be most probably the social media network of choice to engage practitioners and potential Community members. On LinkedIn EC project groups are already represented- DRIVER will feed in into the other discussions. Many DRIVER partners are also represented on LinkedIn and have many connections to potential Community member. LinkedIn can help to reach a large target audience.
Content and messages	Project background, progress and news, upcoming events and conferences, Information about Community activities.

Target audience	All stakeholders.
Information required	Main project information and material, information on highlights and results, upcoming events and conferences.
Communication channel	Internet.
Activities	Gathering documentation, editing and regularly publishing content and news on the website.
Schedule	The LinkedIn page will be created in the first year of the project (tbc).
Responsible partner	Lead: ATOS, Partners: ARTTIC, FHG-INT
Monitoring	Amount of new followers will be registered.
Budget	Basic account for free.

13 Annex 5: Monitoring and evaluation

In order to ensure that the impact of each dissemination activity is assessed properly an evaluation report will be collected from the partner involved in the activity to provide feedback on the activity, the impact observed and the networks established. Each partner carrying out a dissemination activity will be invited to provide the SP7 leader- ARTTIC with details of contacts established. These contacts will be invited to join the DRIVER community. This procedure will ensure that the dissemination activities carried out will provide a long lasting impact and visibility for the project in the expert community, as well as within the general public.

A range of additional strategies to measure the impact will be deployed including a Google hits analysis about the number of searches on the project, the number of visitors to the website, the number of stakeholders taking part in activities (events, experimentation campaigns), the number of people registering to the community and asking for project information, the number and types of news articles and conference presentations. If specific DRIVER events will be organised a short feedback questionnaire will be provided to attendees to ask for their opinion and suggestions for improvement.

14   Annex 6: First set of Dissemination material

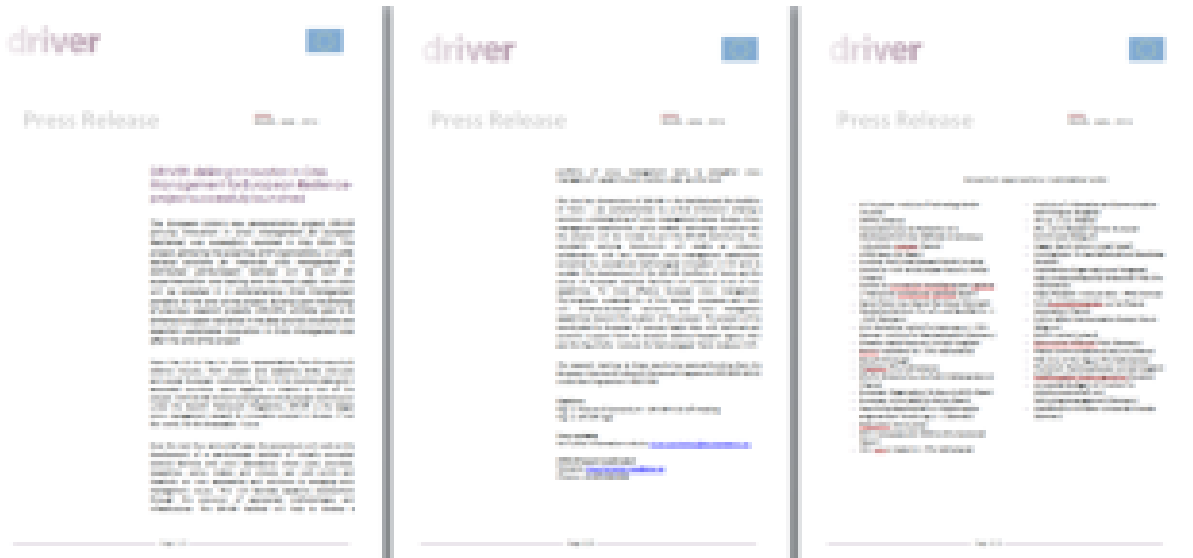## 14.1 First DRIVER press release

Figure 3 : First DRIVER press release

14.2 DRIVER project abstract

Figure 4 : DRIVER project abstract

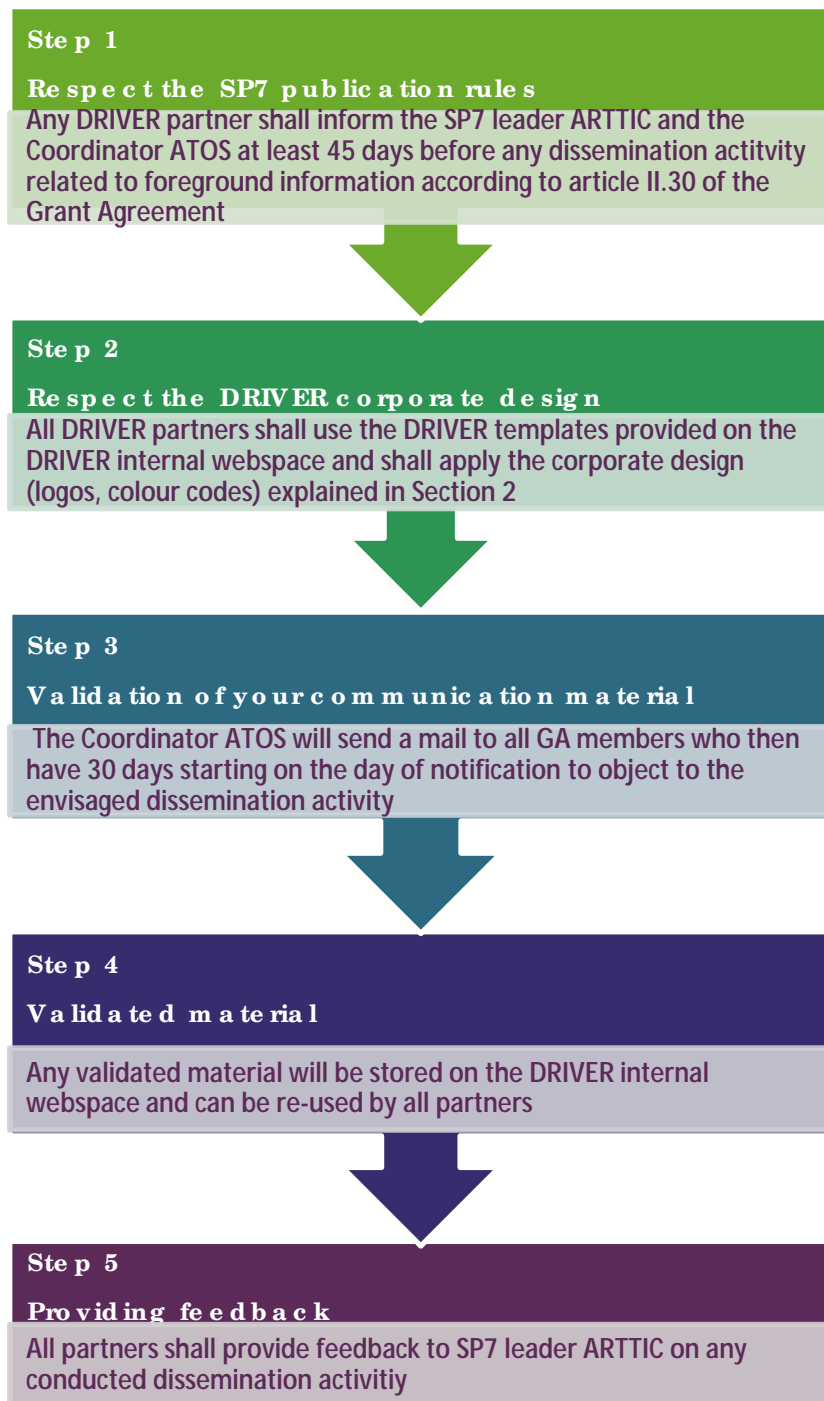## 14.3 DRIVER overview presentation

Figure 5 : DRIVER project overview presentation

14.4 DRIVER external newsletter

Figure 6 : DRIVER external newsletter

15 Annex 7: DRIVER Communication rules

Step 1

Respect the SP7 publication rules

Any DRIVER partner shall inform the SP7 leader ARTTIC and the Coordinator ATOS at least 45 days before any dissemination actitvity related to foreground information according to article II.30 of the Grant Agreement

Step 2

Respect the DRIVER corporate design

All DRIVER partners shall use the DRIVER templates provided on the DRIVER internal webspace and shall apply the corporate design (logos, colour codes) explained in Section 2

Step 3

Validation of your communication material

The Coordinator ATOS will send a mail to all GA members who then have 30 days starting on the day of notification to object to the envisaged dissemination activity

Step 4

Validated material

Any validated material will be stored on the DRIVER internal webspace and can be re-used by all partners

Step 5

Providing feedback

All partners shall provide feedback to SP7 leader ARTTIC on any conducted dissemination activitiy

16 Annex 8: Scientific publications, presentations and public communication

16.1 Mention of EC funding in publications

Any publication related to DRIVER in whatever format (Scientific paper, scientific PowerPoint presentations, , etc...) should contain the following mention:

> The research leading to these results has received funding from the European Community's Seventh Framework Programme (FP7/2007-2013) under Grant Agreement n°607798.

16.2 FP7 Publication rules

The rules for publications and external communications in relation to foreground information are defined in the EC contract and are governed by the Article II.30 of the Grant Agreement.

At least 45 days prior notice of any dissemination activity related to foreground information shall be given to the other beneficiaries concerned, including sufficient information concerning the planned dissemination activity and the data envisaged to be disseminated.

Following notification, any of those beneficiaries may object within 30 days of the notification to the envisaged dissemination activity if it considers that its legitimate interests in relation to its foreground or background could suffer disproportionately harm. In such cases, the dissemination activity may not take place unless appropriate steps are taken to safeguard these legitimate interests.

The beneficiaries may agree in writing on different time-limits to those set out in this paragraph, which may include a deadline for determining the appropriate steps to be taken.

NB: the term "beneficiaries" in the EC Grant Agreement refers to the other project consortium partners.

Article 8.3.1.2 of the DRIVER Consortium agreement related to objections to publications or dissemination activities mentions that an objection is justified if

> (a) the objecting Party's legitimate academic or commercial interests are compromised by the publication; or

> (b) the protection of the objecting Party's Foreground or Background is adversely affected.

The objection has to include a precise request for necessary modifications.

If an objection has been raised the involved Parties shall discuss how to overcome the justified grounds for the objection on a timely basis (for example by amendment to the planned publication and/or by protecting information before publication) and the objecting Party shall not unreasonably continue the opposition if appropriate actions are performed following the discussion.

16.3 Agreement on the content of the communication

The partners who wish to publish new information on or related to DRIVER (information related to foreground) should contact the SP7 leader- ARTTIC (driver-arttic@eurtd.com) and the Coordinator ATOS (fernando.kraus@atos.net) to obtain consent. The new documents will be sent to the General Assembly for approval according to the rules mentioned in the previous chapter..

Once the new text is validated, it can be used by the partner who made the request and will become part of the dissemination material of the DRIVER project that can be re-used without further agreement. This material will be stored on the DRIVER private website:

http://driver.atosresearch.eu/SP7/Dissemination material

16.4 Requests from Journalists

All requests from Journalists shall be forwarded to the DRIVER Dissemination team (driver-arttic@eurtd.com) and to the Coordinator ATOS (fernando.kraus@atos.net).

17 Annex 9: General Dissemination Rules

17.1 Disclaimer

Any publicity made by the beneficiaries in respect of the project, in whatever form and on or by whatever medium, must specify that it reflects only the author's views and that the Community is not liable for any use that may be made of the information contained therein. (article 12 of Annex II to the Grant Agreement).

17.2 Feedback on dissemination activities

All DRIVER partners should report any type of dissemination activity related to foreground information to the DRIVER SP7 leader ARTTIC (driver-arttic@eurtd.com), in particular:

- Scientific publications (name of the journal, title of the publication, date)
- Presentation of results about DRIVER at scientific events (name of the conference, venue, date, estimated size if audience)
- Communication to mass media referring to DRIVER, such as press releases, with references on the published articles (name of the paper, date)
- Presentations at public events where information about DRIVER is disseminated (name of the event, title of the presentation, venue, date, estimated size of audience).

A copy of the published content should be forwarded for information to the DRIVER SP7 leader-ARTTIC who will store it on the private and public websites.

17.3 DRIVER corporate Design

The colour code (annexed to this document) and logo of DRIVER shall always be used as well as the font Calibri for the main text and Century Gothic for titles. The Driver logo shown below and to be found on the DRIVER internal website shall always be displayed on all dissemination documents.

Furthermore, any public document shall display the European emblem. The partners are exempted from the obligation to obtain prior permission from the EC to use them. When displayed in association with a logo, the European emblem should be given appropriate prominence.

DRIVER logo	EU logo
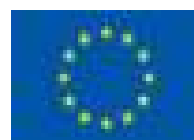
Both logos can be found here:

http://driver.atosresearch.eu/SP7/Logos

17.4 DRIVER picture

The DRIVER picture (annexed to this document) shall always be used to visually represent the project. The picture can be found under

http://driver.atosresearch.eu/SP7/Dissemination material

17.5 Standard templates

All partners are invited to use the standard DRIVER PowerPoint template and the DRIVER templates for deliverables and minutes as well as the logo published on the DRIVER private website:

http://driver.atosresearch.eu/Templates

17.6 DRIVER Overview presentation

Any DRIVER partners asked to give a presentation about DRIVER at scientific events shall use the DRIVER overview presentation. The template can be customised according to the event core topic, e.g. additional slides can be added. The presentation can be found on the internal website in the dedicated folder, public presentations
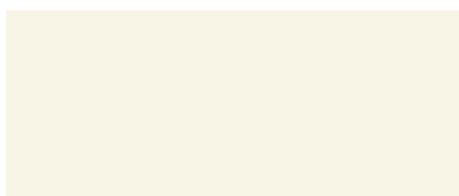
http://driver.atosresearch.eu/SP7/Public presentations

18 Annex 10: DRIVER colour code

Colour 1	92	42	89
Colour 2	250	245	230

Colour 1

Colour 2

DRIVER picture

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19 Annex 11: DRIVER Events calendar

DRIVER EVENTS CALENDAR

	2014						
M1	M2	M3	M4	M5	M6	M7	M8
May	June	July	August	September	October	November	December
	SP2: 17-18 June 2014 Workshop: Situational Awareness Systems WP42 Architecture for Strengthened Responses Organisation: JRC, ISPRA , Italy	SP8: 1 July 2014 Technical event: WP82 CM Institutions and Capabilities Organisation: Fraunhofer INT, Host: Fraunhofer Brussels representation			SP5: 14 October 2014 Workshop SotA Organisation: TNO, Host: Fraunhofer Institute, Berlin	SP4: One week btw. 15 Nov and 15th December Technical event: First Experimentation Week WP44 WP43 Situation Assessment Tools & WP45 Secured Interoperability tools Organisation: GMV, Host: Pole Risques (tbc)	
	SP3: 24 June 2014 (Half day) Workshop: Round table Crisis management SP3 Civil Resilience Organisation: Fraunhofer IAO, Stuttgart				SP8: 30.10.2014 DRIVER booth at Standards – Your innovation bridge conference Organisation: DIN, Brussels	SP7: 24-25.10.2014 Science and Policy Event, Bouche à Oreille congress, Brussels Host: European Commission	

Table 1 : List of planned events until M8 (will be updated along the project)