D952.13 – DISSEMINATION AND COMMUNICATION – PROGRESS REPORT - 2

SP95 - IMPACT, ENGAGEMENT AND SUSTAINABILITY

AUGUST 2019 (M64)

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The DRIVER+ project

Current and future challenges, due to increasingly severe consequences of natural disasters and terrorist threats, require the development and uptake of innovative solutions that are addressing the operational needs of practitioners dealing with Crisis Management. DRIVER+ (Driving Innovation in Crisis Management for European Resilience) is an FP7 Crisis Management demonstration project aiming at improving the way capability development and innovation management is tackled. DRIVER+ has three main objectives:

1. Develop a pan-European Test-bed for Crisis Management capability development:

    a. Develop a common guidance methodology and tool, supporting Trials and the gathering of lessons learnt.
    b. Develop an infrastructure to create relevant environments, for enabling the trialling of new solutions and to explore and share Crisis Management capabilities.
    c. Run Trials in order to assess the value of solutions addressing specific needs using guidance and infrastructure.
    d. Ensure the sustainability of the pan-European Test-bed.

2. Develop a well-balanced comprehensive Portfolio of Crisis Management Solutions:

    a. Facilitate the usage of the Portfolio of Solutions.
    b. Ensure the sustainability of the Portfolio of Solutions.

3. Facilitate a shared understanding of Crisis Management across Europe:

    a. Establish a common background.
    b. Cooperate with external partners in joint Trials.
    c. Disseminate project results.

In order to achieve these objectives, five Subprojects (SPs) have been established. **SP91 *Project Management*** is devoted to consortium level project management, and it is also in charge of the alignment of DRIVER+ with external initiatives on Crisis Management for the benefit of DRIVER+ and its stakeholders. In DRIVER+, all activities related to Societal Impact Assessment are part of **SP91** as well. **SP92 *Test-bed*** will deliver a guidance methodology and guidance tool supporting the design, conduct and analysis of Trials and will develop a reference implementation of the Test-bed. It will also create the scenario simulation capability to support execution of the Trials. **SP93 *Solutions*** will deliver the Portfolio of Solutions which is a database driven web site that documents all the available DRIVER+ solutions, as well as solutions from external organisations. Adapting solutions to fit the needs addressed in Trials will be done in **SP93**. **SP94 *Trials*** will organize four series of Trials as well as the Final Demo (FD). **SP95 *Impact, Engagement and Sustainability***, is in charge of communication and dissemination, and also addresses issues related to improving sustainability, market aspects of solutions, and standardisation.

The DRIVER+ Trials and the Final Demonstration will benefit from the DRIVER+ Test-bed, providing the technological infrastructure, the necessary supporting methodology and adequate support tools to prepare, conduct and evaluate the Trials. All results from the Trials will be stored and made available in the Portfolio of Solutions, being a central platform to present innovative solutions from consortium partners and third parties, and to share experiences and best practices with respect to their application. In order to enhance the current European cooperation framework within the Crisis Management domain and to facilitate a shared understanding of Crisis Management across Europe, DRIVER+ will carry out a wide range of activities. Most important will be to build and structure a dedicated Community of Practice in Crisis Management, thereby connecting and fostering the exchange of lessons learnt and best practices between Crisis Management practitioners as well as technological solution providers.

Executive summary

The overarching objective of the DRIVER+ project is to improve the way capability development and innovation management are tackled, by testing and validating (in realistic environments) solutions that are addressing the operational needs of practitioners dealing with Crisis Management. The success of this project will greatly depend on an adequate, proactive and fruitful engagement approach with stakeholders. The potential benefits are multiple, like increasing the project impact and relevance, facilitating the sustainability or exploitation of the outcomes by the stakeholders and obtaining endorsement. Stakeholder engagement must be considered from the onset of the project and throughout. Therefore, the project has been designed to take stakeholders' perspectives on board in order to make its outcomes as useful and fit-for-purpose as possible, hence, contributing to their sustainability.

While **D952.11** *Dissemination and Communication strategy and action plan* aimed at introducing the overall engagement approach the DRIVER+ project by laying down the foundations of the Dissemination and Communication (D&C) Strategy and related action plan, the present deliverable aims at providing the readers with a detailed overview of the concrete D&C actions taken to implement the plan during its second period (M53-M64) and the planning of activities until the end of the project. The main purpose of this document is to showcase how, when, to who and through which channels the current project outputs have been disseminated thus far, also reflecting on the impact achieved through the assessment of the conducted activities. To do so, the deliverable has been structured to report around the three main phases of the engagement roadmap, as identified under the previous edition of this deliverable (**D952.12** *Dissemination and Communication – progress report 1*).

Therefore, the deliverable first details the activities conducted during the initial first phase of the roadmap (START-UP PHASE) which has been and is still dedicated to inform and raise awareness about the project to start attracting interest from the targeted stakeholders. It is the first and most important step towards the early engagement of external stakeholders in the project activities, necessary to lay down solid and sound foundations to conduct the work under the other phases, which in return should support maximizing the engagement of relevant stakeholders throughout the project duration (Section 2). The deliverable then focuses on the activities carried out under the second stage of the roadmap (DEMONSTRATION PHASE) whose main objective is to consult and to interact with stakeholders to obtain their feedback on the initial project results and achievements. This two-way communication will contribute greatly towards DRIVER+ achieving all of its objectives and to ensuring that the Trials, Test-bed and Portfolio of Solutions are optimized from a practitioner's perspective (Section 3). Then, the kick start of the SUSTAINABILITY PHASE and how the **WP952** has been liaising with project's partner to better define the needs and objectives of the communication strategy towards sustainability of project's outputs is described (Section 4). This document also serves as an evaluation framework to report on the performance and impact of the D&C activities carried out, also reflecting best practices and lessons learnt during the execution of the project. Section 5 thus provides an analysis and update of the Key Performance Indicators (KPIs) based on the ones defined in **D952.12** *Dissemination and Communication – progress report 1*. Finally, Section 6 details the objectives and respective timeline until the end of the project, whose results will be reflected in the next version of the progress report (**D952.14** *Dissemination and Communication – Final Report*).

In summary, all the planned D&C activities have been realized. The identity of the project has been built and heavily promoted via all tools and channels identified in the D&C strategy: the DRIVER+ website, the DRIVER+ social media accounts, DRIVER+ newsletter, the support to DRIVER+ events and the participation to third party events and the mass media relations. The website is regularly updated with new information about the project and the number of visitors has increased. Increasing interaction with externals is the main priority identified for next period.

Finally, it is to be noted that the current deliverable should serve as a guideline to the Consortium for the D&C activities to be carried out in the context of the DRIVER+ project for the next period. The final iteration of the progress reports will reflect the activities and results achieved by the project with regards to D&C activities and throughout the project duration.

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List of Acronyms

Acronym	Definition
CM	Crisis Management
CMINE	Crisis Management Innovation Network Europe
CoE	Centre of Expertise
CoU	Community of Users
D&C	Dissemination and Communication
DR1 /DR2	Dry Run 1 / Dry Run 2
DRR	Disaster Risk Reduction
DRMKC	Disaster Risk Management Knowledge Centre
EU	European Union
I4CM	Innovation for Crisis Management
ISO	International Organisation for Standardisation
JRC	Joint Research Centre
KPI	Key Performance Indicator
PCT	Project Committee Team
PMB	Project Management Board
PO	Project Officer
PoC	Point of Contact
PoS	Portfolio of Solutions
PSCE	Public Safety Communication Europe
PR	Press Release
PRDR	Policy Research Dialogue Roundtable
SP	Sub-project
SEO	Search Engine Optimisation
SRH	Security Region Haaglanden
TGM	Trial Guidance Methodology
TM	Training Modules
TIM	Trial Integration Meeting
UNISDR	United Nations Office for Disaster Risk Reduction
WP	Work Package

1. Introduction

This section aims at presenting the objectives of the Dissemination and Communication activities from M53 until M64, as stated in **D952.11 Dissemination and Communication strategy and action plan** and **D952.12** *Dissemination and Communication activities – Progress report 1*, and the present's deliverable's scope and structure.

1.1 Missions of DRIVER+ Dissemination and Communication activities

The main purpose of D&C activities identified by the DRIVER+ project in **WP952** is to increase the level of visibility and outreach of the project through the wide dissemination of the project's objectives, activities and outcomes towards a well-defined target audience.

The D&C objective of the period was to effectively implement the planned activities, following the D&C strategy and action plan, to (1) promote and increase the visibility of major activities carried out by DRIVER+; and (2), foster participatory engagement with key stakeholder groups to maximise the project's impact and ensure the uptake of its outcomes.

As stated in the engagement roadmap of the deliverable mentioned above (**D952.11**), the level of engagement differs along the duration of the project and three phases and five levels have been identified:
- START-UP PHASE: Building awareness and interest in the wider Crisis Management community.
  - Engagement level 1: Inform.
- DEMONSTRATION PHASE: Engagement in the project and information about the results of the project.
  - Engagement level 2: Consult.
  - Engagement level 3: Involve.
  - Engagement level 4: Collaborate.
- SUSTAINABILITY PHASE: Evaluating, sustaining and disseminating final results.
  - Engagement level 5: Empower.

All three phases are concerned by this reporting period. Progress with respect to the planned activities in these phases is presented in Sections 2, 3 and 4.

1.2 The scope and structure of this document

The scope of this deliverable is to present the second yearly report related to D&C activities of the project performed by project partners. It outlines the objectives and strategy of the reporting period and presents the tools and activities that were undertaken to accomplish the objectives set.

This deliverable, as its predecessors, is intended to be a living document, which means it will be continuously updated and enriched throughout the DRIVER+ project duration, taking into account continuous feedback and development within as well as those outside of the project DRIVER+. Therefore, the defined D&C strategy and action plan is not set in stone but is expected to evolve over time, taking into account feedback received from an increasing community of practitioners and other stakeholders from various disciplines.

One update of this document is foreseen:

> **D952.14** *Dissemination and Communication activities – Final report* (M70)

This deliverable will reflect the activities and results achieved by the project and its contributing partners at the respective point of time and will inform on the adjustment of the strategy and its corresponding activities. This will align future actions with the dynamics of the actual project workflow and ensure the right measures are taken at the right time to maximise the project's impact. The revision will benefit from dedicated monitoring and evaluation tools and mechanisms applied in DRIVER+ and detailed in the present report.

Sections 2, 3 and 4 present the progress and achievements of the D&C activities, following the strategy and objectives defined in the action plan. Section 5 informs the reader about the monitoring and evaluation of the implemented actions and how **WP952** performed during the period. Based on the previous sections and appropriate lessons learnt, section 6 presents the D&C objectives until the end of the project (M65-M72).

2. START-UP PHASE: Part 2 - Informing about the project's results

The first phase of the roadmap defined in **D952.11** *Dissemination and Communication strategy and action plan* was to inform about the project. This implies a strong visual identity of the project and ensuring that the vision, objectives, activities and results of the project become as widely known and understood as possible through dedicated messages by the identified stakeholders: practitioners, scientific and research community, public bodies, related projects and initiatives, private sector, volunteer networks, specialised and general media and civil society.

Planned activities for the period of concern included:
- Providing information about the project through DRIVER+ communication tools and channels:
  - Project website.
  - Distribution of promotional materials (leaflet, roll-up, posters).
  - Partner's network.
  - Contribution to third party events and publications.
- Regularly engaging targeted audience through:
  - Social networks.
  - Press releases.
  - Newsletters.
  - National and international conferences.
  - Networking events, with research community, policy makers and related projects.

These activities intend to address all DRIVER+ stakeholders.

During the 5th Technical Review meeting in September 2018 (M53), it was stressed that the communication should focus more on project's results than explaining what the DRIVER+ project is, as the project is producing outcomes. That is why this second part of the START-UP PHASE showed its focus turned towards the outcomes of DRIVER+.

2.1 DRIVER+ Visual identity

Based on the DRIVER+ graphical charter and visual identity, specific logos for the Test-bed, the PoS and CMINE have been created (see Figure 2.1, Figure 2.2 and 2.3 respectively).

Figure 2.1: Test-bed logo

Figure 2.2: PoS logo

Figure 2.3: CMINE Logo

In order to support DRIVER+ sustainability efforts with a sound visual identity, it has been agreed to re-design some of the existing logos and icons of DRIVER+ and to create several new ones. This work is currently ongoing, in collaboration with a professional designer and scheduled to be completed by the end of August 2019. All these elements will be accessible to all partners in the project workspace.

2.2 Public website

The project website is still serving as the main Dissemination and Communication tool and the main gateway to diffuse project information as widely as possible. The objective for the period was to increase the number of visitors. Also, during the 5th Technical Review meeting in September 2018, it was stressed that it should be considered to organise the website differently in order to draw more attention to the key results, main information on events etc.

In consequence the website was re-structured in October 2018. A new section called "Discover our results" (Figure 2.4) was added to the main menu and the first tab the visitor comes across with. This section contains information about the project public reports, the Portfolio of Solutions, A Pan-European Test-bed for Crisis Management Capability Building (Figure 2.5), the Trial Guidance Methodology Handbook with a download option to the Handbook, Standardisation in DRIVER+ and the DRIVER+ Terminology. These new webpages have been elaborated in coordination with the responsible partners. The website is regularly updated to fit the progress of the project.

Figure 2.4: DRIVER+ Website Homepage

Figure 2.5: Example of a new page focused on results: A Pan-European Test-bed for CM capability development

In addition, the events section was expanded by a page on the Policy Research Dialogue Roundtables, the fourth I4CM event as well as dedicated pages for Trial The Netherlands and Trial Austria. Finally, key results and project related news were frequently published and linked to the respective pages to increase visibility and point people to the main results of the project.

These actions on the website helped increasing the number of visitors and achieve the objectives stated in **D952.12**. Google analytics data are still collected on a monthly basis. The results are presented in the figures below (Figure 2.7 and Figure 2.8), taking the month of June 2018 as a comparison difference (Figure 2.6), as July and August have usually less visitors due to the summer period.
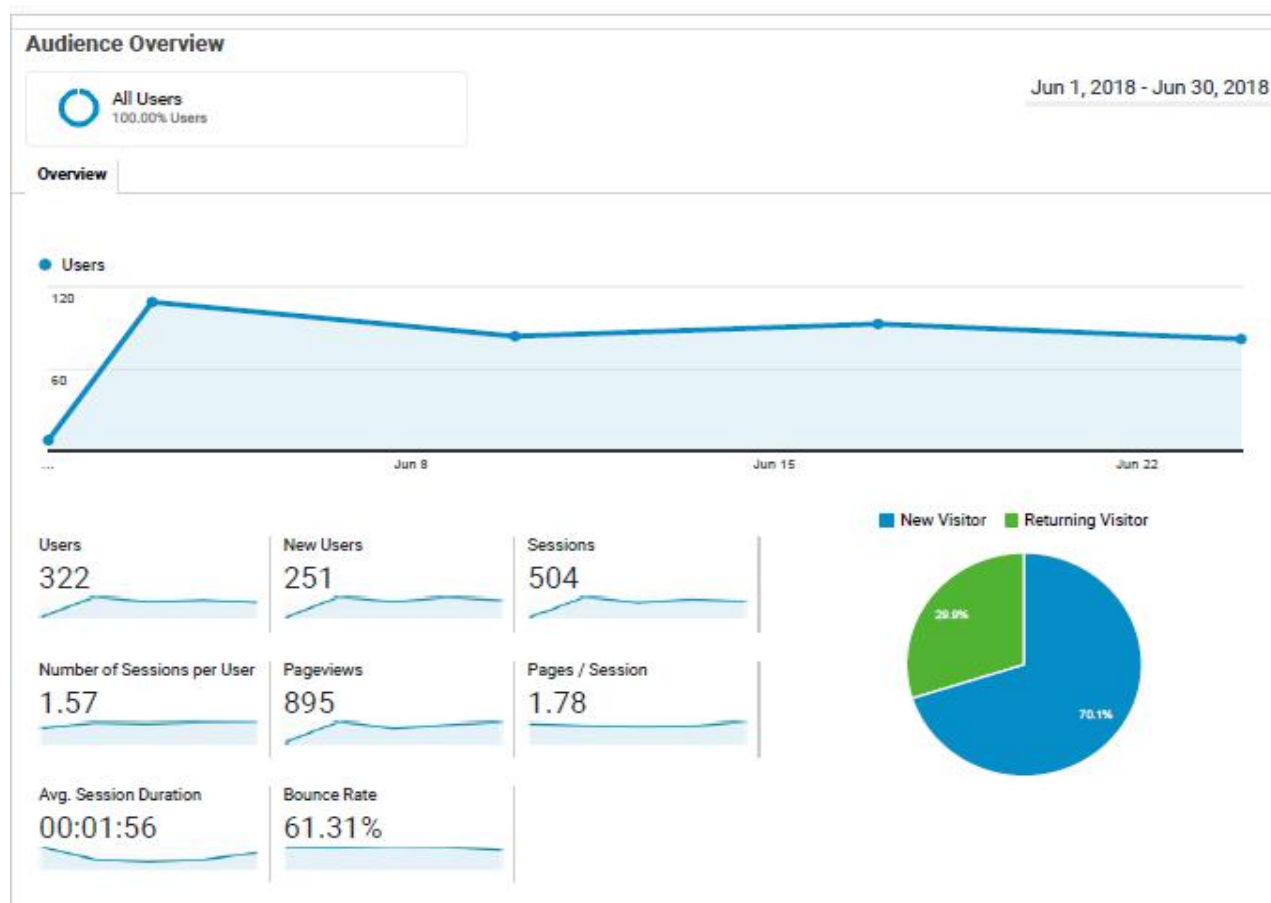
Figure 2.6: Google Analytics public website – June 2018
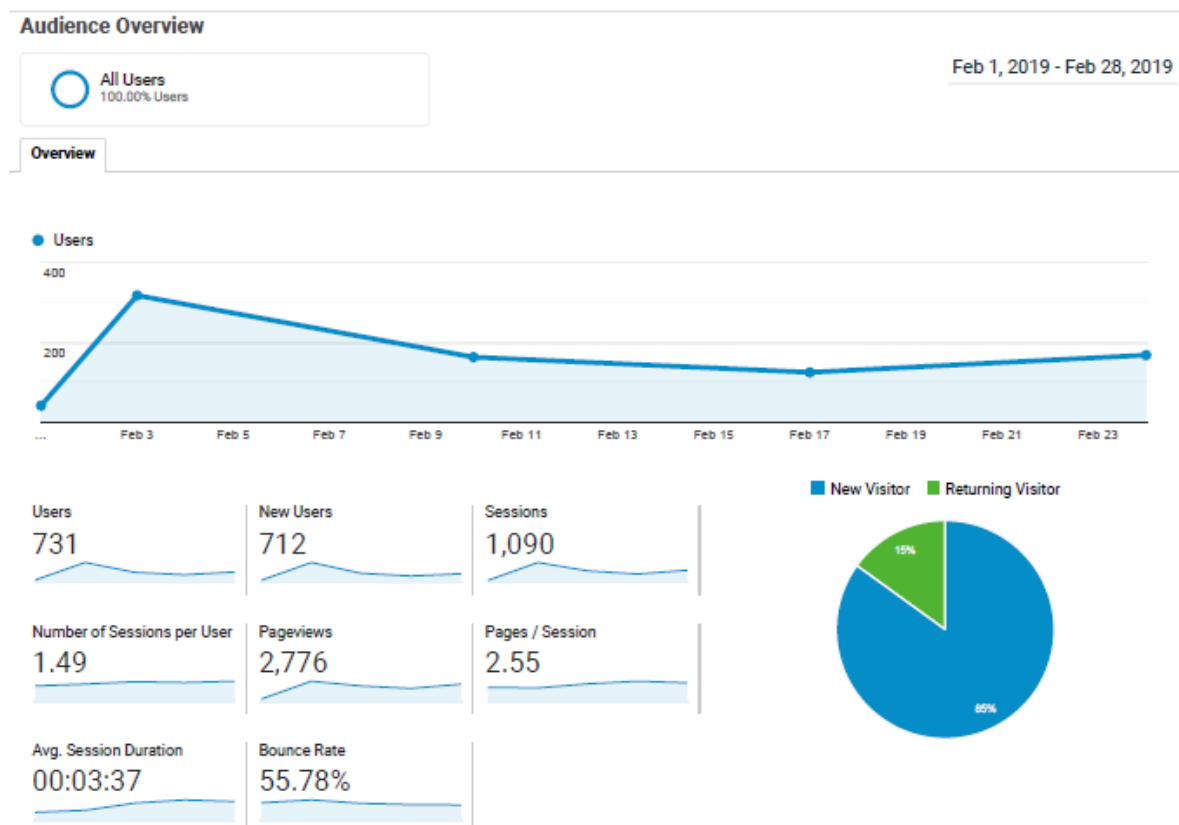
Figure 2.7: Google Analytics public website – February 2019

Figure 2.8: Google Analytics public website – May 2019

Overall, the numbers of visitors per month and number of pageviews are increasing. The average session duration is now above 2 minutes.

The analytics are even more interesting looking at each of the website pages individually. For example, taking the month of May 2019 (Figure 2.9) shows that the visitors stayed in average more than 4 minutes on the 4th I4CM and Trial The Netherlands webpage, leading to conclude that the communication around these two events was efficient. People visited the DRIVER+ website and read the available information on upcoming events. In March 2019 (Figure 2.10), visitors stayed longer on the CMINE, TGM, PoS and Trial The Netherlands pages, proving that an efficient communication on DRIVER+ products was realised.

Also of interest is the rank of most consulted pages. From September to December 2018, Trials related pages were leading, with Trial France and the Call for application for the Austrian Trial. Then, from January to March 2019, it was CMINE and TGM, when CMINE was launched and the TGM first published on the website, followed by the 4th I4CM page from April to June 2019. This shows again an efficient communication on the current outcomes of the DRIVER+ project, as people are consulting the pages with regards to the project most recent activities.

Figure 2.9: Google analytics: results per page May 2019

Figure 2.10: Google analytics: results per page March 2019

During this reporting period, three days showed a particular high number of visits on the website:

- 4th March: with the news on the Trial The Netherlands and the launch of an intensive social media campaign on this Trial.
- 20th May: first day of Trial The Netherlands week and Press release announcing 4th I4CM published.
- 12th June: first day of the 4th I4CM event.

More data based on the website analytics can be found in the KPIs section (5.1- Annex 8) of this report. Analysis of the results and objectives for the next period are available in the evaluation section (5.2- Annex 8).

2.3   DRIVER+ Newsletter

The objective of the DRIVER+ newsletter is to raise interest in the project's achievements, stimulate the dialogue with external stakeholders, drive traffic to the website and ultimately provide an overview of the latest development in the field of innovation for Crisis Management in Europe. Four newsletters were published since the last reporting period:

- The fourth edition of the Newsletter was published in October 2018 and highlighted the 3rd I4CM in Warsaw. It also announced the CMINE and promoted the PoS. It included a Trial corner and a section on upcoming third-party events in Crisis Management as well.
- The fifth edition of the Newsletter was published in December 2018 and highlighted the success of Trial France. It provided information on the PoS and on the project's standardisation activities. It featured a section on EU news and policy and a list of upcoming third-party events.
- The sixth edition of the Newsletter was published in March 2019 and highlighted the first Policy-Research Dialogue Roundtable in Brussels. It contained information on the TGM and announced Trial The Netherlands. A section on related projects in crisis management was also included in this edition.
- The seventh edition of the Newsletter was published in May 2019 and highlighted the upcoming Trial The Netherlands. It provided information on the project's standardisation activities, the 4th I4CM and Trial Austria. It also contained a section on useful documentation and material related to crisis management.

Particular efforts were invested in rebuilding the DRIVER+ newsletter recipient base. The 4th I4CM in June 2019 in Copenhagen alone earned the project more than 100 new subscribers, reaching a total of 357 newsletter subscribers. Leveraging DRIVER+ events has proven to be the most efficient way to increase the subscriber base. This strategy will be maintained for future DRIVER+ events and activities. PSCE, being the task leader for the newsletter, is updating the strategy for engaging people to register to the DRIVER+ newsletter.

2.4   Presence in Social Media

Social Media accounts and profiles play a promotional role for the project and it was planned to extensively use them to enhance the projects online presence in a way that complements the other communication channels. The objectives for social media for the reporting period have been defined as twofold:

- Build relationships and effectively engage with relevant stakeholders on a frequent and sustained basis to raise awareness about the DRIVER+ latest activities and achievements while stimulating dialogue between the project consortium and the outside world.
- Provide relevant stakeholders and the Crisis Management community at large with the latest news and issues in the field of innovation in Crisis Management in Europe, to be perceived as an entry point channel in the field.

Specific social media strategies are put in place to effectively promote and cover DRIVER+ events (Trials and I4CM). Relevant hashtags and Twitter profiles are identified and used to maximize the impact of tweets issued from the DRIVER+ twitter profile.

Twitter

The DRIVER+ Twitter account is run under the name @DRIVER_PROJECT and is active since September 2017. It is used for a variety of purposes, namely:

- To promote and disseminate the project's latest activities and achievements (DRIVER+ events, partici-pation to third-party events).

- To promote the various DRIVER+ components (CoE, TGM, PoS, Test-Bed, CMINE) and material (public deliverables).
- To highlight related projects and initiatives.

A consistent social media output was maintained and the numbers of followers as well as the engagement rate have been steadily increasing in the course of the reporting period:
- A total of 1484 tweets (+484 since the last reporting period).
- 748 followers (+184 since the last reporting period).
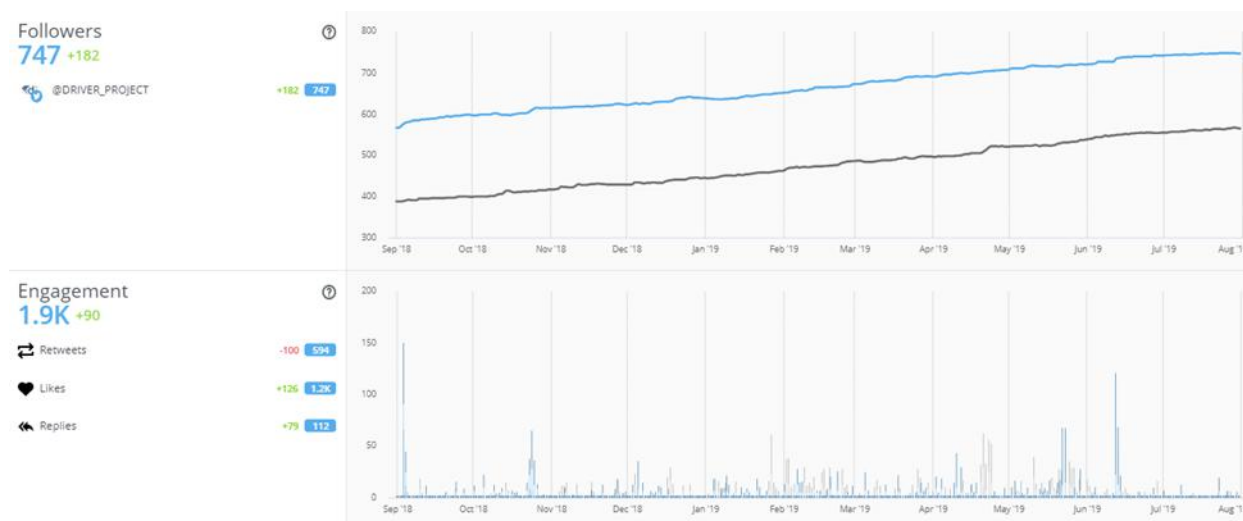
Figure 2.11: Twitter analytics September 2018 - July 2019

In addition to the DRIVER+ twitter account a dedicated CMINE twitter account has been setup in April 2019 to raise awareness about CMINE and actively contribute to the network's expansion. Twitter has been used to promote activities and achievements related to the different CMINE task groups (wildfires/floods/ volunteer management), and to promote CMINE-related events and activities. A total of 40 tweets have been issued from the profile which has reached 61 followers. The CMINE twitter is expected to attract more and more followers as the network grows.

LinkedIn

It was decided to abandon the initial DRIVER+ LinkedIn group and to create an individual profile for the project instead. The rationale behind this was to allow for a more active presence of the project on LinkedIn with the ultimate goal of increasing interactions with external stakeholders. The profile has been extensively used to promote DRIVER+ components and activities. It has reached a total of 643 connections and is active in various groups related to Crisis Management and innovation in Europe.

YouTube

The project YouTube channel serves to disseminate the project videos. The objective is to further use the video capabilities for effectively promoting project activities and outputs. It aims at providing any interested party with videos related to the project's developments and the promotion of activities. Since September 2018, **9 additional videos** have been published:
- December 2018 - DRIVER+ Trial #2 in Aix-en-Provence, France, 24-25 October 2018.
- December 2018 - DRIVER+ Test-bed - how can the Test-bed help Crisis Management practitioners?
- December 2018 - DRIVER+ Test-bed infrastructure for developers.
- May 2019 - Trial The Netherlands - DRY RUN 2 VIDEO.
- June 2019 - DRIVER+ Trial The Netherlands, The Hague, 22-23 May 2019.
- June 2019 - CMINE Interview - Flood Task Group - H. Vreugdenhil.
- June 2019 - CMINE Interview - Volunteer Management Task Group - M. Bird.

- Interview of CMINE head chair - T. Tagarev.
- DRIVER+ Innovation For Crisis Management (I4CM) events.

The subscribers' base and view count on the YouTube channel have been steadily increasing throughout the reporting period (+2.7K views, 4.9k minutes watched, 8 subscribers since the last reporting period).
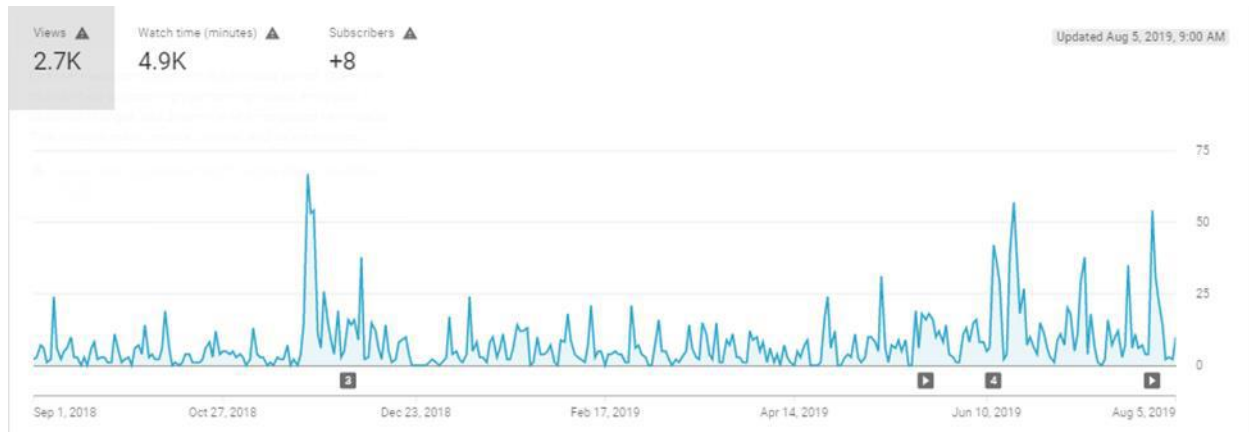
Figure 2.12: DRIVER+ YouTube Channel July 2018 – August 2019

Facebook

A [Trial Austria Facebook page](#) has been created to raise awareness and disseminate communication material about the event. This initiative resulted from the fact that Facebook is widely used by organisations and the general public in Austria, rather than Twitter.

Figure 2.13: DRIVER+ Trial Austria Facebook Page - DRIVER+ Mass Media Relations

A specific mass media strategy has been conducted. It consisted first to establish a list of interested media and media capabilities of the project and then to initiate the contact with the identified media. An initial list of both general and specialised media at international, EU and national level has been created and shared with all partners in order to further expand it, especially at local and national levels. D&C points of contact within each partner's organisation have also been identified and contacted to increase the diffusion channels and potential outreach of the information. 53 media have been identified, each of which are engaged via a point of contact:

- Ambulance News.
- Asia Pacific Fire Magazine.
- Airport Fire Officers Association.
- Ambulance Today.
- Crisis Response Journal.
- Crisis Prevention.

- Critical Communications Magazine.
- CFOA- Chief Fire Officers Association.
- CTIF International Association of Fire and Rescue Services.
- DRMKC newsletter (JRC).
- EU Horizon Magazine.
- EU research*eu results magazine.
- EU research*eu focus.
- Euractiv.
- European Data Quarterly (an open access journal presenting policy-relevant data).
- Security Europe.
- EU Horizon Magazine.
- EU research*eu results magazine.
- EU research*eu focus.
- European Data Quarterly (an open access journal presenting policy-relevant data).
- Emergency Services Times.
- Federation-nationale-des-sapeurs-pompiers-de-france.
- FIRE Magazine.
- Fire & Rescue/ Industrial Fire Journal.
- Get resilient.
- HR Grapevine.
- International Association of Emergency Managers.
- International Forum to Advance First Responder Innovation.
- International Journal of Mass Emergencies and Disasters.
- International Journal of disaster Resilience in the Built environment.
- International Journal of Emergency Management.
- International Firefighter Magazine.
- IFRC Psychosocial Centre quarterly Magazine.
- Journal of Disaster Prevention and Management.
- Journal of Contingencies and Crisis Management.
- Journal of International Organisation.
- Johanniter.
- New Europe.
- PreventionWeb News.
- Politico.
- PSCE Newsletter.
- Police Oracle.
- People Management.
- Radio Resources International.
- Red Cross Societies
- Security Europe.
- The European Association of Civil Protection Volunteer Teams
- The European Emergency Number Association
- The European State Forest Association
- The European.
- TIEMS Newsletter.
- The Federation of the European Union Fire Officers Associations
- THW

Press Releases

Press Releases are produced throughout the project's lifetime and their purpose is engaging external media in the dissemination of the project's achievements and milestones. Since the last reporting period the following press releases were published:

- Press Release #16 Trial Austria: fünf innovative Krisenmanagement-lösungen werden in Eisenerz getestet- August 2019
- Press release #15 Trial Austria: Five innovative crisis management solutions will be tested in Eisenerz – August 2019
- Press release #14 DRIVER+ I4CM Post Event – July 2019.
- Press release #13 DRIVER+ Trial France Results – July 2019
- Press release #12 DRIVER+ Trial Poland Results – July 2019
- Press release #11 Post Trial The Netherlands – June 2019.

This Press release was published in The Hague Security Delta, HSD, DRIVER+ Project Successful Trial in The Hague, July 2019.

- Press release #10 4th I4CM – May 2019.

This Press release was relayed in Mission Critical Communications – Radio Resource International, Fourth Innovation for Crisis Management Event Registration opens, May 2019; Professional Security UK, Innovation for Crisis Management Event, May 2019 and European Volunteering Centre newsletter, Innovation for Crisis Management event, May 2019.

- Press release #9 Trial The Netherlands – Dutch Version – May 2019.
- Press release #9 Trial The Netherlands – English Version – May 2019.

This Press release was relayed in Critical Communications Review, DRIVER+ Trial in The Hague puts Innovative CM Solutions through their Paces, May 2019 and RadioResource International, DRIVER+ Flooding Simulation in The Hague to test 5 CM solutions, May 2019

- Press release #8 CMINE – January 2019.
- Press release #7 DRIVER+ Trial France – October 2018.
- Press release #6 Trial France – October 2018.

After publishing a Press Release, a message is sent to internal D&C point of contacts for them to dissemi-nate the PR through their own channels. The PoC is asked to provide information as accurate as possible regarding the audience targeted the estimate number of people reached and channels used.

Press Clippings and articles

In addition to press releases, a total of 18 articles and press clippings about the project were identified since the last reporting period:

- International Fire Fighter, DRIVER+ Project Trial#2 – European response to Mediterranean forest fire, September 10, 2018.
- Government Europa Quarterly, Driver+ and the capability development of European crisis management, September 21, 2018.
- Emergency Services Times, European project drives improved crisis management capabilities, October 2018.
- Fire Magazine, Resilience through innovation: the European dimension, October 2018.

- MDA Online, For the first time, MDA's Unique Command and Control System was integrated into an EU drill in France, November 2018.
- FREQUENTIS: Sicherheitsforschung nutzbar machen[1]!, November 2018.
- Crisis Response Journal, Innovation for Resilience, December 2018.
- Disaster Risk Management Knowledge Centre, A new Community of Practice: the Crisis Management Innovation Network Europe (CMINE), Newsletter 15 (December 2018).
- Government Europa Quarterly, Driver+ and the capability development of European crisis management, September 21, 2018.
- Disaster Risk Management Knowledge Centre, CMINE Call for Experts, January 2019.
- DRIVER+, Driving European Innovation for Crisis Management, PSCE, January 2019.
- Critical Communications Review, DRIVER+: a pan-European approach for resilience in Crisis Management, February 2019.
- Globalnyt, Danish Online Media, Innovation for Crisis Management Event Announcement, May 2019.

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[1] Make Security Research useful

3. DEMONSTRATION PHASE: Part 2 – getting feedback from stakeholders

The second phase of the Engagement roadmap is to keep the engagement with identified stakeholders going, to consult them, to involve them in project's activities to finally collaborate with them. Consultation is used to interact with stakeholders to obtain their feedback on project results and achievements. This two-way communication contributes towards DRIVER+ achieving all of its objectives and to ensuring that the Trials, Test-bed and Portfolio of Solutions are optimised from a practitioner's perspective. Involving them is more intensive since it encompasses the direct involvement and active contribution of stakeholders in the project activities. Dissemination activities will become even more focused and targeted during this phase with an increasing amount of discussions with key stakeholders. Opportunities are explored with the specialised and general media via press releases, project articles for their online and printed publications.

Planned activities for the period of concern included:
- Updated Workshop 0: support the organisation of the workshop (registration page), create the support materials to be distributed during the workshop and communicate about the event and its outcomes. There were no external attendees to this event, therefore the communication was internal and does not need analysis in this deliverable.
- PRDR 1: Invite stakeholders to attend, inform about the PRDR on public website, social media campaign, disseminate the results.
- Trial France, Trial The Netherlands & Trial Austria: elaborate, implement and monitor the D&C strategy and action plan.
- 3rd and 4th I4CM events: elaborate, implement and monitor the D&C strategy and action plan.

The targeted stakeholders, based on the classification established in **D952.11**, for these activities are:

Tier 1 stakeholders: Practitioner organizations, Researchers and scientists, related projects and initiatives.

Tier 2 stakeholders: Industry representatives, policy makers.

Tier 3 stakeholders: Specialised media.

As the "DEMONSTRATION PHASE" has been divided in **D952.11** in two distinct objectives: consult and involve, this section is therefore dividing into two sub-sections. The first one is dedicated to D&C activities that have raised interactions with stakeholders while the second one focuses on D&C activities to involve stakeholders in the project.

3.1 Consult: Interact with stakeholders on project results and achievements

In this section an overview of DRIVER+ events and third-party events where DRIVER+ participated is presented. The purpose is to highlight the interactions with stakeholders.

3.1.1 DRIVER+ events: 1st PRDR

The Policy Research Dialogue Roundtables (PRDRs) have been proposed by DRIVER+ to encourage a Policy-Research dialogue on Disaster Risk Reduction (DDR)- and Crisis Management (CM)-related research and demonstration activities with a view to reflecting on how these activities:
- Contribute to the capability development of practitioner organisations.
- Meet policy demands as initially defined.

A first PRDR was organized in Brussels on 28th February 2019 to explore how a pan-European approach to capability development and innovation management could be supported through a common trial and validation framework that ensures comparability and improves the uptake of results stemming from EU-funded research and capacity building projects.

In addition to DRIVER+, three research projects (namely Anywhere, I-React and HEIMDALL) were showcased at the beginning of the meeting to provide the audience examples of project outcomes and findings which could help inform the implementation and maintenance of a pan-European Trial and validation framework. The meeting then adopted a workshop-style approach to engage participants in a lively and facilitated discussion, structured around three questions which were circulated ahead:

- How to best facilitate an innovation eco-system in the DDR and CM area, in the context of emerging networks of crisis management practitioners and innovation clusters and relevant knowledge networks?
- What would be the requirements for a better exchange of information and results from research projects dealing with solution development, trialling and validation in order to develop a shared understanding regarding basic requirements and core elements, pertaining to a prospective pan-European Trial and validation framework resulting in policy-relevant recommendations?
- What would be the requirements to introduce a pan-European Trial and validation framework stemming from European funded security research and innovation actions into the currently ongoing research programming of Horizon Europe and/or capacity building projects?

Five key recommendations emerged from the PRDR discussions and were framed in a DRIVER+ Position Paper.

Figure 3.1: Recommendations from the first PRDR

The Position Paper was sent to the PRDR participants and posted on the DRIVER+ public website and circulated through social media. Further details are presented in D953.13 (Annexes 11 and 12).

The event succeeded in bringing together an expert audience of 30 people involving EC Representatives, international organisations (UNISDR), national civil protection authorities from the Member States and representatives from selected Research & Innovation projects and initiatives. Altogether, 13 countries were represented.

3.1.2 DRIVER+ participation in third party events

A list of third-party events has been created at project start and circulated to all partners. This list is regularly updated and shared with partners on a monthly basis. The events were chosen carefully considering the expected aim, the target audience and the benefits to be achieved. The launch of the CMINE at the Security Research Event in Brussels on 5-6th December 2018, described in **D953.13 *Enhancing the shared understanding in CM – Progress report 3*. WP952** supports the DRIVER+ partners attending third-party events, providing an updated version of the DRIVER+ standard presentation for specific events and creating posters to be showcased, about: the Test-bed, PoS, CMINE, Trial The Netherlands and Standardisation activities, available in Annexes 2-6.

In the last period, the DRIVER+ project has been represented and presented at the following events:
- 13th NATO Computer Assisted Exercise Forum, 25-27 September 2018, Sofia, Bulgaria: Presentation of: Trials in Support of Innovation in Crisis Management.
- Media4Sec Workshop, 26th September 2018, Brussels, Belgium: Innovative Market Solutions, PoS presentation.
- Reframing Urban Resilience Implementation: Aligning Sustainability and Resilience 11th International Forum on Urbanism (IFOU) Congress 2018, 10-12 December 2018, Presentation.
- Anywhere Workshop, 13-14th November 2018, Barcelona, Spain: Presentation of DRIVER+.
- NO-FEAR Foresight Exercise, 26th November 2018, Nice, France: DRIVER+ project flyers.
- SAYSO Workshop, 4th December 2018, DRIVER+ Sustainability.
- Inowit, 4th December 2019, Apeldoorn, the Netherlands: DRIVER+ presentation.
- Security Research Event, 5th-6th December 2018, Brussels, Belgium: DRIVER+ stand at the exhibition area.
- 11th International Forum on Urbanism Congress, Barcelona, Spain: DRIVER+ presentation.
- Humanitarian Network and Partnership Week, 4-8th February 2019, Geneva, Switzerland, DRIVER+ presentation.
- IRONORE 2019 Kick off Meeting, 6th February 2019, Laubegg, Austria, DRIVER+ presentation.
- 1st Annual Forum DARENet project, 28th-1st March 2019, Budapest, Hungary, DRIVER+ poster.
- I-REACT- Improving Resilience to Emergencies through Advanced Cyber Technologies, 9-10th May 2019, Venice, Italy, DRIVER+ representation.
- SUMO User Conference 2019, 13th-15th May 2019, Berlin, Germany, DRIVER+ presentation.
- ITEC 2019, 14th-15th May 2019, DRIVER+ Test-bed Infrastructure presentation at ITEC 2019, Stockhomsmassan, Sweden.
- Global Platform for Disaster Risk Reduction, 13th-17th May 2019, Geneva, Switzerland, DRIVER+ videos.
- FIRE-IN 2nd Annual Dissemination Workshop, 15th May 2019, Barcelona, Spain, DRIVER+ presentation.
- ISCRAM 2019 19th International Conference on Information System for Crisis Response and Management, 19th-22th May 2019, Valencia, Spain, Standardisation in DRIVER+ poster.
- XLIV-4th IEEE-SPIE Joint Symposium Wilga 2019, 27th May- 2th June 2019, DRIVER+ presentation.
- VFDB Jahresfachtagung (annual meeting of the German Fire Protection Association), 28-30th May 2019, Ulm, Germany, DRIVER+ poster.

In order to monitor DRIVER+ participation to third party events, a document has been created and is accessible on the project's CoW. Its purpose is to identify the type of activities conducted for each specific event: a presentation of the project, the organization of a booth, a participation to a third-party workshop, the distribution of flyers, for example, as well as the title of the intervention and the name of the DRIVER+ partner involved. Then the table provides information on the event itself: the organiser, name of the event, date and location. The type (scientific community, practitioners, industry, civil society, policy makers, media), size and geographical information of the audience is also mentioned.

All these events have been relayed on social media and have their dedicated news on the DRIVER+ website. All the presentation made on these occasions are accessible on the project website.

3.2 Involvement of stakeholders in the project activities

In this section, the D&C activities related to DRIVER+ events are presented, involving stakeholders in the project's activities.

3.2.1 D&C support to Trials

During the concerned period, D&C activities in support to the Trials have been focused on the promotion of two Trials and the preparation for the last one. A D&C strategy and action plan has been prepared and shared with Trial leaders. The objective was to gather all the relevant information and contacts to maximise the dissemination and communication activities before, during and after the Trials and make sure that any dissemination and communication materials focus on the key messages about the Trials.

As with Trial 1, the dissemination and communication planning for the Trials was based on three distinct phases of activity – before, during and after the Trial. The Trial Committee, consisting of DRIVER+ partners, was briefed on the planned activity and invited to contribute to this planning stage. A central action list was maintained on the project SharePoint site to ensure that all planned activities were carried out. Bi-weekly team meetings between ARTTIC and PSCE were used to monitor progress and update all team members on what had been done and what was planned to be done. Several categories of activities have been identified, integrating a detailed budget and stating the roles and responsibilities for the partners for each of the identified actions: General D&C requirements, Support material, Website, Social media and Mass media.

General D&C requirements

What needs to be defined first is the validation process to communicate about a Trial that has to be agreed between **WP952**, the Trial owner & Trial Host and the project coordinator. Then roles and responsibilities of the D&C team and the planning of attendance to DR1, DR2 and the Trial event. The team is attending these three events to coordinate, implement and monitor the communication activities, while gathering further information to disseminate and promote the outcomes of the Trial.

Support materials

The numbers and types of support material needs to be defined to fit each Trial needs. A catalogue of solutions is always produced, describing the solutions to be tested during the Trial, the scenario and organisation of the event but also information about the DRIVER+ Test-bed and TGM, PoS and CMINE. These catalogues of solutions are downloadable on the respective Trial-pages under "https://www.driver-project.eu/events/trials/". To produce the catalogues, the respective SPs are consulted: **SP92** for inputs on Test-bed, TGM and Training Module, **SP93** for PoS and **SP94** for the Trials part. The D&C team is establishing direct contact with the solution providers during DR1 and DR2 to better understand their solution and to determine the best way to present them. An illustration is provided in Figure 3.2. Next to the solutions catalogues, other promotional material is used, like leaflets, roll-up banners, a USB stick with digital material and a power bank.
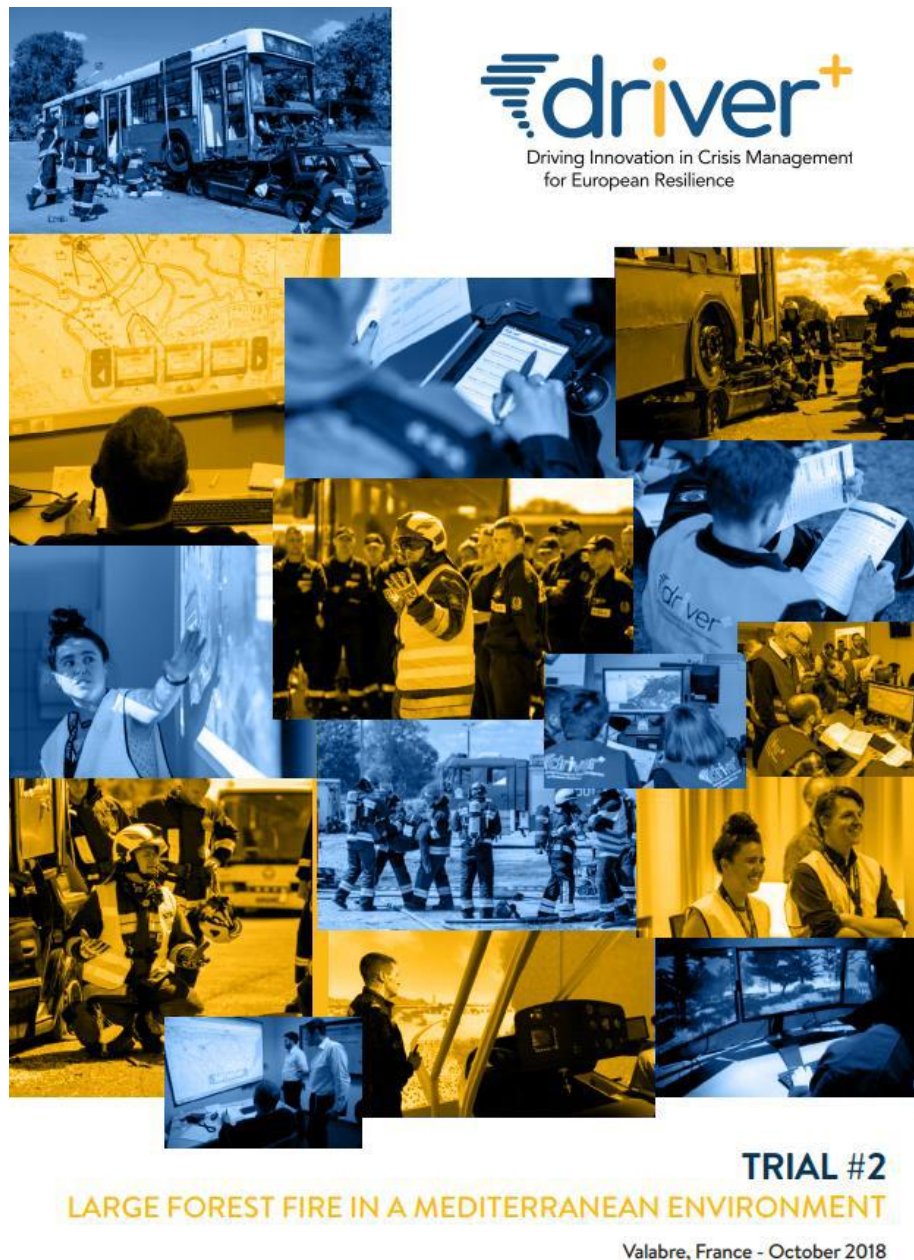
Figure 3.2: Cover page of the catalogue of solutions for Trial France

As part of the content creation that was used in social and mass media work, a professional photographer recorded the Trials. Images were uploaded to the public website and can be downloaded by any interested party, specialist and national media and used to disseminate the Trials more widely.

A Trial video is made after each Trial, which again recorded the event itself but also told the story of the Trial in an interesting and engaging way. The final video is uploaded to the project website and to the DRIVER+ YouTube channel. The Trial France video was published on 3rd December 2018 and has been watched by 377 persons. For Trial the Netherlands, a video was realised during DR2, in order to promote the Trial, it was published the very first day of the Trial, on 23rd May 2019. The Trial the Netherlands video has been published on 12th June and seen by more than 400 persons.

Website

On the DRIVER+ public website, dedicated webpages are created for each Trial:
- DRIVER+ Trial 1.
- DRIVER+ Trial France.

- [DRIVER+ Trial the Netherlands.](#)
- [DRIVER+ Trial Austria.](#)

The first version of the page is usually published just before DR1 and constantly updated with latest information available. They include a paragraph describing the aim of the Trial and where, when and by whom it is organised. Then, the "Catalogue of solutions" and videos are featured as well as more information on the Trial scenario and its preparation.

Dedicated news items have been written on a regular basis. During the Trial, news is published: on Day 1 announcing the beginning of the Trial, on Days 2 and 3 news about what is happening and the progresses and on Day 4 what will happen after the event.

Social Media

An ad-hoc social media campaign is set up around each Trial to effectively raise awareness about the event, targeting relevant stakeholders as well as the general public. A specific Trial hashtag is defined (i.e. #TrialNL or #TrialAustria) and is consistently used in all social media communication surrounding the Trials. A list with the Twitter profiles relevant to the Trial is also set up, namely including the profiles of the Trial Owner, the Trial Host as well as all solution providers. The hashtag and identified Twitter profiles are consistently mentioned in the social media output surrounding the event to maximize the outreach and impact of the tweets produced. Short "live" interviews were also conducted during Trial The Netherlands to offer a more dynamic and innovative way of communicating around the event.

In the case of Trial The Netherlands, interviews with the Trial Host (Andre De Rond – SRH), a solution provider (3Di – Nelen & Schuurmans) as well as a practitioner (Dutch Police) were filmed and shared both on Twitter and LinkedIn. See Figure 3.3 for an example. In order to avoid duplication of information on Twitter and LinkedIn, each social media is used in a slightly different fashion. On the one hand, Twitter is used for the general reporting of the event, highlighting the different Trial phases, the scenario, being supported by high quality pictures. On the other, LinkedIn is more focused on the solutions. A comprehensive LinkedIn post is issued about each individual solution, with a general description and the solution's precise role at the Trial.

DRIVER PROJECT @DRIVER_PROJECT · May 23
What are your thoughts on having your solution tested here at Trial The Netherlands? Short talk by Joost van der Hammen @nelenschuurmans about 3Di, a flood prediction solution. #TRIALNL #innovation

Figure 3.3 Snap Interview about 3Di solution at Trial The Netherlands

Media relations

Relations with external media and press are used to ensure an effective and wide coverage of each Trial. With the support of the Trial Owner and Trial Host, the D&C team establishes a list of external media to contact, mainly local press around the relevant thematic area (i.e. Dutch press dealing with flood management for Trial The Netherlands). Media identified in this list are combined with the main DRIVER+ press contacts list to be informed about the event and potentially be invited at the Trial itself. Depending on whether contact has already been established with a certain media, invitations are either issued by the Trial Host, Trial Owner or the D&C team.

Table 1. Additional local media identified and contacted for Trial NL

Platform	Web address
The Security Region	http://www.de-veiligheidsregio.nl/juli-2018/
Fire Protection	https://www.brandveilig.com/?vakmedianet-approve-cookies=1
Firemen	http://www.brandenbrandweer.nl/magazines

National Magazine for Security and Crisis management	https://www.nctv.nl/onderwerpen_a_z/mnvc/
Security Management Magazine	https://www.securitymanagement.nl
Security Magazine	https://www.beveiliging.nl

Two press releases are produced per Trial. One is produced prior to the event to provide general information on the event, the actors involved, and the solutions tested. Another one is produced right after the event, to offer a glimpse of how the event unfolded. The second PR usually gathers a variety of quotes from the different actors involved, which offers a more lively and dynamic feeling to the PR.

3.2.2 D&C support to I4CM

WP952 has provided support to organise, support and implement the D&C activities for the I4CM events.

The rationale and objectives as well as the detailed programme of the 3rd I4CM organised in Warsaw on 3rd-4th September 2018 and the 4th I4CM held in Copenhagen on 12th-13th June 2019 can be found in D953.11 Enhancing the shared understanding of Crisis Management – progress report 1 and D953.12 Enhancing the shared understanding of Crisis Management – progress report 2. Both reports are public and available on the DRIVER+ website. More information about the events can be found in **D953.13** *Enhancing the shared understanding of Crisis Management- progress report 3*.

The events were accompanied by various D&C activities. Dedicated website pages (I4CM3 & I4CM4) on the event were set up, providing an overview on the key aspects of the event, the programme and a link to registration. Moreover, a brochure for each event was prepared upfront to the event, containing the agenda and a detailed description of the sessions as well as a presentation of the speakers. At the event itself, various DRIVER+ giveaways were distributed to the attendees, including a DRIVER+ folder, a pen and USB key. In addition, and to increase visibility, DRIVER+ banners were positioned in the rooms as well as selected videos displayed in the main halls.

In terms of social media, for I4CM3 a total of 108 tweets were posted under the hashtag #I4CM – these do not include tweets from before the event that announced it or promoted it. Of those 108 tweets, 13 were retweets from accounts of related projects and organisations that took part in I4CM and which tagged the DRIVER+ account. According to Twitter Analytics, during the period of 2 to 7 September 2018, tweets by the DRIVER+ account had 21,400 impressions.

For I4CM4 a total of 91 tweets were issued using the #I4CM hashtag in the period surrounding the event. 22 tweets were produced from the @DRIVER_PROJECT Twitter account. These were supported by high quality pictures and earned more than 8000 impressions and a considerable engagement rate of 45 retweets and 172 likes during the two conference days.

Relations with external media and press were used so as to ensure an effective and wide coverage of the I4CM events. In addition, two press releases were produced for each I4CM. One prior to the event to provide general information on the event, the agenda and the actors involved. Another one right after the event, to offer a glimpse of how the event unfolded. The second PR usually gathered a variety of quotes from the different actors involved, which offers a more lively and dynamic feeling to the PR.

A press release of the I4CM3 and I4CM4 is available on the DRIVER+ website and one article on the I4CM3 event has been published by the Crisis Response Journal (p.67-77).

In addition, a video of the I4CM3 and I4CM4 was prepared. It can be found on the DRIVER+ website, so can the pictures of the event taken by a professional photographer. I4CM4 in particular was accompanied by a visual note taker (see Figure 3.4) to make the event livelier and more engaging.

Figure 3.4: DRIVER+ 4th I4CM cartoon artist impression

Google analytics show that the 4th I4CM webpage was the most consulted page since its launch. During the event, it is to be noted that the pages dedicated to CMINE and PoS were also one of the most consulted with visitors (staying an average 5 minutes on the website), indicating that the presence of the CMINE and PoS at the market place was a success.

|	Page	Pageviews ↓	Unique Pageviews	Avg. Time on Page	Entrances
		529 % of Total: 100.00% (529)	**340** % of Total: 100.00% (340)	**00:01:57** Avg for View: 00:01:57 (0.00%)	**205** % of Total: 100.00% (205)
1.	/	236 (44.61%)	109 (32.06%)	00:00:57	98 (47.80%)
2.	/events/4th-i4cm/	70 (13.23%)	59 (17.35%)	00:03:18	40 (19.51%)
3.	/cmine-project/	26 (4.91%)	15 (4.41%)	00:04:42	4 (1.95%)
4.	/the-cmine-online-platform-updates/	19 (3.59%)	7 (2.06%)	00:05:20	2 (0.98%)
5.	/driver-project/	15 (2.84%)	12 (3.53%)	00:02:13	2 (0.98%)
6.	/library/driver-video-library/	12 (2.27%)	10 (2.94%)	00:02:25	2 (0.98%)
7.	/news/	12 (2.27%)	6 (1.76%)	00:00:47	3 (1.46%)
8.	/discover-our-results/portfolio-of-solutions/	11 (2.08%)	10 (2.94%)	00:03:31	6 (2.93%)
9.	/driver-project/objectives-and-activities/	10 (1.89%)	7 (2.06%)	00:00:46	0 (0.00%)
10.	/page/what-is-driver	10 (1.89%)	7 (2.06%)	00:04:52	4 (1.95%)

Figure 3.5: Google analytics of DRIVER+ webpage 12th June

4. SUSTAINABILITY PHASE: Evaluating, sustaining and disseminating the final results

In this phase, D&C activities emphasise the dissemination and exploitation of the results of the project and building interest in their usage or uptake. The main activities to be carried out are the Final Demonstration and the Final Conference, serving at informing about the project's results and outcomes but also paving the way through the post DRIVER+ period and have the outcomes sustained after the end of the project.

A specific D&C strategy and action plan will be put in place for the Final Conference in close collaboration with others **SP95** WPs and all other SPs.

4.1 SP95 F2F meeting in Berlin focused on sustainability and communication

During the 6th technical review held in March 2019, reviewers indicated that impact and sustainability are main priorities for the final year of the project. A better promotion/marketing of key products and targeted actions to potential adopters of DRIVER+ results are essential for enhancing the sustainability. Therefore, a dedicated project meeting was organized to define and align the scope, objectives and requirements of the communication strategy for all sub-projects until the end of the project. The overall focus of the meeting was on the **"Impact and Sustainability Communication Strategy"** of the whole project.

The main aims of the meeting were to:
- Provide a brief update on the state of play of key result/project areas.
- Critically assess and discuss the draft inventory of dissemination products and channels.
- Define the core messages and unique selling points for each DRIVER+ result/product.
- Identify the most suitable and feasible communication approaches to ensure the targeted marketing of the main results and products to help maximise the impact and sustainability during the last year of DRIVER+.
- Agree on a draft plan of action for the short-listed candidates.

In order to prepare the discussions for the meeting, a questionnaire to all attendees was sent to:
- Identify and compile an inventory of available, planned and proposed dissemination activities to be carried out in support of the impact and sustainability objectives across the whole DRIVER+ project.
- Assess, define and align the most suitable approaches to ensure the targeted promotion of the main results and products during last year of DRIVER+ for:
  o **SP91**: Project as a whole.
  o **SP92**: Test-bed - technical infrastructure, Trial Guidance Methodology, Training Module.
  o **SP93**: Portfolio of Solutions, Trial Guidance Tool
  o **SP94**: Trial 3, Trial 4, Final Demo.
  o **SP95**: CMINE, PRDR, I4CM, Centres of Expertise (CoE), CWA.
- Explore and collect a wide range of ideas and proposals to help maximise the impact and sustainability of the project.
- Identify the core messages and unique selling points (USP) for each of the DRIVER+ results and products.
- Identify and recommend the appropriate communication products and channels to be used to deliver the core messages and unique selling points for each of the DRIVER+ results and products (individual & combined).

See Annex 7 for the questionnaire. The activities mentioned during the meeting are being implemented. Flyers for each of the DRIVER+ products in a sustainability perspective (Test-bed Infrastructure, TGM, PoS, CMINE and CoE) are being produced and translated in the following languages: English (original), French, German, Swedish, Polish, Dutch and Estonian

A follow up and analysis of the impact of these activities will be available in the next iteration of this report, **D952.14 *Dissemination and Communication activities – Final* report**.

4.2   CMINE

The Crisis Management Innovation Network Europe (CMINE) is a new Community of Practice in Crisis Management which is concerned with connecting stakeholders and supporting their discussions on challenges and solutions at all levels of the Crisis Management cycle. Showcasing the DRIVER+ outcomes and products, it also eventually aims to facilitate the uptake of research and innovation by end-users. The CMINE is part of DRIVER+ but the ambition is that it outlives the DRIVER+ project and turns into a long-term, largely independent and self-driven platform which will both disseminate DRIVER+ final results for solutions, training and network building, and provide a common platform to the Crisis Management stake-holder community.

A CMINE Sustainability Plan to determine the long-term vision, governance structure (post-project) and future funding mechanism of the platform is currently being discussed. This plan is expected to benefit from ongoing dissemination activities which are raising awareness about CMINE to foster optimal visibility and impact, and is encouraging stakeholders, whether individuals or networks, to join, contribute content and add value to the CMINE.

More information on CMINE and its related sustainability and communication plan are available in **D953.13 *Enhancing the shared understanding in CM – progress report 3***.

4.3   Final Demonstration

The Final Demo planning included discussions held during Dry Run 1 in Ispra, Italy and subsequent conference calls have been held to agree on D&C activities and to develop content further. An animated infographic video will be created telling the story of the route to the Final Demo, explaining how a Trial is run including the various stepping stones such as the TIM, DR1 and DR2, and which DRIVER+ products have been used. This will help the audience to gain a better understanding of the context of a Trial and what steps they need to go through to deliver a successful Trial themselves.

A Catalogue of Solutions will also be produced, as for all the Trials, which will explain the key DRIVER+ outputs, the scenario, the solutions being evaluated and future activities after the Final Demo, for example the Final Conference.

Parts of the Final demo will be filmed for inclusion in a 'project summary video' that will be shown at the Final Conference.

During Dry Run 1, it was agreed that all social and mass media activity will be focussed on the outcomes and outputs of the Final demo, rather than ahead of the actual event. In this way, the results of the Final demo will be disseminated in the context of raising awareness ahead of the Final Conference.

4.4   Final Conference

A Final Conference will be organized to celebrate the project's achievements and results, but also to prompt participants in looking ahead and make them aware of the DRIVER+ legacy. More specifically, the event will give an overview of DRIVER+ key outcomes and trialled solutions, featuring roundtables, workshops, and high-level keynotes. It will also represent an opportunity to showcase all DRIVER+ products and demonstrate how these can best be used and adopted. The Final Conference is anticipated to convene up to 300 international participants, bringing together policy makers, crisis management practitioners and experts, solution providers, and researchers. It will be held from 18 – 20 February 2020 in Brussels.

Work on the invitees list and the agenda has started and will be consolidated end of September 2019, in strong cooperation with the PCT, PMB, the PO and DG HOME. A Save-the-Date will be sent out in September 2019. Registrations for the Final Conference will open in Q4 2019.

5. Monitoring and evaluating the D&C activities

In order to warrant the success and achievements of the different D&C actions towards engagement, a variety of solid monitoring and evaluation measures have been defined. This enables to manage possible deviations from the initial strategy and to control all actions being developed in the corresponding time and form.

5.1 Monitoring

The KPIs table 5.1 (see Annex 8) is providing information on how **WP952** performed during the current reporting period (i.e. the second year of the project). In general, it can be concluded that the performance was excellent and good and that most of the KPIs were met or even exceeded. Improvement needs to be made regarding the Number of subscriptions obtained after each Newsletter release. The **WP952** leads will discuss appropriate measures in order to improve numbers for the next newsletter edition.

Compared to the KPIs provided in **D952.11** *Dissemination and Communication Strategy and Action Plan*, (related to the entire Engagement Strategy and not only to Dissemination and Communication purposes), the following KPIs are not presented in this report: "Liaison activities and synergies", "Online Community Platform and CMINE", "Link to the Community of Users", "Policy Research Dialogue Roundtables", "Impact towards Policy Makers", "Annual Reports", "organizational aspects of the I4CM events". These activities, their results and evaluation are taken into account in **D953.13**. It is to be mentioned that close cooperation between **WP952**, **WP953** but also **WP912** is realised, with the aim to align both kinds of activities and manage that the messages carried out by the D&C activities are in line with the conceptualisation and development of the CMINE and the engagement with external stakeholders.

It is to be noted as well that the KPIs for the DRIVER+ Final Demonstration and Final Conference have been removed from this report as they do not concern any activities performed during the period.

The table in Annex 8 is taking into account the general KPI update (detailed in **D911.71** *Quality and KPI plan*).

5.2 Evaluation and lessons learnt

In this section, based on the KPIs analysis, the objective is to identify the success of the D&C activities, to identify where improvements are needed and to explain the issues that have been faced during the period and the lessons learnt that have been identified and to be implemented.

Apart from the improvements in terms of the required increase in the number of newsletter subscriptions yet to achieve, it can be concluded that the planned D&C activities have been realised. This includes the update and creation of DRIVER+ D&C tools and channels (visual identity, support material, website, social media, articles), the promotion of DRIVER+ events, the Trials and I4CM as well as the planning of a robust D&C strategy with regards to the sustainability of the project and the marketing of the results.

Website objectives for next period: Make it align to the sustainability objectives of the project

The objective stated in **D952.12** for M53-64 was "increase the number of visitors of the website". Looking at the analytics, this objective was well achieved. The Search Engine Optimisation (SEO) was updated, the website is now more focused on DRIVER+ results and the DRIVER+ events are well promoted. The visitors are interested in staying on the website, and the number of returning visitors are becoming higher and higher, especially on the ones describing actual activities, like the I4CM, Trials and CMINE. During the next period, the challenge will be to keep such good analytics while keeping the website updated with regards to the sustainability objectives of the project.

Social media objectives for next period: Increase interactivity with external stakeholder

The strategy regarding social media is a success. Tweets programming are still scheduled and discussed to further increase the efficiency. For each of DRIVER+ events, a benchmarking is realised to establish the platform suited for the event. This is to be linked to the lessons learnt from Trial 1, where the social media manager tweeted a lot while polish practitioners said they preferred Facebook. That is why twitter was used as the main channel for the Trial in France, LinkedIn for Trial The Netherlands and a Facebook page is now available for Trial Austria. The videos on YouTube are a great means to promote the project results to a large audience and are usually very well received. However, they need to be better promoted in order to increase the number of views. The D&C team will increase the outreach with project partners contacts. On the objective "Increase interactivity with external stakeholders", progress is still needed as this will become extremely important for the sustainability of the project results. Various upcoming events such as Trial Austria, the Final Conference and Demo will help in this regard.

DRIVER+ Newsletter objective for next period: Having more people subscribed

The planned number of newsletters have been realised. Improvement needs to be made regarding the Number of subscriptions obtained after each Newsletter release. For the next period the **WP952** leads will seek to deploy measures to allow people to easily register themselves; at present they subscribe mainly at events. This will help in creating a good mailing list to communicate about the project results and to promote the registration to the Final Conference. In addition, the CMINE will be used as a platform to inform about the newsletter and reach out to a wider audience with the purpose of inviting users to subscribe to the newsletter.

Mass media objective for next period: Increase the number of articles published

Regarding the mass media relations, the results are good. However, since Trial France, no article was written and published except from Press releases. Now the project has a lot of results and products to be showcased, more article should be written.

Participation to third party events objective for next period: Increase the interactions initiative of the past two periods

The measures regarding the participation of DRIVER+ to third party events are good. The D&C team seeks to ensure a good coverage and information on relevant events and to help the partners with any promotional materials they might need for an event and to follow up the event (audience, pictures...). A list of interesting events including deadlines for publication is circulated on a regular basis.

WP952 participated in **SP93** meetings to identify more events and exhibitions to promote the Portfolio of Solutions and identify the relevant partners to participate. Similar meetings should be put in place with **SP92** and will be discussed with its leaders. The next phase of the project will bring further opportunities to disseminate DRIVER+ findings at various third-party events. The D&C team will be in close contact with the partners to inform them about opportunities and stimulate them to participate.

D&C support to DRIVER+ events for next period: Make the D&C activities for Trial Austria, Final Demo and Final Conference a success

The D&C activities carried out for the Trials and I4CM were successful and lessons learnt established from each event to the following.

Table 5.2 (see Annex 8) details the KPIs measures for next period.

6. Dissemination and Communication plan until the end of the project

Based on the overall D&C strategy and action plan and the evaluation of the activities detailed in this document, this section sets the plan for the next period (M65-70).

6.1 START-UP PHASE – Part 3

This phase focusing on informing about the DRIVER+ project is still relevant, as it is for the entire project duration. This is mainly because DRIVER+ continuously seeks to open up for interested and motivated stakeholders, who wish to engage with the project. The **WP952**-team should always be looking to engage with them about DRIVER+ at all stage of the project's duration. The publicly available D&C materials will continue to be updated throughout the project.

The activities carried out under this phase are intended to address all DRIVER+ stakeholders. The activities to be carried out are very similar to the ones conducted during the first phases. They are composed of:
1. Providing information about the project through DRIVER+ communication tools and channels:
   - Project website.
   - Promotional material (including videos).
   - Partners' network.
   - Mailing list and contact database (with close relation with CMINE).
   - Contribution to third party events and publications.
2. Regularly engaging target audiences through:
   - Social networks.
   - Press and media releases.
   - Newsletters.
   - Speaking opportunities at national and international conferences.
   - Attending networking events, including with others CM projects.

Compared to the "Start-up phase indicative timeline" provided in **D952.11** *Dissemination and Communication strategy and action plan* no change is foreseen; the activities to be carried out during the next period should be realized as planned.

6.2 DEMONSTRATION PHASE – Part 3

As mentioned in **D952.11** *Dissemination and Communication strategy and action plan*, three different levels of interaction and objectives are to be performed during this phase: **Consult, Involve** and **Collaborate**.

Consulting is used to interact with stakeholders to obtain their feedback on project results and achievements. This contributes to the DRIVER+ objectives especially in fostering a shared understanding in Crisis Management and to ensure that the ideas developed by DRIVER+ are optimised from an end-user's perspective. The identified stakeholders for these activities remain unchanged: practitioner organisations, researchers and scientists, related projects and initiatives, industry representatives, policy makers and volunteer network. The concerned activities until the end of the project are the PRDRs and the CWA.

The activities to be carried out under the "Involve" objectives should encompass the direct involvement of stakeholders in the project's activities. The identified stakeholders for these activities have been identified already: practitioners organisations, researchers and scientists, related project and initiatives, industry representatives, volunteer networks, policy makers and specialised media.

According to the original timeline, the planned activity is Trial Austria and the Final Demonstration. With the level Cooperation, selected stakeholders are asked to participate in each step of the project activities.

The collaborate stage evolves naturally from the Involve stage, as motivated stakeholders increase their level of participation through various activities with the project.

The activities to be carried out will be the D&C support to the Final Demo and Trial Austria.

6.3 SUSTAINABILITY PHASE – Part 2

As explained in the Sustainability section in the coming period DRIVER+ will intensively set up mechanisms to ensure persistent and long-lasting visibility of the project outcomes. A main focus will be the organisation of the Final Conference, serving at information about the project's results and outcomes but also paving the way through the post DRIVER+ period and make outcomes living after the end of the project, for instance via the CMINE.

A specific D&C strategy and action plan will be put in place for the Final Conference in close collaboration with other **SP95** WPs and all other SPs.

Annexes

Annex 1 – DRIVER+ Terminology

In order to have a common understanding within the DRIVER+ project and beyond and to ensure the use of a common language in all project deliverables and communications, a terminology is developed by making reference to main sources, such as ISO standards and UNISDR. This terminology is presented online as part of the Portfolio of Solutions and it will be continuously reviewed and updated[2]. The terminology is applied throughout the documents produced by DRIVER+. Each deliverable includes an annex as provided here-under, which holds an extract from the comprehensive terminology containing the relevant DRIVER+ terms for this respective document.

Table 2: DRIVER+ Terminology

Terminology	Definition	Source
Crisis Management	Holistic management process that identifies potential impacts that threaten an organization and provides a framework for building resilience, with the capability for an effective response that safe-guards the interests of the organi-zation's key interested parties, reputation, brand and value creating activities, as well as effectively restoring operational capabilities. Note 1 to entry: Crisis management also involves the management of preparedness, mitigation response, and continuity or recovery in the event of an incident, as well as management of the overall programme through training, rehearsals and reviews to ensure the preparedness, response and continuity plans stay current and up to date.	ISO 22300:2018(en) Security and resilience
Community building	Practices directed toward the creation or enhancement of community among individuals within a regional area (such as a	Initial DRIVER+ definition

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[2] The Portfolio of Solutions and the terminology of the DRIVER+ project are accessible on the DRIVER+ public website (https://www.driver-project.eu/). Further information can be received by contacting coordination@projectdriver.eu.

Terminology	Definition	Source
	neighbourhood) or with a common interest.	
Crisis Management professionals	Person with knowledge, experience or ability needed to effectively and timely respond to crisis in order to minimize damage to society.	Initial DRIVER+ definition
I4CM- Innovation for Crisis Management	Regular international meeting on innovation for crisis management organised in the context of DRIVER+.	Initial DRIVER+ definition
Key Performance Indicator (KPI)	Key performance indicator (KPI) is a quantifiable measure that an organization (person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives) uses to gauge or compare performance (measurable result) in terms of meeting its strategic and operational objectives (result to be achieved).	ISO 22300:2018(en) Security and resilience
Portfolio of Solutions	A database driven web site that documents the available Crisis Management solutions. The PoS includes information on the experiences with a solution (i.e. results and outcomes of Trials), the needs it addresses, the type of practitioner organisations that have used it, the regulatory conditions that apply, societal impact consideration, a glossary, and the design of the Trials.	Initial DRIVER+ definition
Practitioners	Person with knowledge, experience or ability needed to effectively and timely respond to crisis in order to minimize damage to society.	Initial DRIVER+ definition
Test-Bed	The software tools, middleware and methodology to systematically conduct Trials and evaluate solutions within an appropriate environment. An "appropriate environment" is a testing environment (life and/or	Initial DRIVER+ definition

| Terminology	Definition	Source
	virtual) where the trialling of solutions is carried out using a structured, all-encompassing and mutual learning approach. The Test-bed can enable existing facilities to connect and exchange data, providing a pan-European arena of virtually connected facilities and crisis labs where users, providers, researchers, policy makers and citizens jointly and iteratively can progress on new approaches or solutions to emerging needs.	
Trial	An event for systematically assessing solutions for current and emerging needs in such a way that practitioners can do this following a pragmatic and systematic approach.	Initial DRIVER+ definition
Trial Guidance Methodology (TGM)	A structured approach from designing a Trial to evaluating the outcomes and identifying lessons learnt.	Initial DRIVER+ definition

The complete and latest terminology can be found here.

Annex 2 – DRIVER+ Test-bed poster

Annex 3 – DRIVER+ PoS poster

Annex 4 – CMINE poster

Annex 5 – DRIVER+ Trial The Netherlands poster

Annex 6 – DRIVER+ Standardisation activities poster
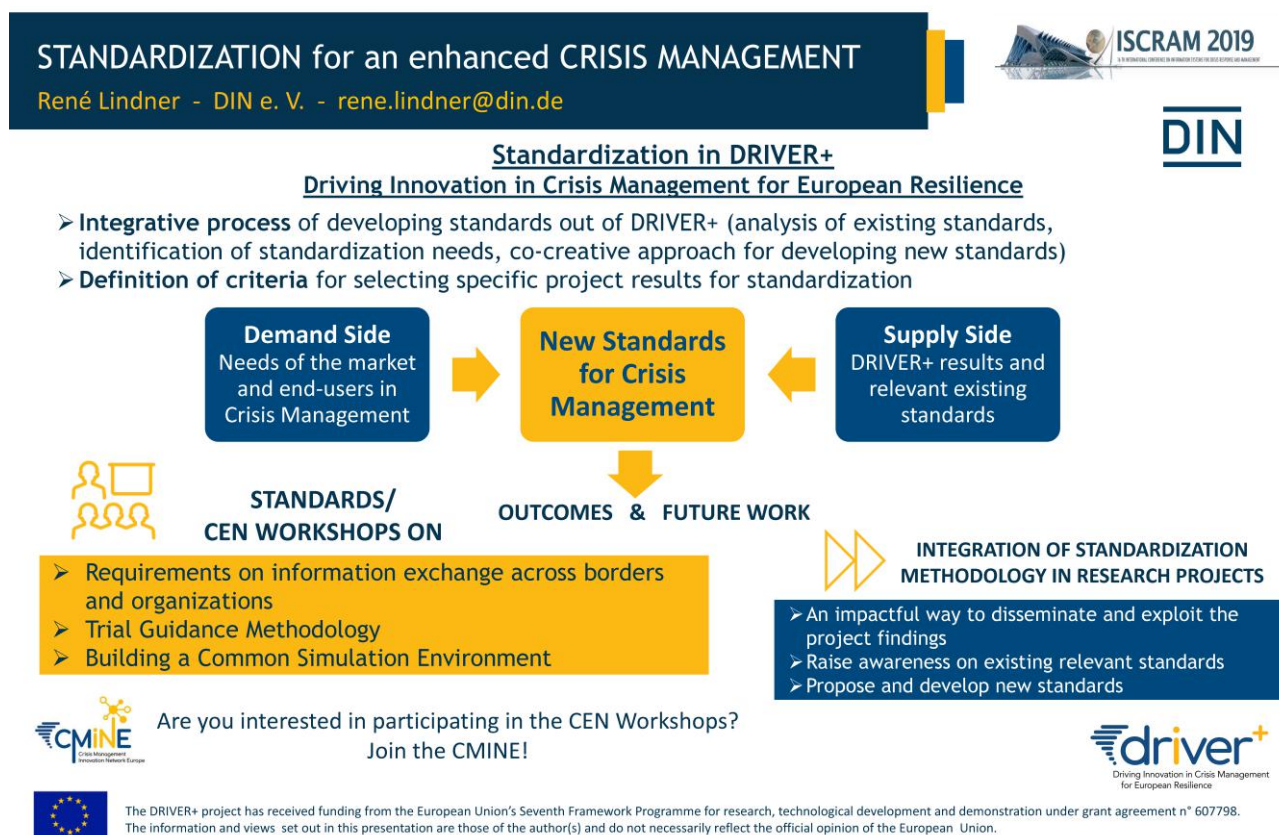
Annex 7 – Questionnaire Inventory of Communication Products

Inventory of communication products

SP91 *Project Management (TNO)*

Communication Product	Currently available	Planned in DoW	New proposals
DRIVER+ Roll up	Yes		
DRIVER+ Flyers	Yes		
DRIVER+ Website	Yes		
DRIVER+ Social media accounts	Yes		
DRIVER+ Articles (mass media & specialised media)	Yes		
DRIVER+ Press releases	Yes		

General suggestions for improvements of current communication (products/processes):

- Definition of key messages for (combination of) key results
  - o TGM Handbook.
  - o Training Module.
  - o TGM Handbook + TGT + Training Module.
  - o Technical Test-bed infrastructure.

- o Technical Test-bed infrastructure + TGM Handbook + TGT + Training Module.
- o Technical Test-bed infrastructure + TGM Handbook + TGT + Training Module + PoS.
- o Technical Test-bed infrastructure + PoS.
- o PoS + TGT.
- o PoS + TGT + TGM Handbook.
- o The whole DRIVER+ Suite: Technical Test-bed infrastructure + TGM Handbook + TGT + Training Module + PoS + CMINE.

The form needs to be agreed upon: flyer, webpage, banner, animation, video testimonials, …

More focused and frequent communication after publication of a public deliverable or paper.

Please add a new table for all newly proposed ideas for communication products:

Information about the DRIVER+ product to be communicated about	
Brief summary of Unique Selling Points (What exactly does the DRIVER+ product / result offer to the Crisis Management Community? What are the core message(s) we can communicate?)	The whole DRIVER+ Suite: Technical Test-bed infrastructure + TGM Handbook + TGT + Training Module + PoS + CMINE A pragmatic and user friendly suite of tools supporting practitioner organisations in better defining their capabilities and testing new solutions. A systematic way of formulating gaps, designing trials selecting and testing solutions, and sharing best practices. Freely available, open source. Training module with instructions and exercises on how to use all available tools. Centres of Expertise for more elaborated and expert advice.
Expected added value What is the added value of the DRIVER+ product / result?	Empowering practitioner organisations in the field of DRR, safety & security, giving them a stronger position in the innovation eco-system
Short description of the proposed communication product (e.g. flyer, animated video):	
Main target group(s) Who should be approached with the proposed communication product(s)?	CoEs: practitioner-driven organisations at a national level (or even EU-regional level) DG RTD / HOME: Practitioner organisations (users, no CoEs)
Main objectives of the communication product Why is there a need for new communication product? What is the aim to be achieved with this communication product?	The whole DRIVER+ Suite needs to be communicated as the main results/outcomes of the project, in line with the main challenge we meet: improving capability development and innovation management in Practitioner-organisations. Raising interest / awareness. Having the DRIVER+ approach (/framework) adopted as part of Horizon Europe a/o ECHO capability projects. The whole DRIVER+ suite as well as the (individual and combination of) results need to be promoted / 'sold' to potential adopters/implementers (the CoEs) and other users
Availability When should the communication product be available?	Flyers/leaflets: July Animations: September/October Video testimonials: May/June onwards till December (after FD)

Information about the DRIVER+ product to be communicated about	
Brief summary of Unique Selling Points (What exactly does the DRIVER+ product / result offer to the Crisis Management Community? What are the core message(s) we can communicate?)	Harmonized terminology list with terms and definitions in the field of DRR. Based on existing standards and conventions Aligned with other research projects enabling comparisons of definitions

Information about the DRIVER+ product to be communicated about	
Expected added value What is the added value of the DRIVER+ product / result?	Shared understanding of DRR/CM vocabulary leading to better understanding and uptake of results provided by other organisations / projects. Better cooperation and information exchange between practitioners, researchers, solution providers/industry, and policy makers.
Short description of the proposed communication product (e.g. flyer, animated video):	
Main target group(s) Who should be approached with the proposed communication product(s)?	Actually the whole DRR community: practitioners, researchers, solution providers/industry, and policy makers.
Main objectives of the communication product Why is there a need for new communication product? What is the aim to be achieved with this communication product?	Raise awareness Stimulate organisations to contribute to terminology Find a host/owner of this terminology list once the project has ended (CEN TC?)
Availability When should the communication product be available?	July

SP92 Test-bed (JRC)

1. Test-bed (Technical Infrastructure) (TNO)

Communication Product	Currently available	Planned in DoW	New proposals
Test-bed Infrastructure Poster	Yes		
Test-bed Infrastructure videos	Yes		
Test-bed page on the public website		Yes	
Test-bed articles (specialized media)		Yes	

2. Test-bed (Trial Guidance Methodology) (JRC)

Communication Product	Currently available	Planned in DoW	New proposals
TGM page on the website	Yes		
Designer to review the TGM handbook	On-going		
Collaborative website			Yes
Marketing material			Yes
Articles in specialized media		Yes	

3. Test-bed (TGM and Training Module) (JRC, EASS)

Only new communication products are included in this section.

Communication Product	Currently available	Planned in DoW	New proposals
Trial & TGM teaser video			Yes
User story animation for Training Module support material			Yes
Set of icons			Yes

General suggestions for new proposals (see below)

Disclaimer: the main communication product of the TGM is the Handbook.

- **Trial & TGM teaser video**

Information about the DRIVER+ product to be communicated about	
Brief summary of Unique Selling Points (What exactly does the DRIVER+ product / result offer to the Crisis Management Community? What are the core message(s) we can communicate?)	A Trial is a unique type of event, which can be organized by CM organisations themselves, to assess in a structured, objective, data-driven manner whether innovative solutions can really improve their daily operations and/or processes. The purpose of a Trial is to detect and assess the potential impact of a change (e.g. innovative solutions) on the socio-technical set-up of crisis management organisations. The Trial Guidance Methodology (TGM) is designed for crisis management (CM) practitioners who have identified one or more gaps or have in mind solutions that can address these gaps. Before adopting those solutions and investing time and money to figure out what fits best, the TGM provides step-by-step guidelines on how to assess them in non-operational contexts (such as a Trial) through a structured approach. The TGM is a practical methodology aimed at CM practitioners leading them through all steps of the 3 phases of a Trial (i.e. preparation, execution and evaluation) in a structured, feasible, time-effective manner leading to results that CM practitioners can really use.
Expected added value What is the added value of the DRIVER+ product / result?	Identify and assess potentially innovative solutions in the field of CM through a service-oriented approach (e.g. training).
Short description of the proposed communication product	
Main target group(s) Who should be approached with the proposed communication product(s)?	CM Practitioners Audiences of all presentations regarding DRIVER+ output All learners (students) of the Training Module
Main objectives of the communication product Why is there a need for new communication product? What is the aim to be achieved with this communication product?	Pitch the added value of organizing your own Trial and that there is support in the form of methodology, tools, training and services to help you with this (i.e. all components of the pan-European Test-bed).
Availability When should the communication product be available?	1 September 2019 (t.b.d.)
Detailed specifications	Core message: Trials are THE way to assess CM innovations and the Test-bed makes your life a lot easier organizing these Trials. Tone of voice: promotional (without being commercial) Looks like: the project video + trial videos Example of form of video: Trial 1 video https://youtu.be/lwWG0ecPV80 + Project video https://youtu.be/PidYv6rM03k

- **User story animation**

Information about the DRIVER+ product to be communicated about	
Brief summary of Unique Selling Points (What exactly does the DRIVER+ product / result offer to the Crisis Management Community? What are the core message(s) we can communicate?)	A consistent, well thought-over example of a Trial. This user-story starts at the very first moment someone is considering to set-up a Trial and ends with the final evaluation results of this Trial being shared.
Expected added value What is the added value of the DRIVER+ product / result?	An illustrative example of a Trial, which makes all outputs of the project far more tangible.
Short description of the proposed communication product (e.g. flyer, animated video):	
Main target group(s) Who should be approached with the proposed communication product(s)?	All learners (students) of the Training Module Audiences of presentations regarding DRIVER+, going deeper that the initial project output videos.
Main objectives of the communication product Why is there a need for new communication product? What is the aim to be achieved with this communication product?	Provide an illustrative example of a Trial, which makes all outputs of the project and all components of the Pan-European Test-bed far more tangible. It provides a perfect example of a Trial, without any sensitive topics or flaws in the Trial design (i.e. more perfect that trials executed in the real world).
Availability When should the communication product be available?	31 July 2019
Detailed specifications	Core message: Showing concrete example of each step in the preparation, execution and evaluation phases Tone of voice: Informative; like talking CM practitioner to CM practitioner Looks like: animated storyboard and with a voice-over per slide. This way the video can also be cut up in smaller pieces, providing separate examples per step, which when all viewed in a series make a total story. Example of form of video: https://youtu.be/si0YEQKNCkM

- **Set of icons (consistently DRIVER+ styled)**

Information about the DRIVER+ product to be communicated about	
Brief summary of Unique Selling Points (What exactly does the DRIVER+ product / result offer to the Crisis Management Community? What are the core message(s) we can communicate?)	Consistently styled icons in DRIVER+ styling for use in TGM Handbook, Training Module (and Trial Guidance Tool)
Expected added value What is the added value of the DRIVER+ product / result?	Easy recognition of core DRIVER+ entities (e.g. the TGM, the Handbook, a Trial, the core organising roles, et cetera)
Short description of the proposed communication product (e.g. flyer, animated video):	
Main target group(s) Who should be approached with the proposed communication product(s)?	All readers of the TGM Handbook All learners (students) of the Training Module
Main objectives of the communication product Why is there a need for new communication product? What is the aim to be achieved with this communication product?	The Handbook and TM currently use all kinds of inconsistently styled icons. Sometimes icons differ between parts of the TM and chapters of the Handbook.

Information about the DRIVER+ product to be communicated about	
Availability When should the communication product be available?	1st June 2019

Detailed list of icon specifications

Disclaimer: the icons currently used are not sufficiently DRIVER+ styled.

Priority	Description	Example
1.	**16 icons in TGM visual**	Page 6 of TGM Handbook v03
1.	**Icons for committee roles (approx. 10)**	Pages 90-93 of TGM Handbook v03 Final list under development by **SP92**
1.	**TGM Handbook icon**	Maybe already in teaser video? Add free space for page numbers, when this icon is taken up in TM e-lecture slides
2.	**TM icon**	Maybe already in teaser video?
2.	**CM gap icon**	Linked to the 16 icons for TGM visual.
2.	**Icons for TGT, TAP and PoS**	Via AIT?
2.	**TIM, DR1, DR2 and Trial icons**	No graphical reference in use up to this point. Descriptions of events that can be helpful for designer: pages 40, 42, 44 and 46 of TGM Handbook v03
2.	**3 dimensions visual**	See example in session 2.1 basic part
2.	**Test-bed infrastructure diagrams (non-tech and technical)**	Base via XVR (Steven). See Test-bed infrastructure explanation videos.
2.	**The Trial World, The Real World, The Simulation World**	Trial Context template, p.11 CoW: **SP92** - **WP922** - T922.4
3.	**Base-line and innovation-line visuals/icons**	Currently non-existent
4.	**Icons/visual for CoE and European network**	Currently non-existent
4.	**Icon for knowledge base**	Currently non-existent
4.	**Icon for lessons learned framework**	Currently non-existent
4.	**Icon for SIA**	Currently non-existent

SP93 Portfolio of Solutions (AIT)

1.   Portfolio of Solutions (AIT)

Communication Product	Currently available	Planned in DoW	New proposals
PoS Poster	Yes		
PoS page on the public website		Yes	
Articles on PoS (mass & specialised media)		Yes	
Marketing material for PoS to target solution providers to populate platform			Yes

Communication Product	Currently available	Planned in DoW	New proposals
Banner advertising for PoS in specialist media			Yes
Identification of events (European and national) of interests to promote the PoS			Yes

Information about the DRIVER+ product to be communicated about	
Brief summary of Unique Selling Points (What exactly does the DRIVER+ product / result offer to the Crisis Management Community? What are the core message(s) we can communicate?)	
Expected added value What is the added value of the DRIVER+ product / result?	End-user can find suitable solutions to its needs Solution provider (vendors) has a platform to offer solutions, which is particularly attractive for organisations operating in a niche area. Using the PoS means avoiding spending huge amounts of money on marketing, attending (many) expositions etc. The PoS can also be used by solution providers as a partnership tool to find suitable partners e.g. to tender for big procurements. It raises the visibility of the smaller players.
Short description of the proposed communication product (e.g. flyer, animated video):	
Main target group(s) Who should be approached with the proposed communication product(s)?	End-users (those procuring tools and solutions) Vendors (those offering CM solutions)
Main objectives of the communication product Why is there a need for new communication product? What is the aim to be achieved with this communication product?	There are some worries about the demand for services from the PoS as a match-making system, which concern the fact that it is a deliverable with network externalities: the more people and organisations use it, the more valuable it becomes. The communication product should therefore increase awareness of this deliverable, encouraging (niche) solution providers to 'sell' their tools on the PoS, and encouraging end-users to use the PoS as a venue to obtain more information.
Availability When should the communication product be available?	

2. Trial Guidance Tool (AIT)

No contribution received.

SP94 Trial Management (SRC PAS)

1. Trial NL

Communication Product	Currently available	Planned in DoW	New proposals
D&C strategy for Trial - The Netherlands	Yes		

2. Trial AT

Communication Product	Currently available	Planned in DoW	New proposals
Trial D&C action plan (similar to the one for The Netherlands Trial)		Yes	

3. Final Demo

Communication Product	Currently available	Planned in DoW	New proposals
FD D&C Action plan		Yes	
FD Infographic video			Yes

SP95 Impact, Engagement and Sustainability (ARTTIC)

1. CMINE (Ecorys / ARTTIC)

Communication Product	Currently available	Planned in DoW	New proposals
CMINE Poster	Yes		
CMINE Flyers	Yes		
CMINE Webpage	Yes		
CMINE Twitter account	Yes		
Articles (mass & specialised media)		Yes	
Short videos for promotion of CMINE "interviews" with chairs / frequent online testimonials			Yes
Marketing material for CMINE to join the community (dedicated flyer on task groups)			Yes
Unique content teasers on LinkedIn combined with an invitation to join CMINE			Yes

General suggestions for improvements of current communication (products/processes):

- Specific TG-related communication materials (once TGs are more mature)

Please add a new table for all newly proposed ideas for communication products:

Information about the DRIVER+ product to be communicated about	
Brief summary of Unique Selling Points (What exactly does the DRIVER+ product / result offer to the Crisis Management Community? What are the core message(s) we can communicate?)	The outcomes of the TGs are problem-oriented and, therefore, address an actual need that practitioners currently face. As the solution developed by the TG is likely to be of relevance to many practitioners working in the respective field of the TG, it would be good to be more vocal about the work that the TG is currently doing, their foreseen output, etc. Other potential unique selling points:

Information about the DRIVER+ product to be communicated about	
	• Task Groups facilitate knowledge exchange and bring experts from all over Europe around the table (and offers access to state-of-art knowledge and developments within crisis management sector) • Serves a platform to generate ideas and foster innovation • Allows individual experts or companies to directly engage with each other • Faster than EU procurement cycle (faster transition from idea to result) • Interlinking nature of the CMINE • Cross-sectoral approach of the CMINE • **Virtual interaction space extending f2f encounters:** DG HOME expressed need for virtual interaction, for in-between meeting interactions and bridging silos. CMINE could become the linking platforms between DGs. Many DG's already take ownership of the current CMINE themes, so there is to some extent already recognition and the CMINE can enhance that. • **The recognition (and the involvement) of the EC** might be an attractive incentive for individual stakeholders/networks to engage. • **Alternative to commercial platform:** Facebook and LinkedIn are commercial platforms with unclear copyright/ownership of information. The CMINE is hosted on an open-source platform and might therefore be an attractive alternative. • **Expert Contact database**: CMINE as a platform where experts can easily be found and where experts can connect with each other. Mandatory registration: EU-funded project are required to join the CMINE when project gets awarded
Expected added value What is the added value of the DRIVER+ product / result?	A novel solution to an actual challenge/need in the Crisis Management domain.
Short description of the proposed communication product (e.g. flyer, animated video):	
Main target group(s) Who should be approached with the proposed communication product(s)?	Practitioners (or other interested individuals) working in the respective TG domain.
Main objectives of the communication product Why is there a need for new communication product? What is the aim to be achieved with this communication product?	Those who would ultimately benefit from the solution should be made aware that such solution is currently being developed. This would help to reduce the risk of duplication (other groups working on similar solutions) and would help to enhance the impact of the solution when it is published/presented.
Availability When should the communication product be available?	The ultimate solutions developed by the TGs will only be available early 2020; however, I think it would be good to start communicating about the expected outputs already in order to flag to the relevant communities that such solution is under construction at the moment.

2. PRDR (ARTTIC)

Communication Product	Currently available	Planned in DoW	New proposals
Webpage	Yes		
Position paper		Yes	

3. I4CM (ARTTIC)

Communication Product	Currently available	Planned in DoW	New proposals

Communication Product	Currently available	Planned in DoW	New proposals
D&C strategy for I4CM	Yes		

4. Final Conference:

Communication Product	Currently available	Planned in DoW	New proposals
Usual event strategy		Yes	
Final Conference video		Yes	

5. CWA (DIN)

Communication Product	Currently available	Planned in DoW	New proposals
Online communication (website)	Yes	Yes	

Please add a new table for all newly proposed ideas for communication products:

Information about the DRIVER+ product to be communicated about	
Brief summary of Unique Selling Points (What exactly does the DRIVER+ product / result offer to the Crisis Management Community? What are the core message(s) we can communicate?)	A CWA is a standardisation document developed by a working group that deals with a specific issue (it is open to everyone interested). The CWAs build trust in the outcomes of DRIVER+ by setting the basis for a good practice published by well recognized European standardization body, CEN. It is publicly and free available.
Expected added value What is the added value of the DRIVER+ product / result?	It could lead to a standardised way to conduct trials, requirements on interoperability and simulation environment, which could support (if used) the field of crisis management.
Short description of the proposed communication product (e.g. flyer, animated video): It would be great to have something to introduce the CWAs to Crisis management. Do you have a good idea? It would be great to have something without high "read-effort"	
Main target group(s) Who should be approached with the proposed communication product(s)?	CM practitioner Standardisation committee member
Main objectives of the communication product Why is there a need for new communication product? What is the aim to be achieved with this communication product?	Main objective: Get in touch with CM practitioner and member of standardisation committee on national and European level. I do not know if something besides the website is necessary. Do you know if first responder, crisis manager or standardisation member read our website on a regular basis?
Availability When should the communication product be available?	October 2019

6. Centres of Expertise (Ecorys / TNO)

Communication Product	Currently available	Planned in DoW	New proposals
Customer journey CoE "Teaser video" (Short or long version)			Yes
Marketing brochure for CoE based on toolkit (to explore interest of external entities)			Yes
Articles (mass media & specialized media)			Never discussed but it could be helpful to promote for instance CoEs in their own national context

Please add a new table for all newly proposed ideas for communication products:

Information about the DRIVER+ product to be communicated about	
Brief summary of Unique Selling Points (What exactly does the DRIVER+ product / result offer to the Crisis Management Community? What are the core message(s) we can communicate?)	CoEs would be the final adopters and DRIVER+ outputs managers. They will be considered as a reference point and service managers for the Crisis management community at national and regional level
Expected added value What is the added value of the DRIVER+ product / result?	Depends on selling points of each outputs. In general, added value of being a CoE can include: • Gain recognition at EU and national level for crisis management capability development (a.o. solution provision/ training/ trailing etc.). • Especially for external organisations, acquire knowledge and know-how from the project as well as from the institutions and centres which will benefit and cooperate with the CoE itself, and between the other CoEs in Europe. • Become a national and/or European reference point for innovation in CM/DRR. • Depending on the outputs and institutional settings, achieve a stronger market position.
Short description of the proposed communication product (e.g. flyer, animated video):	
Main target group(s) Who should be approached with the proposed communication product(s)?	Organisations in the domain of Crisis management in Europe who could be interested in becoming a COE but also their community of users, including all those CM organisations which would benefit from the services provided by the COE.
Main objectives of the communication product Why is there a need for new communication product? What is the aim to be achieved with this communication product?	To act as a teaser but also to simply inform on key features and possibilities provided by the DRIVER+ outputs, present them in an accessible way and trigger interest to know more about them and about the possibility to become a CoE
Availability When should the communication	Ideally a first package should be available in June

Information about the DRIVER+ product to be communicated about	
product be available?	

For each of the products and events, the participants discussed:

- **WHY?** Unique Selling Points and added value: What does the DRIVER+ product / result offer to the Crisis Management Community? What are the core message(s) we can communicate?
- **WHO?** Target audience: Who should be approached with these core messages? For what purposes?
- **WHAT?** Communication Tools.
- **WHEN?** Timing of Activity.
- **WHERE?** Event.
- **HOW?** Media Type.

The outcomes of the discussions are showcased in the table 4.1.

Table 3: Results of the discussions during the SP95 SPCC F2F meeting on Sustainability and Communication strategy

| | | Who? | Why? | Why? | What? | When? | Where? | How? |
SP	Description	Primary Target Audience	Objectives of Activity	USPs	Communication Tools	Timing of Activity	MS/Event/	Media Type
	Overall Project							
SP91	The DRIVER+ suite of tools	CoEs - Practitioner organisations Solutions providers DG RTD / DG HOME Practitioners / End users - establish at what level --> Strategic and Operational levels (operational and training staff) Researchers	Raise awareness of DRIVER+ Stimulate organisations to contribute to terminology Find a host/owner of this terminology list once the project has ended (CEN TC?)	Harmonised terminology list with terms and definitions in the field of DRR. Based on existing standards and conventions Aligned with other research projects enabling comparisons of definitions Shared understanding of DDR terminology Better cooperation and information exchange between practitioners, researchers, solution providers/industry, and policy makers	Rollup banner stand	At DRIVER+ events		
					Flyers	July 2019		
					Website	Continuous		
					Social media	Continuous		
					Press releases	Around Trials and key events, eg I4CM	Specialised practitioner publications Subject matter	Online and print
					Feature articles	Around Trials and key events, eg I4CM	Specialised practitioner publications Subject matter	Online and print
					Video testimonials	May/June - end of FD		
SP92	Test-bed - Technical Infrastructure	CM practitioner organisations - training, operational and R&I functions on senior levels (Heads of) CM practitioners Researchers	Promote the Test-bed to CM practitioner organisations	Trials are the best way to assess CM innovations Test-bed facilitates organising Trials	Test-bed animated video	Existing	Ongoing - in presentations	Online
					Dedicated page on website	June 2019	Project website	Online
					New Trial + TGM animated video	September 2019	Project website and	Online
	Trial Guidance Methodology		Increase awareness and uptake of the TGM	TGM provides step-by-step guideline on how to assess identified gaps and potential solutions in non-operational contexts through a structured approach Icons provide easy recognition of core DRIVER+ entities	Promotional video (animated, live & testimonials) Workshop participation/organisation Peer review publications Articles in specialist media	June 2019	Project website; printed copies?; links to CoEs	Print & online
	Training Module		Identify and assess potentially innovative solutions in the field of CM through a service-oriented approach	Makes outputs of the project and components of the Test-bed tangible	New User story animated video	31 July 2019	Project website and social media	Online; F2F presentations

		Who?	Why?	Why?	What?	When?	Where?	How?
SP	Description	Primary Target Audience	Objectives of Activity	USPs	Communication Tools	Timing of Activity	MS/Event/	Media Type
SP93	Portfolio of Solutions	CM practitioners Solutions providers	Increase awareness, encouraging (niche) solution providers to 'sell' their tools on the PoS Encourage practitioners to use the PoS as a venue to obtain more information	End-user can find suitable solutions to its needs	Banner advertising	Sept onwards	Specialist media websites	Online
				Solution provider (vendor) has a platform to offer (niche) solutions with reduced mktg spend	Present at key events - identify conferences, trade shows, workshops, exercises		At Trials, FD, FC, F2F presentations plus 3rd party conferences / tradeshows	Video, PPT, F2F Presentations
				PoS can be used as a tool to support tender for big procurements	Video interview with Georg for website, social media and presentations	July/August	Project website, social media and presentations	Online and embedded in PPT
SP94	Trial - The Netherlands				DR2 video for Trial presentation	Complete April	At Trial	Video
					Press release - Dutch and English	Early May	Specialised practitioner publications Subject matter publications	Online and print
					Website news items	April & May	Project website	Online
					Social media activity	April & May	Twitter & LinkedIn	Online
					Specialist media article(s)	May - Sept	Specialised practitioner publications Subject matter publications	Online and print
					Trial video	Early June	Project website, social media and specialist media	Online
					Mobile phone chargers as giveaways	May	At Trial	N/A
	Trial - Austria				Trial video	Sept / Oct	Project website, social media and specialist media	Online
					Press release - German and English	July - Oct	Specialised practitioner publications Subject matter publications	Online and print
					Website news items	Aug - Oct	Project website	Online
					Social media activity	Aug - Oct	Twitter & LinkedIn	Online
					Specialist media article(s)	July - Dec	Specialised practitioner publications Subject matter publications	Online and print
					Mobile phone chargers as giveaways	Sept	At Trial	N/A
					IRONORE - additional activity tbc	July - Dec	TBD	
	Final Demo				Animated video for presentation at FD	November	Shown at Final demo	Video
					FD video as part of final project video for Final Conference	November	Filmed during FD for showing at FC	
					Press release	Sept - Dec	Specialised practitioner publications Subject matter publications	Online and print
					Website news items	Sept - Dec	Project website	Online
					Social media activity	Sept - Dec	Twitter & LinkedIn	Online
					Specialist media article(s)	Sept - Dec	Specialised practitioner publications Subject matter publications	Online and print
					Mobile phone chargers as giveaways	November	At Trial	N/A

		Who?	Why?	Why?	What?	When?	Where?	How?
SP	Description	Primary Target Audience	Objectives of Activity	USPs	Communication Tools	Timing of Activity	MS/Event/	Media Type
SP95	CMINE	Practitioners (or other interested individuals) working in the respective Task Group domains	Raise awareness of CMINE with target audiences	Task Groups facilitate knowledge exchange and bring experts from all over Europe around the table (and offers access to state-of-art knowledge and developments within crisis management	Video interviews with Chairs - in Copenhagen	June	Project website, social media and specialist media	Online
				Serves a platform to generate ideas and foster innovation	Flyer on Task Groups	June	I4CM, FD, FC	Print
				Faster than EU procurement cycle (faster transition from idea to result)	Content teasers on LinkedIn with invitation to join (active linking campaign to increase members; CMINE white papers on each	May onwards	Twitter & LinkedIn	Online
				Interlinking nature and cross-sectoral approach of the CMINE	Make contact with DGs responsible for Task group areas	May onwards		Email, F2F
				The recognition (and the involvement) of the EC might be an attractive incentive for individual stakeholders/networks to engage.	Identify key conferences and trade shows - secure speaking slots (Who?), workshops and networking events; reach out to Ext Coop database and other CM	May onwards	TBC	PPT; videos; flyer
				Alternative to commercial platform: Facebook and LinkedIn are commercial platforms with unclear copyright/ownership of information. The CMINE is hosted on an open-source	Specialist media ad campaign (full page and banner ads)	Sept onwards	Specialised practitioner publications Subject matter publications	Online and print
				Expert Contact database: CMINE as a platform where experts can easily be found and where experts can connect with each other.	Thought leadership conference; select media parter(s) for events	2020		
				Allows individual experts or companies to directly engage with each other	Thought leadership eNewsletter	October then 3 times a year		Online and possibly print
				Become the linking platforms between DGs (many DG's already take ownership of the current CMINE themes)	Encourage Task group members to invite a colleague	May onwards		Email, F2F, PPT
				Virtual interaction space extending to F2F encounters	Reach out to all specialist CM practitioner training colleges	May onwards		Email, F2F, PPT
					CMINE Membership Pack	June		Print and online
					Dedicated CMINE website	June	Launch at I4CM	Online
	Centres of Expertise	CM practitioner organisations CM practitioners Policy makers	Present key features and possibilities provided by the D+ outputs in an accessible way	Gain recognition at EU and national level for crisis management capability development	Customer journey CoE Teaser video (short or long version)	June 2019 requested	Project website and social media	Online
			Depending on the outputs and institutional settings, achieve a stronger market position		Marketing brochure	June 2019 requested	Leave behind at F2F presentations; Conferences; Networking	Print and digital flipbook
					Articles for specialist media	June 2019 requested	Specialised practitioner publications Subject matter	Online and print
	CWA	CM practitioner organisations CM practitioners Standardisation committee member	Raise awareness amongst CM community of D+ standards Get in touch with CM practitioner and member of standardisation committee on national and European levels	CWAs build trust in the outcomes of D+ by setting the basis for a good practice published by well recognised European standardization body, CEN Publicly and freely available	Project website ++ Support material for the CWAs to convey the key ideas	October 2019 requested	Project website	Online

Annex 8 – Monitoring and evaluating the D&C activities

Table 4: D&C KPIs

KPI		Target at M64			Measure	Measure from last year	Analysis
		Level of performance					
Dissemination and Communication tools	Definition of the indicator	**Poor**	**Good**	**Excellent**			
Project Website	Number of visits per month	Less than 300 per month	300-499 per month	More than 500	1024 per month	280 per month	Excellent performance. In line with the objectives set in the last report, where the performance was poor. The KPIs will need to be updated.
	Page views per month	Less than 600	600-799	More than 800	3750	630	Excellent performance. In line with the objectives set in the last report, where the performance was poor. The KPIs will need to be updated.
	Average time spent on website	Less than 1 min	1min-2min	More than 2min	3 min	2 min	Excellent performance. In line with the objectives set in the last report, where the performance was poor. The KPIs will need to be updated.
	Number of posts published	Less than 7 per month	7-10 per month	More than 10 per month	7	8	Good performance.

KPI		Target at M64			Measure	Measure from last	Analysis
Social Media Strategy	Number of connections on LinkedIn	Less than 300	300-500	More than 500	500+	N/A (LinkedIn Profile created in 2019)	Excellent performance
	Number of posts on LinkedIn	Less than 30	30-40	More than 40	30	N/A (LinkedIn Profile created in 2019)	Good performance
	Number of Twitter followers	Less than 700	700-800 at M64	More than 800	747	558	Good performance. A strategy must be put in place to gain some follower and raise interaction with them.
	Number of tweets per month	Less than 40	40-60	More than 60	42	55	Good performance. However, it is to be noted that the project issued less tweets during the reporting period. **WP952** already mentioned the issue to task leader.
	Number of retweets per month	Less than 40	40-60	More than 60	60	50	Good performance. Same comment than above. The more the project is producing results, the more the D&C team should tweet and be retweeted.
	Number of tweets liked per month	Less than 100	100-110	More than 110	150	120	Excellent performance. KPIs should be updated.
Quarterly Newsletter	Number of Newsletters published	Less than 4 (project duration)	4-8 (project duration)	More than 8 (project duration)	7	3	Excellent performance. The newsletters planned for the period have been published.
	Number of clicks to open newsletter (for each newsletter)	Less than 100	100-120	More than 120	245 (average)	77 (average)	Excellent performance

	KPI	Target at M64			Measure	Measure from last	Analysis
	Number of subscriptions obtained after each Newsletter release (should be changed to Number of subscription obtained after DRIVER+ activities)	Less than 20	20-40	More than 40	10 (100 subscribers gained after 4th I4CM – KPI to be assessed)	6	Poor performance. More efforts are to be provided for the next edition of the newsletter and KPI to be reassessed.
	Size of the dissemination list	Less than 200	200-400	More than 400	356	115	Good performance as the size of the list has significantly increased since the last period
Media campaign, including publications in scientific journals, e-Newsletters and other media	Number of articles, publications, abstracts and papers submitted and selected (all project duration).	Less than 20	20-30	More than 30	24	10	Good performance
Contributions to external events	Number of external events in which DRIVER+ participate	0-1 per month Less than 20 at M64	1-2 per month 20-40 at M64	More than 2 per month More than 20 at M64	1.8 per month 34 at M64	1,3 per month 16 at M53	Good performance

KPI		Target at M64			Measure	Measure from last	Analysis
DRIVER+ Trials	Number of applications received answering the Call for Applications for each Trial	Less than 5	5-10	More than 10		24	Excellent performance. 25 for Trial the Netherlands and 19 for Trial Austria.
	Number of Tweets during the event	Less than 10	10-15	More than 15	50	40	Excellent performance
	Number of hits on the event page (each Trial)	Less than 100	100-200	More than 200	More than 200 for each Trials	84	Excellent performance, to be linked with the website results.
I4CM events	Number of Tweets during the event	Less than 20	20-30	More than 30	108 (3rd I4CM) 91 (4th I4CM)	N/A	Excellent performance.
	Number of press releases (including webpages where the PRs appear)	2	2-4	4	4	N/A	Good performance

Table 5: Dissemination and Communication KPIs for next period

KPI		Target at M72			Changes
		Level of performance			
Dissemination and Communication tools	Definition of the indicator	**Poor**	**Good**	**Excellent**	
Project Website	Number of visits per month	Less than 500 per month	500-1000 per month	More than 1000	The target is higher than last period.
	Page views per month	Less than 800	800-999	More than 1000	The target is higher than last period.
	Average time spent on website	Less than 2 min	2min-4min	More than 4 min	The target is higher than last period.
	Number of posts published	Less than 7 per month	7-10 per month	More than 10 per month	
Social Media Strategy	Number of connections on LinkedIn	Less than 700	700-800	More than 800	The target is higher than last period.
	Number of posts on LinkedIn	Less than 30	30-40	More than 40	
	Number of Twitter followers	Less than 1000	1000-1200	More than 1200	The target is higher than last period.
	Number of tweets per month	Less than 60	60-100	More than 100	The target is higher than last period.

KPI		Target at M72			Changes
	Number of retweets per month	Less than 60	60-100	More than 100	The target is higher than last period.
	Number of tweets liked per month	Less than 200	200-300	More than 300	The target is higher than last period.
Quarterly Newsletter	Number of Newsletters published	Less than 4 (project duration)	4-8 (project duration)	More than 8 (project duration)	
	Number of clicks to open newsletter (for each newsletter)	Less than 150	150-200	More than 200	The target is higher than last period.
	Number of subscriptions obtained after each Newsletter release (should be changed to Number of subscription obtained after DRIVER+ activities)	Less than 20	20-40	More than 40	
	Size of the dissemination list	Less than 500	500-1000	More than 1000	The target is higher than last period.
Media campaign, including publications in scientific journals, e-Newsletters and	Number of articles, publications, abstracts and papers submitted and selected (all project duration).	Less than 20	20-30	More than 30	

KPI		Target at M72			Changes
other media					
Contributions to external events	Number of external events in which DRIVER+ participate	0-1 per month	1-2 per month	More than 2 per month	
DRIVER+ Trials	Number of Tweets during the event	Less than 30	30-50	More than 50	The target is higher than last period.
	Number of hits on the event page (each Trial)	Less than 100	100-200	More than 200	
Final Demonstration	Number of Participants	Less than 30	30-50	More than 50	
	Countries of origin	Less than 4 countries	From 4-6 countries	More than 6 countries	
	Number of external solution providers	Less than 5	5-10	More than 10	
	Number of tweets during the event	Less than 50	50-100	More than 100	
	Number of online articles making reference to Final Demo	Less than 3	3-5	More than 5	
	Number of hits on	Less than	250-500	More than 500	

KPI		Target at M72			Changes
	the event page	250			
Final Conference	Number of participants	Less than 200	200-300	More than 300	
	Number of CM projects represented	Less than 5	5-10	More than 10	
	Number of guests of honour	Less than 3	3-5	More than 5	
	Number of tweets during the event	Less than 100	100-200	More than 200	
	M&E questionnaire (response return %)	20%	20-30%	More than 30%	
	Number of online articles making reference to the event	Less than 5	5-10	More than 10	
	Number of hits on the event page	Less than 300	300-600	More than 600	