Driving Innovation in Crisis Management for European Resilience

D952.14- DISSEMINATION AND COMMUNICATION ACTIVITIES – FINAL REPORT

SP95 - IMPACT, ENGAGEMENT AND SUSTAINABILITY

MARCH 2020 (M71)

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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 present deliverable provides an overview of the dissemination and communication activities carried out on behalf of the DRIVER+ project in order to reach the project's main objective: improving the way that capability development and innovation management are tackled by creating a comprehensive framework to test solutions that address the operational gaps identified by practitioners in a realistic, non-operational context. The document follows the same structure as **D952.11** ***Dissemination and Communication - strategy and action plan*** (1) in order to facilitate reporting against initial plans and objectives.

In this manner, this document first reports on the activities related to the Start-Up Phase. These actions were aimed at raising awareness about the project, its vision and objectives in order to engage different stakeholder groups (practitioners, solutions providers, policymakers and researchers) whose input and collaboration was required. The creation of appropriate promotional material was of paramount importance at this stage.

The project then entered the Demonstration Phase in which it received input from stakeholders, essentially through participation at workshops, events and the DRIVER+ Trials. The dissemination and communication actions that accompanied these events were aimed at maximising qualified participation and attendance; ensuring that participants received adequate informational tools for fruitful participation; documenting the events for subsequent promotion; and engaging with media when appropriate.

Finally, the dissemination and communication activities during the Sustainability Phase emphasised project outputs and results. Efforts at this stage were concentrated on adjusting the social media and mass-media strategies, producing adequate marketing material to support practioner organisations and Centres of Expertise after the end of the project, and ensuring the success of the Final Conference.

Overall, we can conclude that the results of communication and dissemination efforts have been satisfactory. The different activities (Trials, workshops, I4CM and PRDR events) have systematically benefitted from robust dissemination and communication support before, during and after the event to promote stakeholder attendance and awareness; generate media engagement; ensure adequate coverage through social media; document the activity; and publish results and findings.

What is more, high-quality documentation material including a very comprehensive public website, a set of videos introducing project outputs or covering Trials and events, product leaflets and flipbooks, has been created. This package of promotional assets provides the partners with adapted material to promote DRIVER+ findings and outputs while the project is ongoing. It also ensures that once the project is over, practitioner organisations will have all the tools that they need to appropriate the project and it also anticipates the communications and marketing needs of the Centres of Expertise.

Thanks to the intense and sustained online and mass media activities, a critical mass of Crisis Management practitioners, researchers, solutions providers, policymakers and journalists are aware of the project and its outputs. This is attested by the high level of attendance from different stakeholder groups at the Final Conference.

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List of Acronyms

Acronym	Definition
CoE	Centre of Expertise
CM	Crisis Management
CMINE	Crisis Management Innovation Network Europe
DG CLIMA	Directorate-General for Climate Action
DG ENV	Directorate-General for Environment
DG ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
DG HOME	Directorate-General for Migration and Home Affairs
DG RTD	Directorate-General for Research and Innovation
FEU	Federation of European Fire Officers
I4CM	Innovation for Crisis Management
IFRARI	International Forum to Advance First Responder Innovation
JRC	Joint Research Centre
KPI	Key performance indicator
PRDR	Policy-Research Dialogue Roundtable
PoS	Portfolio of Solutions
PSCE	Public Safety Communication Europe
TTI	Test-bed Technical Infrastructure
TIEMS	The International Emergency Management Society
TM	Training Module
TGM	Trial Guidance Methodology
WP	Work package

1. Introduction

Dissemination and communications activities have been an integral aspect of DRIVER+ since the beginning of the project. In the starting phases, the main objective was to motivate different stakeholder groups to become involved with the project and take part in the different preparatory workshops, events and Trials. For this, the project vision and potential benefits to the Crisis Management community had to be effectively communicated. As the project began to give tangible results, the communication activities became more outputs-oriented. This was essential in order to generate interest from practitioner organisations in adopting DRIVER+ outputs. As DRIVER+ enters its final stage, the question of sustainability becomes of utmost importance: stakeholders must be reassured with regards to this aspect if they are to invest time and effort in adopting project outputs and must know where to find support once the project has ended. At each stage of the project, dissemination and communication activities have supported these evolving objectives by creating adequate promotional material, adapted to different formats and uses and implementing strategies that allowed the project to engage with the desired group of stakeholders using the right messaging.

This document provides an overview of the different dissemination and communication activities carried out under **WP952 Dissemination and Communication** throughout the duration of the project. Three previous deliverables, **D952.11** ***Dissemination and Communication strategy and action plan*** (1), **D952.12** ***Dissemination and Communication activities – progress report 1*** (2) and **D952.13** ***Dissemination and Communication activities – progress report 2*** (3), have covered in detail the dissemination and communication strategy and action plan and the actions implemented up until August 2019 (M64). The present deliverable highlights the actions that took place between M64 and M71.

2. Start-up phase: Informing about the project and results

The roadmap in **D952.11** (1) states that the aim of the start-up phase is to inform identified stakeholders about the project – its vision, objectives, activities and results.

In the first months of implementation (M41-M52), a new visual identity was created for DRIVER+; the stakeholder and press databases were reassambled; the public website was set up and a basic package of assets (leaflet, brochure, roll-up banner, animated infographic video, and PowerPoint presentation) were created to provide the consortium with basic communication material. Furthermore, a set of dissemination and communication guidelines were established to ensure consistency. These actions are described in detail in **D952.12** (2).

Following the 5th Technical Review meeting in September 2018 (M53), it was stressed that the focus should be shifted to project results. This led to the commissioning of individual logos to identify each output as well as to the creation of a new section on the project website dedicated to showcasing results (outputs, deliverables and other reports). The detail of actions implemented following this Review are covered in **D952.13** (3).

Since the submission of **D952.13** (3) in August 2019 (M64), this results-oriented dissemination and communication approach has been pursued and deepened, most notably through the production of promotional assets for the different DRIVER+ outputs including leaflets in all cases and videos when appropriate. A redefinition of the online and mass-media strategy was decided upon to match the specific objectives of the final phase of the project, namely:

1. Promoting the Final Conference with the aim of enroling 300 profiled delegates.
2. Communicating on the benefits that conducting innovation Trials based on the DRIVER+ Trial Guidance Methodology (TGM) and the Test-bed Technical Infrastructure (TTI) can bring to Crisis Management organisations and solutions providers.
3. Calling on the Crisis Management community to make use of the Crisis Management Innovation Network Europe (CMINE) for discussion, information sharing and networking.
4. Encouraging European organisations focused on Crisis Management training and capacity development to explore the possibility of becoming a DRIVER+ Centre of Expertise.
5. Encouraging solution providers, practitioner organisations and affiliated European projects to use the Portfolio of Solutions (PoS), particularly to register low TRL solutions.

2.1 DRIVER+ visual identity

The core of the revised DRIVER+ visual identity is the project logo, which uses a shape evoking a tornado. The colours selected were blue (resilience, reliability) and orange (optimism, novelty).

driver+
Driving Innovation in Crisis Management for European Resilience

Figure 2.1: Project logo

Specific logos were also created for the different DRIVER+ products and events. It should be noted that these logos have been revisited since the submission of the last progress report (3) in order to implement a common element, namely, the + sign that is now present in all of them. This improves the visual coherence.

Figure 2.2: Trial Guidance Methodology logo

Figure 2.3: Test-bed Technical Infrastructure logo

Figure 2.4: Portfolio of Solutions logo

Figure 2.5: Centre of Expertise logo

Figure 2.6: Crisis Management Innovation Network Europe logo

2.2 Public website

The public website (4), launched in December 2017 and managed by ARTTIC, is the hub that reassembles all public information, documentation and promotional assets. Its content and structure has evolved along with the project. In this manner, the site organisation and editorial line, which was conceived with the primary objective of recruiting stakeholders for involvement with project activities during the initial period, was reassessed following the 5th Technical Review to highlight project achievements and results.

Following this same logic, the project homepage was redesigned after the submission of **D952.13** (3), with the following objectives:

- Improving visual and editorial appeal in anticipation of increased traffic and media attention due to intense promotion of the Final Conference.
- Giving more visibility to project results.
- Highlighting the project's recent and upcoming events, namely Trial Austria, the Final Demonstration, and the Final Conference.

In order to achieve this, a slideshow at the top of the page features the project's main outputs and upcoming events with a strong focus on promoting the Final Conference (cf. Figure 2.7). Below the slideshow, content blocks give an overview of the different DRIVER+ outputs (cf. Figure 2.8). Finally, a social media feed was integrated to the homepage to stress the project's dynamism and ongoing activity.

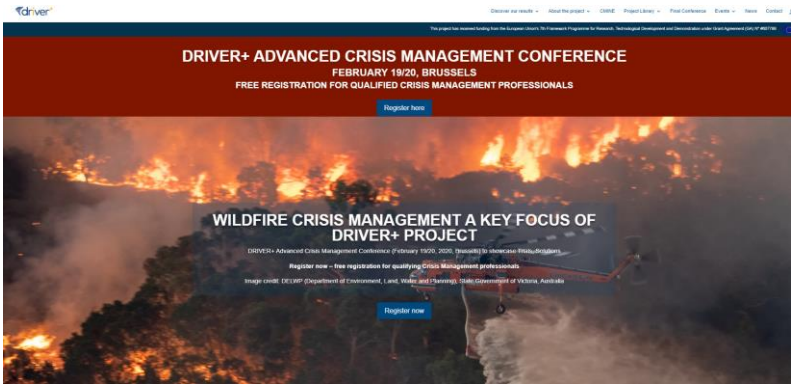

Figure 2.7: Redesigned homepage gives strong visibility to Final Conference

Figure 2.8: Content blocks give key information about outputs

Similarly, particular attention has been conferred on the Final Conference section of the website, directly accessible from the homepage, to clearly display all information related to the event.

Since the submission of **D952.13** (3), it is worth noting the continuous improvement between September and December 2019 in the different performance indicators: users, pages viewed, and minutes per session (cf. Table 2.1) This can likely be attributed to the intensification of mass-media and online communications

activities and the executing of high-profile events like Trial Austria, the Final Demonstration and the Final Conference that triggered interest in the project. A temporary decrease of activity should be noted during the months of December and March; however, this is a fluctuation to be expected due to the holiday period and the public health emergency.

Table 2.1: Website traffic indicators, September 2019 – March 2020

Month	Sessions	Pages viewed	Avg. session
September 2019	1381	3234	2:59
October	1612	3812	3:41
November	1645	4847	4:24
December	1394	3097	2:20
January 2020	2579	6678	2:42
February	2375	4998	2:42
March[1]	1219	2487	3:00

2.3 Newsletter

The DRIVER+ newsletter has been used as a tool to bring attention to the project's achievements and as an opportunity for continuous engagement with stakeholders who have been involved with DRIVER+ in different qualities and stages of the project. A total of ten newsletters have been sent over the duration of the project.

Since the submission of **D952.13** (3), three issues of the newsletter have been published:

- DRIVER+ Newsletter #8: September 2019 which announced and provided key information on Trial Austria. The User Workshop was also covered in this issue.
- DRIVER+ Newsletter #9: December 2019 which reported on the Final Demonstration, gave a special spotlight on the Final Conference, announced the establishment of the first DRIVER+ Centre of Expertise and disseminated the Trial Austria video report.
- DRIVER+ Newsletter #10: March 2020 which reported on the Final Conference and placed a strong focus on the sustainability aspects (the Training Module, the network of CoEs, TGM website) and the availability of important documentation (most notably, the Trial Summaries for Poland (5), France (6), the Netherlands (7) and Austria (8); the CMINE Task Group Reports on Floods (9), Wildfires (10) and Volunteer Management (11) and the Standardisation White Paper (12)).

Deliverables **D952.12** (2) and **D952.13** (3) cover issues 1-3 and 4-7 of the DRIVER+ Newsletter, respectively.

It should be noted that measures were taken in November 2019 to make the project contacts database fully compliant with the General Data Protection Regulation. In this manner, explicit consent was requested for those contacts that had not explicitly authorised inclusion in the project mailing list. This led to a decrease in the total number of subscribers since the last reporting period. However, efforts were made at the Final Conference to compensate this loss of contacts before the sending of the final issue of the newsletter that contains key information on project outputs and covers the pivotal issue of sustainability of

[1] Data extracted 24/03/2020

project outputs. As previously stated, great attention was conferred on communicating to newsletter subscribers the benefits of opening a CMINE account.

2.4 Social media

DRIVER+ is present on social media through the project's Twitter and LinkedIn accounts. Through the Twitter account, the project communications reach other research projects, practitioner and academic organisations, solutions providers and policymaking bodies. Being present on LinkedIn, on the other hand, is a way for the project to interact with stakeholders on an individual level by connecting with their personal accounts. As of mid-March 2020, these channels total 950 Twitter followers and 1408 LinkedIn connections which represents an increase of 33% and 119%, respectively, since the last reporting period.

The goal of the social media strategy is twofold:

1. Engage with stakeholders by raising awareness about DRIVER+ products, achievements and activities.
2. Provide news and insights about innovation in Crisis Management.

Following the 7th Technical Review, the social media strategy was re-examined to ensure the alignment of social media messaging with the objectives of the final phase of the project listed in Section 2. As a first step, the **specific aims to be achieved by social media in the final phase of the project** were listed for each stakeholder category. Based on these specific objectives, a series of **key messages** was subsequently outlined for each category to be disseminated across the social media platforms. The revised social media strategy can be found in Annex 3 of this document.

On the basis of these objectives and key messages, a **social media calendar** was created for each month. Planning for content in advance provides an overview of the project's social media communications over several weeks, thereby ensuring coherence and thoroughness. A conscientious effort was made to use social media to fully exploit and distribute the wide array of communications supports produced throughout the project: professional photography, interviews, trailers, animations, leaflets, reports.

Examples of publications classified according to objectives include can be found below.

- **Increasing awareness and knowledge of DRIVER+ outputs** (see also Figure 2.9**,** Figure 2.10**,** Figure 2.11)
  - Example 1: LinkedIn Twitter
  - Example 2: LinkedIn Twitter
  - Example 3: LinkedIn Twitter
- **Reaching Final Conference attendance goals** (see also Figure 2.12, Figure 2.13)
  - Example 1: LinkedIn Twitter
  - Example 2: LinkedIn Twitter
  - Example 3: LinkedIn Twitter
- **Encouraging use of CMINE** (see also Figure 2.14, Figure 2.15)
  - Example 1: LinkedIn Twitter
  - Example 2: LinkedIn Twitter
  - Example 3: LinkedIn Twitter
- **Promoting the establishment of CoEs** (see also Figure 2.16, Figure 2.17)
  - Example 1: LinkedIn Twitter
  - Example 2: LinkedIn Twitter
  - Example 3: LinkedIn Twitter

Secondary objectives fulfilled by social media during this period included: disseminating new communications assets like videos and reports and informing about project presence at third-party events.

With regards to the publication rate, it was decided to **significantly increase posting frequency and to schedule at least one post on Twitter and LinkedIn per working day** with more intense posting during major project activities.

Figure 2.9: Example of LinkedIn post promoting PoS

Since the implementation of the new social strategy in November 2019, the DRIVER+ profiles have published more than 135 tweets and 100 LinkedIn posts – **an average of 39 tweets and 25 LinkedIn posts per month**. On Twitter, the publications have generated **1,700 interactions** (clicks, likes, retweets,

comments) and the project profile has been visited 2,124 times. On LinkedIn, the posts have generated over **1,930 reactions and reshares**.

It is worth noting that specific social media content plans were designed to be rolled out before and during the Final Demonstration (cf. Section 3.2.2) and the Final Conference (cf. Section 4.2.1).

In addition to Twitter and LinkedIn accounts, the project had also set up a YouTube channel, used as a video library to host and easily share the more than 20 videos produced by the project and organise them according to thematic playlists (e.g. outputs, Trials, events). These videos were also made available via the project website.

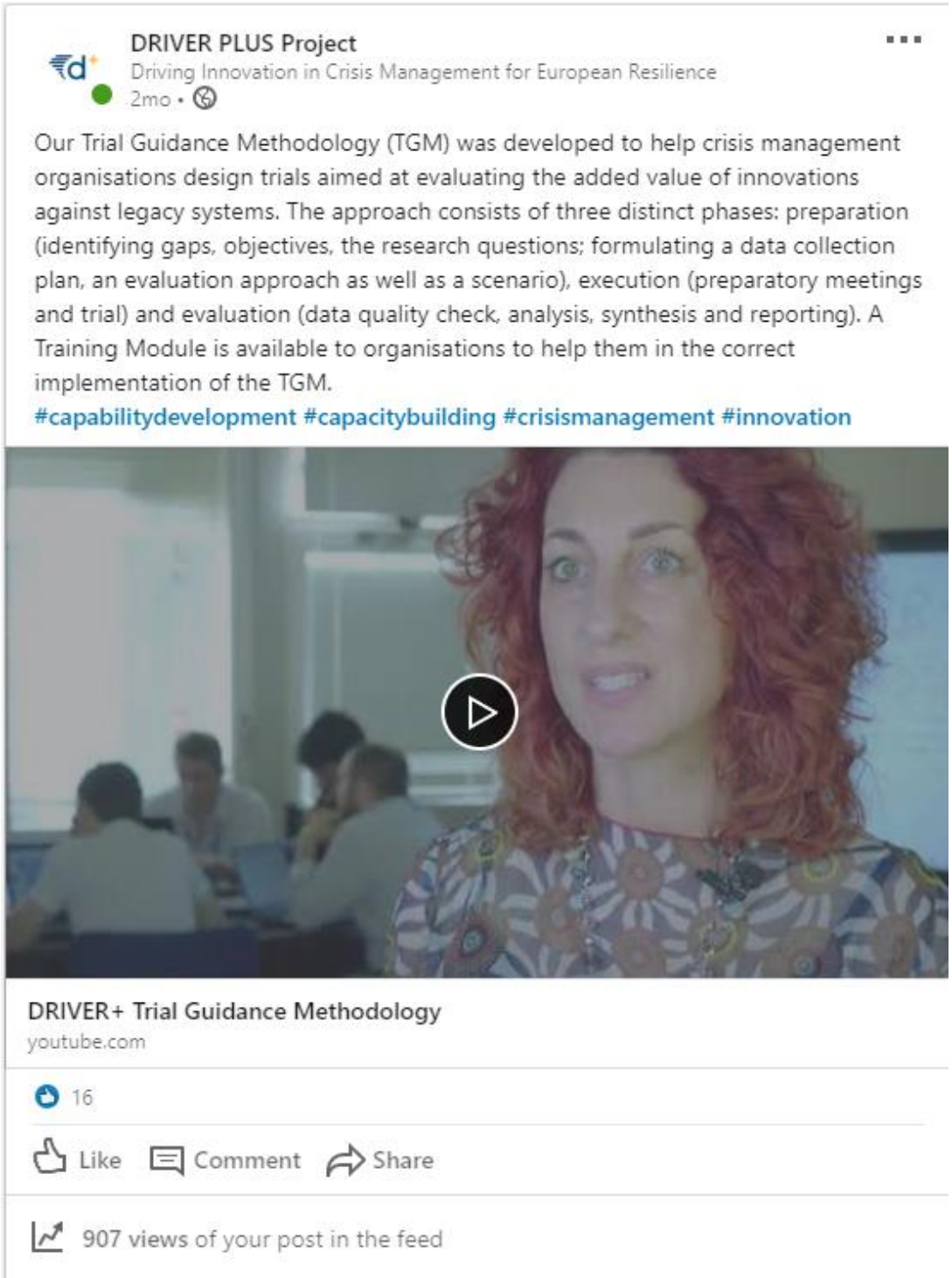

Figure 2.10: Example of LinkedIn post promoting TGM

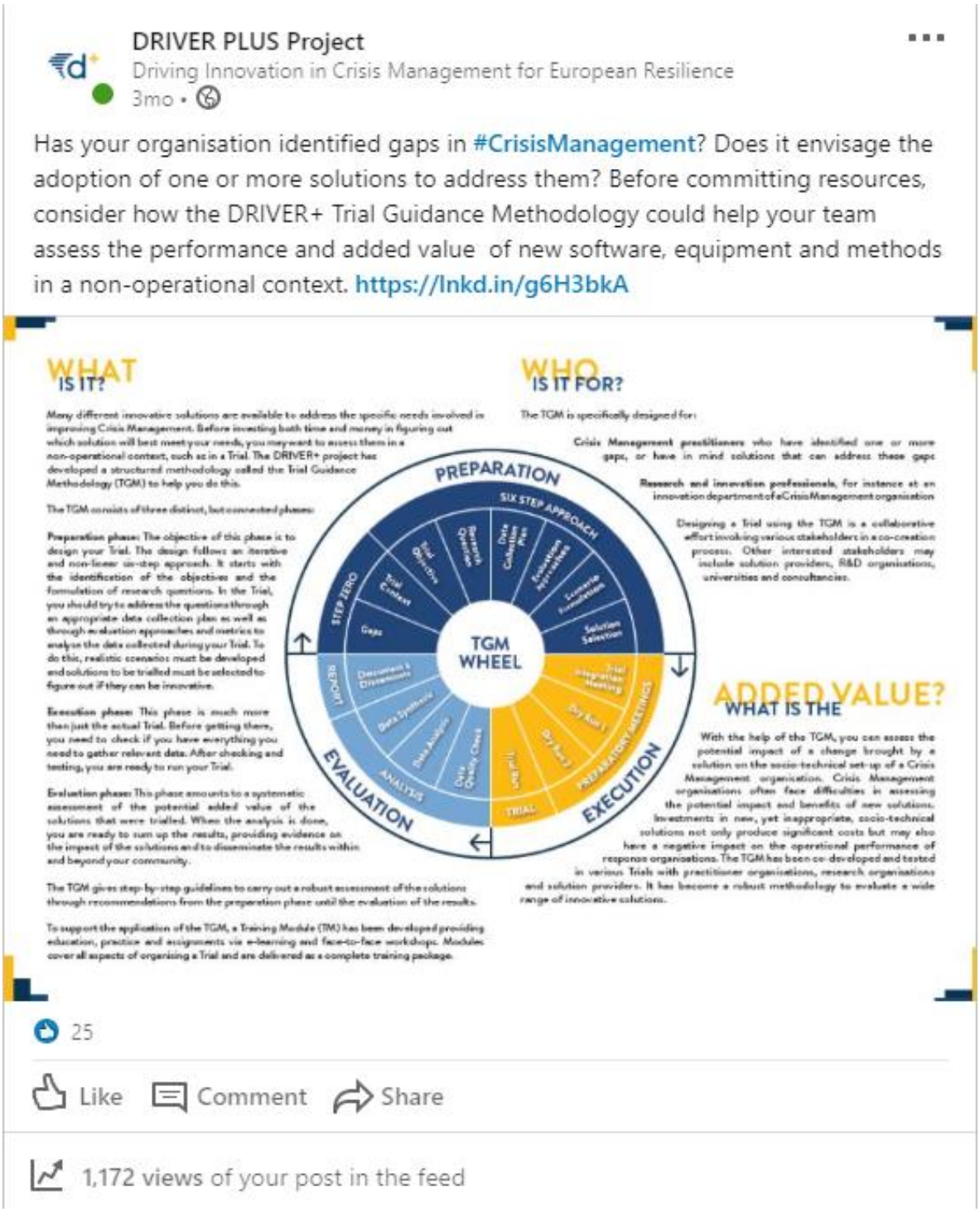

Figure 2.11: Example of LinkedIn post promoting TGM

2.5 Mass media relations

From the start of the project, a subject-specific media contacts database was created, and press releases have been consistently circulated to promote events and announce the achievement of milestones. Press releases were circulated amongst the project's media database and shared with the consortium for dissemination within the partners' networks. They are also published on CORDIS Wire when they pertain to major project milestones.

As with social media, it was decided after the submission of **D952.13** (3) to adopt a specific media relations roadmap before entering the final phase of the project consisting of these steps:

1. Identify key messages and communications angles.
2. Define a calendar for the circulation of press releases.
3. Implement a marketing plan complementary to the media relations strategy.
4. Create new promotional collateral when necessary.
5. Expand the contacts database, particularly by reaching out to Crisis Management networks and affiliated research projects to promote attendance to the Final Conference.

Items 1 and 2 are covered in the present section. More detail on items 3-5 can be found in Section 4.2.1.

In terms of **messaging**, it was decided to highlight the compelling need for projects such as DRIVER+ to improve preparedness and resilience through better understanding of gaps, rational assessment of solutions and increased cooperation. The information was presented from an angle that stressed the **context of climate change** and the intensification of related threats like wildfires and flooding. This proved to be particularly relevant in promoting the Final Conference as the event was preceded by the devastating wildfires in Australia.

Figure 2.12: Example of LinkedIn post promoting Final Conference attendance

Figure 2.13: Example of LinkedIn post promoting Final Conference attendance

The following **press releases** were drafted since the last reporting period:

- Trial Austria pre-event press release, August 2019.
  - This press release was translated into German for the local host's use.
- Trial Austria post-event press release, September 2019.
- Final Demonstration pre-event press release, November 2019.
- Final Demonstration post-event press release, including the announcement of the establishment of the first DRIVER+ Centre of Expertise in Poland, November 2019.
  - This press release was translated into Polish for the local host's use.
- Final Conference: first announcement, December 2019.
- Final Conference: reminder, January 2020.
- Final Conference: post event, February 2020.

These **media articles** covered different aspects of the project between September 2019 and March 2020:

- **PreventionWeb,** DRIVER+ project delivers Crisis Management innovation, support and cooperative networks, March 2020.

Figure 2.14: Example of LinkedIn post promoting CMINE

- **The Crisis Response Journal** (Volume 15, issue 1), *DRIVER+ Special Feature*, March 2020.
- **TIEMS Newsletter,** DRIVER+ Advanced Crisis Management Conference (Brussels), February 2020
- **PRNewswire,** Crisis Management Professionals invited to DRIVER+Advanced Crisis Management Conference, January 2020
- **CrisisResponse,** The DRIVER+ Advanced Crisis Management Conference, January 2020
- **CrisisResponse,** Further announcements for DRIVER+ Advanced Crisis Management Conference including CRJ Advisory Panel Member, December 2019
- **CrisisResponse,** Conference for forward thinking in crisis management, November 2019
- **The International Emergency Management Society,** Newsletter – issue 37, December 2019
- **Medea,** MEDEA Participation At Trial Austria Of Driver+ With Earthquake Scenario, December 2019
- **Cordis,** Enhancing European resilience and response to threaths and crisis situations, August 2019
- **DRIVER+,** Trial Findings So Far, November 2019
- **Futurezone Technologies News**: Österreich übt Katastrophenschutz mit Digitaltechnologien, September 2019
- **Science.apa.at,** Steirische Erdbebenübung – High Tech hilft und führt Einsatzkräfte, September 2019

- **Science.apa.at**, Modernste Digitaltechnik für den Europäischen Katastrophenschutz, September 2019
- **Servus**, Katastrophen-Szenario: Eisenerz probt den Ernstfall, September 2019
- **Meinbezirk.at,** Gemeinsame Großraumübung nach dem Erdbeben, September 2019
- **Bundesministerium Inneres, at**, Katastrophenschutzübung "Ironore2019" in der Steiermark, September 2019
- **Antenne.at**, Ironore 2019 Erdbeben-Übung des Roten Kreuzes, September 2019
- **Steiermark zur ORF.at-Startseite**, Wenn in der Steiermark die Erde bebt, September 2019
- **Heute.at**, In der Steiermark wird der Ausnahmezustand geprobt, September 2019
- **KleineZeitung.at**, Erdbeben in Eisenerz: "Kein Spielplatz, sondern gute Vorbereitung", September 2019
- **Meinbezirk.at,** Ironore 2019 – Rotes Kreuz probt den Ernstfall: Großes Erdbeben in Eisenerz**,** September 2019

The list of press releases issued since the beginning of the project as well as the complete list of press clippings and press releases can be found on the Media section of the public website.

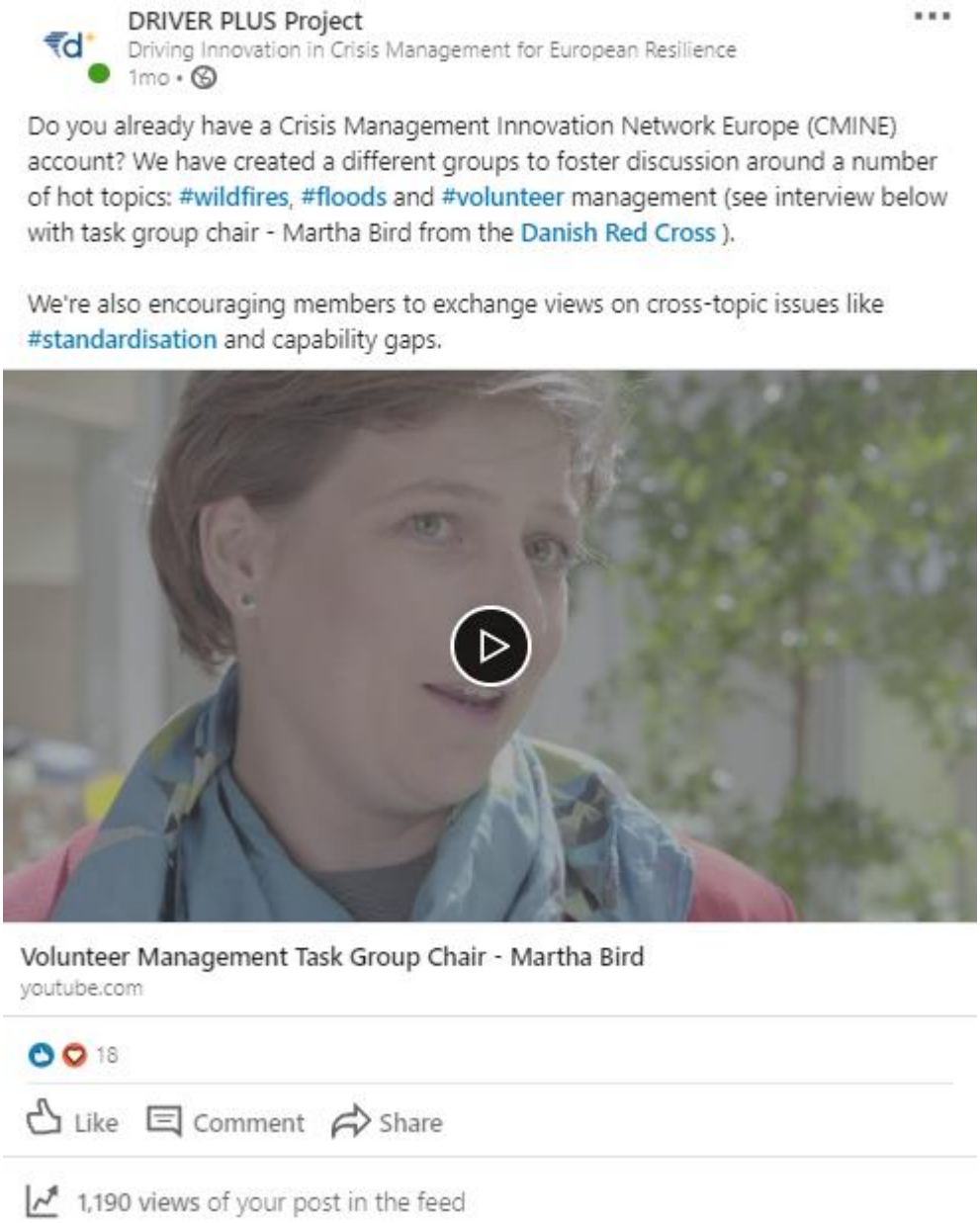

Figure 2.15: Example of LinkedIn post promoting CMINE

Figure 2.16: Example of LinkedIn post promoting CoEs

Figure 2.17: Example of LinkedIn post promoting CoEs

3. Demonstration phase: getting feedback from stakeholders

The Demonstration phase encompasses activities aimed at consulting with and involving external stakeholders. Communication and dissemination activities related to this phase involve promoting qualified participation to DRIVER+ activities as well as ensuring adequate coverage and documentation.

3.1 Consult: Interact with stakeholders on project achievements

Consultation with external DRIVER+ stakeholders was structured around different event series, most notably I4CM ('Innovation for Crisis Management') and PRDR ('Policy-Research Dialogue Roundtables'). Below is an overview of the dissemination and communication activities carried out in support of these events (Section 3.1.1) as well as third-party events (Section 3.1.2).

3.1.1 Dissemination and communication activities supporting DRIVER+ events

I4CM

The Innovation for Crisis Management (I4CM) events bring together local practitioners and solutions providers to meet, exchange best practices and give visibility to their initiatives. They focus on specific Crisis Management topics (i.e. inter-agency/cross-border cooperation for I4CM Warsaw and volunteer management for I4CM Copenhagen). Various dissemination and communication initiatives (distribution of press releases, social media strategy) were put in place to promote these events and their outcomes. These activities are detailed in **D953.13** (3).

Policy-Research Dialogue Roundtables

The Policy-Research Dialogue Roundtables are closed events. To promote attendance to qualified delegates, relevant stakeholder categories were identified according to the topic of each edition. Two PRDR events have taken place since the submission of the last progress report (dissemination and communication support to PRDR 1 is covered by **D952.13** (3)).

PRDR 2, *Discussing the contributions to the programming of disaster risk management component of Horizon Europe*, focused on the improvement of security research uptake. Therefore, the target group was a broad range of policy representatives to jointly discuss the contributions to the programming of the Disaster Risk Management (DRS) component of Horizon Europe, including DG ECHO, DG HOME, DG RTD, DG ENV, DG CLIMA, JRC, Member State representatives, Programme Committee members, UNISDR, GFDRR as well as selected DRS-related research projects.

PRDR 3, *Collaboration in research-related standardisation activities in* crisis *management*, was aimed at representatives of different DGs of the EC, standardisation committees such as CEN/TC 391 and ISO/TC 292, DRIVER+ project partners such DIN, AIT, TNO, PSCE, WWU, XVR, PRIO, TCS, other security research projects (ongoing and finalised), multipliers and other policy makers (e.g. from national level). Based on the target audience, invitations are sent on a personal basis using a dedicated database constituted by the project.

User Workshop

The User Workshop, which focused on presenting project outputs to potential users, was heavily promoted through social media. Two invitations were sent to the relevant segments of the DRIVER+ contacts database.

3.1.2 DRIVER+ participation at third-party events

A list of third-party events was created at the project start and circulated to all partners. This list has been regularly updated and shared with partners on a monthly basis, which can in turn update the document themselves. Participation in these events resulted from partners' initiatives or from a suggestion of the communication team. Particular attention was devoted to diversifying the type of events in order to best cover the various DRIVER+ components. Overall, participation at third-party events took careful consideration of the expected aim, the target audience and the benefits to be achieved in order to maximise impact. In total the project has been presented at 20 events across 14 countries (12 European countries as well as Israel and Australia) during the reported period. Table 3.1 lists the events attended between September 2019 and March 2020.

Table 3.1: Participation at third-party events September 2019-March 2020

Event	Activity	Date	Location	Audience
Israel-Europe Research & Innovation Directorate (ISERD)	Distribution of promotional material	03/07/2019	Tel Aviv, Israel	Researchers, Decision Makers, Practitioners
European Congress on Disaster Management	Other	27-28/08/2019	Berlin, Germany	Practitioners, Decision Makers, General Public
Digital Transformation, Cyber Security and Resilience (DIGILIENCE 2019)	Presentation	2-4/10/2019	Sofia, Bulgaria	Researchers, International Organisations, Decisions Makers
Organizing Urban Resilience	Presentation	3-4/10/2019	Prague, Czech Republic	Crisis Management experts, researchers, practitioners
FireLinks Conference	Presentation	8-9/10/2019	Sofia, Bulgaria	Researchers
CCR summit	Presentation	9/10/2019	Houten, the Netherlands	Public Safety Experts, Researchers, Industry
Anywhere Final Conference	Exhibition	29-30/10/2019	Brussels, Belgium	Crisis Management experts, Practitioners, Researchers
MSE 2019	Presentation & Distribution of promotional material	29-31/10/2019	Crete, Greece	Crisis Management experts, Practitioners, Researchers
IFAFRI Annual Meeting	Presentation	5/11/2019	Helsinki, Finland	Crisis Management experts,

Event	Activity	Date	Location	Audience
				Practitioners, Researchers, Decision Makers
Security Research Event	Distribution of promotional material & presentation by the coordinator at Finnish Ministry of Interior	6-7/11/2019	Helsinki, Finland	Crisis Management experts, Practitioners, Researchers, Decision Makers, Industry
Boosting innovation through standards (CEN-CENELEC event)	Exhibition	13/11/2019	Brussels, Belgium	Civil Society, Standardisation bodies and experts
Safety & Security Test Arena conference	Presentation	14-15/11/2019	Umea, Sweden	Security experts, Industry
Effective Response Conference	Presentation	15/11/2019	Sopron, Hungary	Practitioners, Crisis Management Experts
CIPROVOT	Distribution of promotional material	20/11/2019	Brussels, Belgium	Volunteers, International Organisations
EWWF Wildfire Conference 2019	Exhibition	20-21/11/2019	Cardiff, UK	Practitioners, Researchers, Civil Society
CommsConnect	Exhibitions	26-28/11/2019	Melbourne, Australia	Critical Communications Experts and Stakeholders
PMR Expo	Presentation & Exhibition	28/11/2019	Koln, Germany	Industry
PSCE Conference	Exhibition	03-05/12/2019	Paris, France	Practitioners, Researchers, Industry, Crisis Management Experts
Humanitarian Networks and Partnerships Week 2020	Exhibitions	03-07/02/2020	Geneva, Switzerland	International Organisations, Practitioners, Civil Society

Event	Activity	Date	Location	Audience
NEEDS2020 Conference	Presentation	10-12/03/2020	Östersund, Sweden	Crisis Management Experts, Practitioners, Researchers

3.2 Involvement of stakeholders in project activities

This section covers dissemination and communication activities around the DRIVER+ Trials, which actively involved stakeholders. A communications plan was devised for each DRIVER+ Trial, including:

1. Production of a Trial Catalogue of Solutions that contains general information about the project as well as key facts on the Trial scenario and the solutions being tested.
2. The design and implementation of a social media strategy covering event and the days preceding and succeeding the Trial.
3. The drafting and circulation amongst specialised media of a press release before and after the event.
4. The documentation of the event for the general public through a video report.
5. Generation of professional stills imagery, freely available via the project website.

Sections 3.2.1 and 3.2.2 will elaborate on the specific actions carried out for the promotion for Trial Austria and the Final Demonstration. Details on D&C support for Trials 1 and 2 (Poland and France) can be found in **D952.12** (2) and activities pertaining to Trial 3 (the Netherlands) are covered in **D952.13** (3).

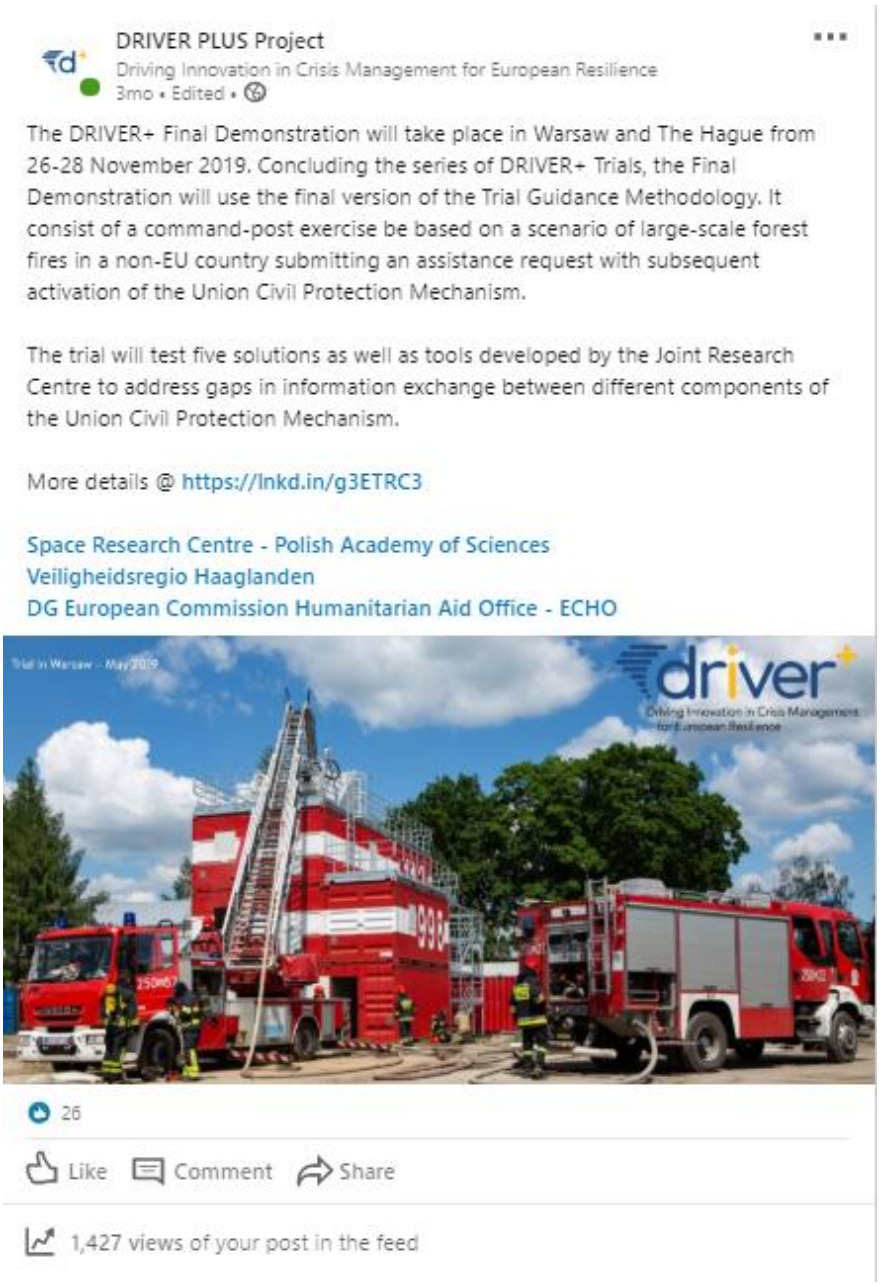

Figure 3.1: Example of LinkedIn publication covering the Final Demonstration

3.2.1 D&C support to Trial Austria

German-speaking media was identified in collaboration with relevant partners (DLR, AIT, and ARC).

A dedicated Facebook page was setup, taking into consideration that local public (Austria, Germany) were more active on Facebook than other social media. Posts were prepared in advance following the main events in the agenda. The Trial was reported “live” on social media using high-quality pictures.

A welcome to the Trial (13) video was produced during Dry Run 2 and was used to provide background to the project and Trial Austria, in particular for the VIP event during the Trial itself. A minidocumentary (14) on the Trial and the parallel IRONORE2019 exercise was produced during the event and covered the scenario and solutions tested. Partner DLR drafted their own version of the press release creating an additional feature (15) focusing on the solution that they had developed.

3.2.2 D&C support to Final Demonstration

Press releases

As stated in Section 2.5, press releases were circulated before and after the Final Demonstration. Given that a VIP session was organised to engage with key Polish stakeholders, as well as announcing the officialisation of the Space Research Centre of the Polish Academy of Sciences as a DRIVER+ Centre of Expertise, it was decided to produce a Polish translation of the post-event press release for the use of the Space Research Centre and the Main School of Fire Service. The press releases were circulated amongst the project and partners' contacts databases.

Communications assets

As with other DRIVER+ Trials, a Final Demonstration Catalogue (16) was created to acquaint participants and the wider public with the scenario, the gaps addressed and solutions being assessed.

In terms of video, a comprehensive, five-minute video report (17) of the Final Demonstration was commissioned. Representatives from key participant organisations were interviewed and all three sites of the exercise were filmed. Additionally, an animation (18) explaining the design process leading up the the Final Demonstration was created for screening at the VIP event.

Online media

Particular attention was conferred on social media in order to effectively communicate to stakeholders the role of the Final Demonstration both within the DRIVER+ project and the wider European Commission research strategy. Within DRIVER+, the Final Demonstration was the ultimate Trial that used the final version of the Trial Guidance Methodology and incorporated all the lessons learned in past Trials. From a larger perspective, it was designed to evaluate how the project's outputs and solutions being tested could benefit not only the national CM organisations, but also contribute to the centralised European response to a major disaster via the Emergency Response Coordination Centre (ERCC), as part of the European Union Civil Protection Mechanism (UCPM).

A total of 18 LinkedIn posts and tweets were scheduled as part of an event-specific content plan. In the two weeks leading up to the event, social media platforms covered different key aspects of the Final Demo such as:

- The end user (i.e. Emergency Response Coordination Centre).
- The scenario (i.e. wildfires in a non-EU country with activation of the Union Civil Protection Mechanism).
- The different locations (i.e. Space Research Centre and Main School of Fire Service in Warsaw, Poland alongside Safety Region Haaglanden in The Hague, the Netherlands).
- The five solutions tested and the gaps addressed (i.e. information exchange aspects between the different components of the European Civil Protection Mechanism).

Figure 3.2: Example of LinkedIn publication covering the Final Demonstration

During the Final Demo, the focus was on showing how the different solutions were used by players as the scenario unfurled with the activation of the UCPM; deployment of Modules; discovery of refugee camp; and medical evacuation request.

Additionally, three publications were produced using portraits of key participants and interview quotes to illustrate different angles of the command-post exercise:

- The Trial director discussed the design and objectives of the Final Demonstration.
- A firefighter who was deployed in a Polish Module during the 2018 wildfires in Sweden spoke about scenario building.
- An ERCC representative reflected on the identification of gaps from an end user's perspective.

The announcement of one of the host organisations, the Space Research Centre of the Polish Academy of Sciences, becoming a DRIVER+ Centre of Expertise as well as the animation video shown during the VIP event of the Final Demonstration, were shared in the days following the event. The Final Demonstration video report was shared in December 2019.

Examples of the social media activities are shown in Figures 3.1-3.4.

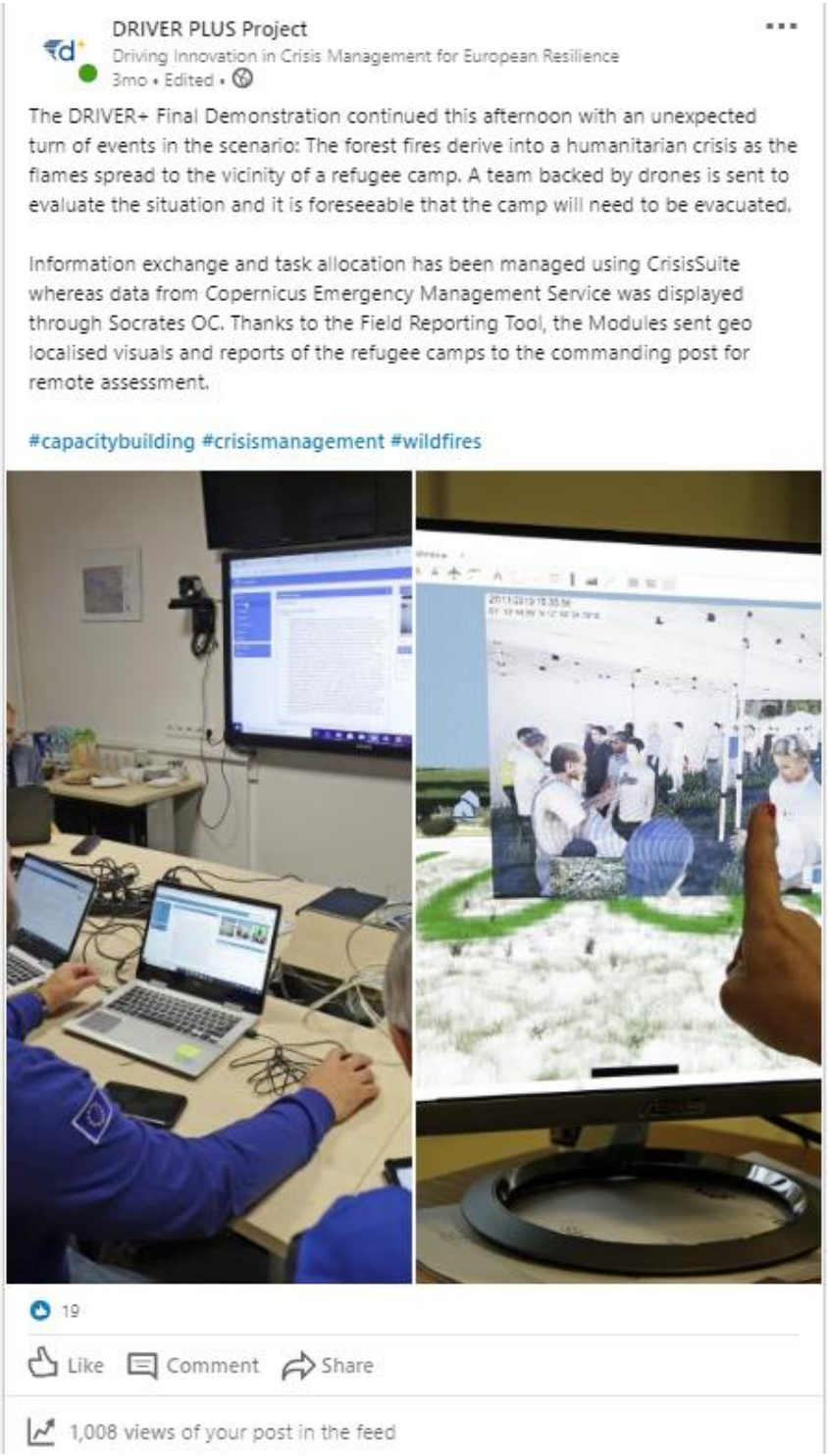

Figure 3.3: Example of LinkedIn publication covering the Final Demonstration

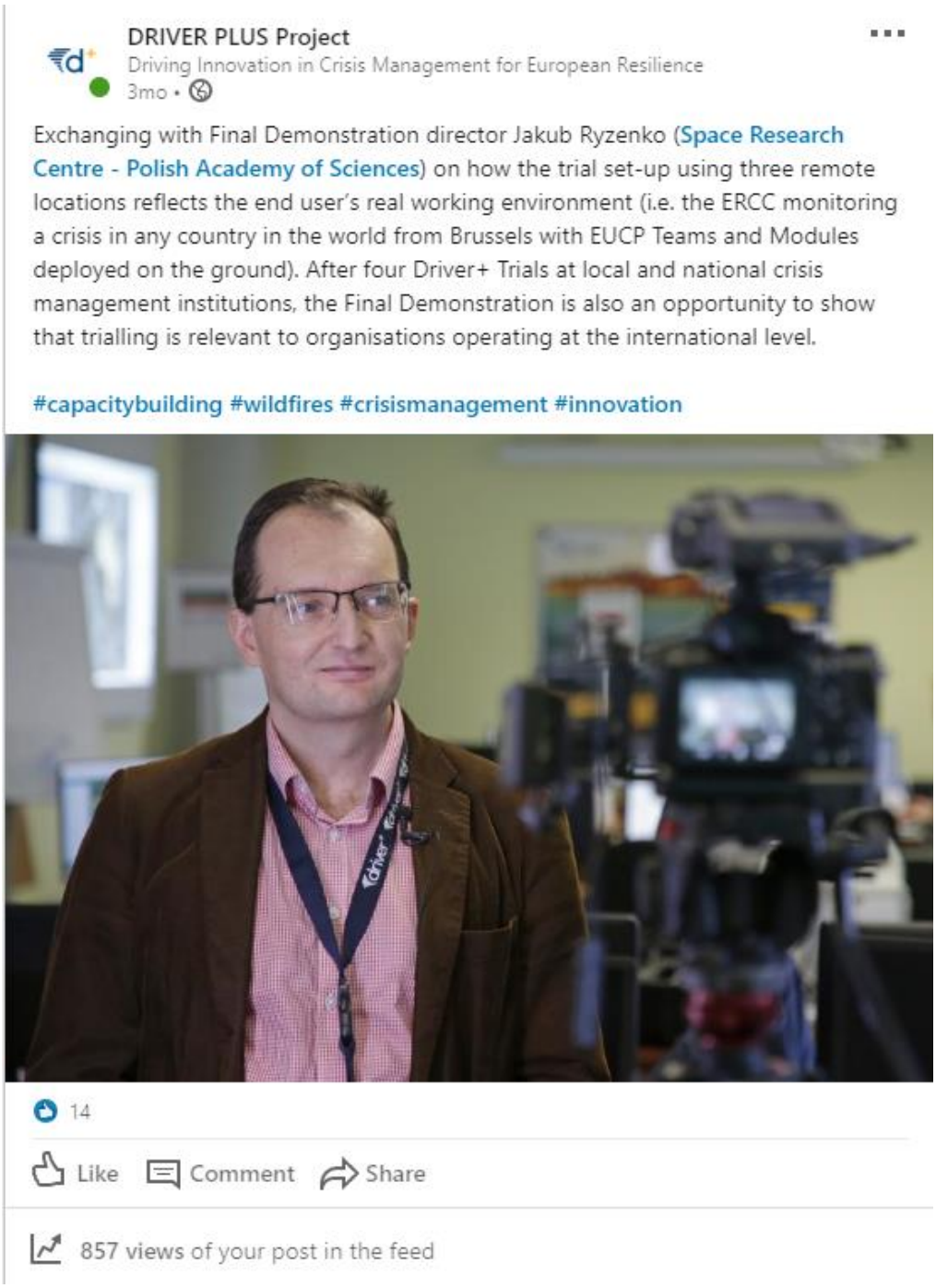

Figure 3.4: Example of LinkedIn publication covering the Final Demonstration

4. Sustainability phase: evaluating, sustaining and disseminating results

At the **SP95** face-to-face meeting held in Berlin on 30/04/2019 to exchange on sustainability-related questions, an "Impact and Sustainability Communications Strategy" was outlined. This section will discuss the implementation of this strategy.

Another key component of the project sustainability from a dissemination and communication perspective is the Final Conference. This section will also include a thorough description of the event as well as an overview of the intense communications strategy that was put in place to promote attendance and to disseminate conclusions.

As previously stated, a specific online and mass-media strategy was adopted as the project entered its final phase with the aim of focusing on results and sustainability. As this section will focus on the production of promotional material and the organisation and promotion of the Final Conference event, please refer to Sections 2.4 and 2.5 for details on how the topic of sustainability was addressed through social media and mass-media actions.

4.1 Promotional material for DRIVER+ outputs

One of the main points brought up during the **SP95** Sustainability Meeting in Berlin was the necessity to produce adequate promotional material for the main outputs of each of the five subprojects. As a starting point, the partners agreed on a set of core messages and unique selling point for each DRIVER+ product (see Annex 7 of **D952.13** (3)) based on questionnaires.

4.1.1 Leaflets and Flipbooks

A leaflet (19) for each of the main DRIVER+ products (Trial Guidance Methodology, Test-bed Technical Infrastructure, CMINE, Centres of Expertise) was created following the same structure:

- What is it?
- Who is it for?
- What is the added value?

Each leaflet features an explanatory illustration. It is available in both print and digital formats and it is frequently used by the project teams for physical distribution during events as well as press outreach activities and social media posting.

A Flipbook (20) was also created to reassemble all the leaflets in an easily shareable digital format. It also includes a general introduction and illustration explaining how all the outputs fit together.

Translations of both the leaflet and the Flipbook were commissioned in priority languages French, Dutch, Polish, German and Estonian as defined according to the working language of organisations highly involved with the project, or potential Centres of Expertise.

4.1.2 Videos

In addition to the leaflets, a five-minute introduction to the DRIVER+ Test-bed (21) was created using footage from the different Trials and interviews with persons highly involved in **SP91**. It provides an overview of the Trial Guidance Methodology, the Test-bed Technical Infrastructure and Training Module. An introductory animation of the Test-bed Technical Infrastructure had previously been created, including a specific version for developers.

Additionally, four Testimonial videos (22) provide insight into different aspects of the project from a personal perspective:

- Testimonial 1: A researcher at the Estonian Academy of Sciences sums up how the organisation would benefit from becoming a DRIVER+ Centre of Expertise.
- Testimonial 2: An Advisory Board member explains how his professional network is planning to use the CMINE as a communications platform.
- Testimonial 3: A member of the DRIVER+ Ethics and Society Board presents the Societal Impact Assessment Methodology conceived by the project.
- Testimonial 4: The Chair of the Advisory Board expands on how the project is helping overcome obstacles to innovation in Crisis Management.

A video providing a general overview of the project (23) was produced and shown at the Final Conference. This video, together with the leaflets, provides several pieces of dissemination collateral that may be used by any partners or Centres of Expertise, indeed even after the conclusion of the project to support discussions about any of the DRIVER+ outputs.

4.2 Final Conference

The DRIVER+ Final Conference, organised in February 2020 at the BluePoint Brussels conference centre, had two main objectives. The first one was to showcase and demonstrate the DRIVER+ sustainable outputs (the Trial Guidance Methodology, the Test-bed Technical Infrastructure, the Training Module, the Portfolio of Solutions, the Centre of Expertise network, and the CMINE community) and to promote their use and adoption. The second was to put these outputs into a larger context of Crisis Management innovation and community-building.

On the afternoon of February 18th, the day before the start of the Final Conference, a VIP session was organised for national and EU policy makers, senior practitioners and innovation managers. The attendees benefitted from a private tour of the DRIVER+ exhibition as well as dedicated keynotes and a panel discussion on the policy implications of the DRIVER+ outputs among representatives from DG ECHO, DG HOME, JRC and Campus Vesta.

The conference aimed both at supporting the sustainability of DRIVER+ results and giving them sense by putting them in a larger framework. This double objective was reflected by the choice of speakers that consisted of a combination of DRIVER+ internal speakers and externals, some of them well-known, who would be addressing the bigger picture of Crisis Management and disaster risk reduction and cross-cutting issues such as climate change and social inclusion. In this manner, the programme ensured strong visibility of the DRIVER+ project at the event, its network and its results, while at the same time positioning these within a larger context.

When designing the agenda of the Final Conference, special attention was paid to giving equal space and time to all DRIVER+ outputs. A longer and somewhat original session was, however, scheduled for the Trials as they are the core activity of DRIVER+. Both the Trial owners/hosts and solution providers involved were able to share their experiences. Presentation speaking slots were also reserved for representatives of the European Commission, both from DG HOME and DG ECHO, to provide them with the opportunity to present their views and highlight the relevance of the project from a strategic perspective. Three attractive keynotes on the impact of climate change, the Global South dimension of Crisis Management, and on innovation and crowdsourcing in Crisis Management, introduced both days of the conference. Further presentations on aspects strongly linked to the DRIVER+ policy context and the sustainability of the project outputs, such as Knowledge Management, the EU Next Generation Emergency Mapping and the uptake of R&D results completed the event.

A dedicated DRIVER+ exhibition of the project's outputs was held in parallel outside the main plenary room, offering opportunities for delegates to learn more in detailed face-to-face discussions with DRIVER+ partners. There was also a marketplace exhibition reuniting all the solutions assessed at DRIVER+ Trials and additional solutions and related projects.

The ensuing sections will expand on the dissemination and communication activities carried out to promote and cover the Final Conference. For further details on the agenda and to access visual stills, please refer to ***D952.71 Final Conference*** (24).

4.2.1 Dissemination and communication support

Prior to the Final Conference: Promotion of the event

An intense promotional strategy was put in place starting six months before the event. The main pillars were a series of editorial partnerships with specialised media; a dedicated social media plan; series of mailings and newsletters and promotion of the event through Crisis Management professional networks and research projects.

In order to give the Final Conference maximum exposure, press releases were distributed in December and January amongst the project's journalist contact database. To increase exposure, a press release was also circulated via the European Union network of PR Newswire, a premium distribution service for institutional press releases.

Parallel to press outreach activities, a **marketing plan** was put in place to promote Final Conference attendance as well as knowledge and awareness of DRIVER+ outputs amongst the CM community. A major aspect of this marketing plan was the promotional partnership put in place with the *Crisis Response Journal*, a reference publication for the Crisis Management community. This partnership included the distribution of the Final Conference promotional flyer through the *Crisis Response Journal* stand at the International Disaster Response Expo 2019 (London, December 2019). A rotating banner announcing the Final Conference was hosted on the *Crisis Reponse Journal* website for the three-month period leading up to the Final Conference. The event was also announced through the *Crisis Response Journal* website, newsletter and social media channels. Other promotional partnerships of the same nature were put in place with publications like *International Firefighter*, *UK Firefighter*, *FIRE Magazine* and *Emergency Services Times*.

The promotional social media strategy consisted of presenting the Final Conference from different thematic angles while spotlighting a keynote speaker.

- Example 1: Climate-change focus.
- Example 2: DRIVER+ outputs focus.
- Example 3: Humanitarian technology focus.
- Example 4: Sustainability focus.
- Example 5: Organisational focus.
- Example 6: Research uptake focus.

Furthermore, a calendar of the main publications was communicated to the Research Executive Agency to facilitate reposting of the information. Campaigns on LinkedIn were used to inform stakeholders of the event with targeting based on job title, employer, educational field or group membership.

Additionally, in order to promote the Final Conference more effectively, it was decided to circulate a **weekly update** featuring one of the event's thematic angles as well as a keynote speaker between January and February.

- Final Conference Weekly Mailing #1.
- Final Conference Weekly Mailing #2.
- Final Conference Weekly Mailing #3.
- Final Conference Weekly Mailing #4.
- Final Conference Weekly Mailing #5.

In order to expand the **contacts database**, the most relevant Crisis Management professional networks and research projects namely, the Federation of European Fire Officers (FEU), The International Emergency Management Society (TIEMS), the International Forum to Advance First responder Innovation (IFRARI). They were contacted to explore potential collaborations with views to promoting the Final Conference. This

lead to the announcement of the Final Conference in these networks' newsletters and social media accounts. TIEMS alone has a circulation list of 100,000 people around the globe.

From a **communications support** point of view, a flyer and digital brochure aimed at promoting the Final Conference were commissioned. In order to provide an overview of the project vision and results from a journalistic perspective, a Project Final Report (25) to be distributed digitally to the project contacts database and in a print format to all Final Conference delegates was also created. This Final Report provides a summary of the project itself, of the outputs and an interview with the technical coordinator.

Figure 4.1: Example of live tweeting during the Final Conference

Delegates at the Conference received a number of items in their registration bag, including the Conference Programme (26), a copy of the Project Final Report, the outputs' leaflets, a branded stainless steel water bottle (branded DRIVER+ and CMINE), USB stick, pad, pen and folder.

During the Final Conference: Covering of the event

The Final Conference was covered with live tweeting during the different sessions and frequent LinkedIn updates. The different publications featured key ideas and quotes from the different sessions. An effort was made to engage as many profiles as possible by mentioning relevant speakers, projects and organisations taking part in the event. Furthermore, the hashtag #DrivingInnovation was used in all tweets pertaining to the Final Conference by the project account. Attendees, in turn, were invited to use this hashtag. As a result, there was intense activity coming not only from the DRIVER+ social media accounts, but also from the attendees, both individuals and organisations. The social media content plan that was drafted for the Final Conference can be be found in the Annex.

Figure 4.2: Example of live tweeting during the Final Conference

Over 40 tweets were sent live from the Final Conference, generating 32,300 impressions and 398 interactions during the week of the event (clicks, likes, retweets, comments). What is more, a lively conversation took place on social media, with over 110 third-party publications on Twitter mentioning the project or using the event hashtag. Additionally, the project's profile was visited over 1,200 times and gained 54 new followers in February – more than double the number of the previous month. On LinkedIn, six updates were posted during the event, generating 11,650 views on feed and 281 direct interactions (likes, shares).

Figure 4.3: Example of live tweeting during the Final Conference

Examples of the social media activity are shown in Figures 4.1-4.4.

A video summary of the event (27) featuring interviews with delegates and speakers was produced for dissemination through social media and partner professional networks.

Figure 4.4: Example of live tweeting during the Final Conference

4.2.2 Attendance and evaluation

Further details on the Final Conference results may be found in **D952.71** (24).

Table 4.1: Attendees

Number of attendees based on signed attendance sheet (some attendees may have not signed in)	
VIP event	
Total	72
Internal	39
External	26
Speakers & exhibitors	7
Final Conference	
Total	226
Internal	108
External	91
Speakers and exhibitors	27

Table 4.2: Attendees profile

Attendees profile	
VIP event	
Practitioners (incl. NGO representatives)	11
European Commission and agencies	6
Academics	5
Government representatives	4
Final Conference	
Practitioners	38
Private sector	19
European Commission and agencies	13
Academics	12
Other policymakers	8
Media	1

Table 4.3: Attendees country of origin

Attendees country of origin	
VIP event	
International institutions or unknown	8
UK	4
Estonia	3
Germany	2
Israel	2
Netherlands	2
Sweden	2
Switzerland	1
Greece	1
Norway	1
Final Conference	
International institutions or unknown	21
Netherlands	19
Germany	15
Belgium	9
UK	9
Finland	3
France	3
Romania	3
Sweden	3
Czech Republic	2
Switzerland	1
Israel	1
Italy	1
Poland	1

Table 4.4: Marketplace exhibitors: solutions providers

Company or institution	Solution
MDA	MDA Command & Control
Nelen and Schuurmans	3Di
WWU-C^{3}M	HumLogSuite
VWORLD	vieWTerra Suite
AnsuR	ASIGN
AIT	CrowdTasker
IFRC Reference Center for Pyschosocial Support	Psychological First Aid (PFA) training
DLR	Airborne & Terrestrial Situational Awareness
Merlin	CrisisSuite
GMV	SOCRATES OC
Gnomon Informatics	eHealthPass

Table 4.5: Marketplace exhibitors: projects and initiatives

Institution	Project
Umeå University	Safety & Security Test Arena
Swedish Civil Contingencies Agency (MSB)	Early Responders Innovation Arena (ERIA)
H2020 consortium	MEDEA
H2020 consortium	FIRE-IN
H2020 consortium	DAREnet
EU Strategy for the Danube Region (EUSDR)	Environmental Risks Priority Area

A survey to assess the quality of the event was distributed to attendees. A total of 54 completed questionnaires were collected by the organisers. The majority of respondents (>80%) found the event logistics and organisation to be very good or excellent. Over 80% considered that the event met their expectations and more than 70% considered it to be matching their needs and interests. A more detailed overview of the results can be found in Annex 6.

5. Conclusion: evaluation, lessons learned and way forward

Dissemination and communications was a pivotal aspect of DRIVER+. In the beginning stages of the project, it was necessary to engage stakeholders in the different consultations, workshops, Trials and events by communicating on the project vision, objectives and potential benefits to the Crisis Management community. As the project progressed, it became of great importance to communicate on project findings and outputs to support the adoption of results by COE's and end-users.

5.1 Evaluation

Overall, the results of communication and dissemination efforts have been satisfactory. The different activities (Trials, workshops, I4CM and PRDR events) have systematically benefitted from robust dissemination and communication support before, during and after the event to promote stakeholder attendance and awareness; generate media engagement; ensure adequate coverage through social media; document the activity; and publish results and findings.

What is more, high-quality documentation material including a very comprehensive public website, a set of videos introducing project outputs or covering Trials and events, product leaflets and flipbooks, has been created. This package of promotional assets provides the partners with adapted material to promote DRIVER+ findings and outputs while the project is ongoing. It also ensures that once the project is over, practitioner organisations will have all the tools that they need to appropriate the project and it also anticipates the communications and marketing needs of the Centres of Expertise.

Thanks to the intense and sustained online and mass media activities, a critical mass of Crisis Management practitioners, researchers, solutions providers, policymakers and journalists are aware of the project and its outputs. This is attested by the high level of attendance from different stakeholder groups at the Final Conference.

A table defining a set of KPIs at M72 is included as an annex of **D952.13** (3). On submission of this report, we can say that most indicators concerning the website are either good or excellent. For example, sessions per month and pages view systematically exceed 1,000. Session length was consistently above two minutes and exceeded four minutes in periods of intense communications activity like the Final Demonstration. With regards to social media, activity on LinkedIn has far exceeded 'excellent' indicators. There are over 1,400 connections, and posting has been sustained at a minimum of one publication per working day. Twitter followers have not yet reached the goal of 1,000 followers, but the current number is not far off (950).

It should be noted that the team decided to post on Twitter once every weekday, with more intense activity during special events like the Final Demonstration and Final Conference. Even if the KPIs set a target of at least 100 tweets a month in order to privilege qualitative, thoughtful posting rather than quantity. Indicators concerning newsletters and assistance to third-party events are satisfactory. Ten newsletters have been sent throughout the duration of the project. The contacts database has been expanded as much as possible while complying with data protection legislation and the partners have represented DRIVER+ at 20 events since September 2019.

5.2 Lessons learned

From an organisational point of view, it is of utmost importance for a project, especially of this magnitude, that dissemination and communication activities be led by a team of experts in this field and to keep the rest of the consortium engaged in providing dissemination and communication support. Specialty profiles are best placed to conceive strategies and roadmaps and to plan and execute the creation of high-quality communications and marketing material. At the same time, it is crucial for all partners in the consortium to maintain an adequate level of involvement in dissemination and communication activities as the activation

of partner networks is key for the amplification of the project messages. Is is thus necessary to identify a communications contact point at each partner organisation and to engage with them through the duration of the project. It is with regards to this second point (continous engagement of contact points) that we feel we could have performed better.

Another lesson learned has to do with finding the right balance between the efforts dedicated to the creation of content and its distribution. In order to leverage content effectively, a dissemination strategy must be carefully conceived before the content is even produced. In this sense, activating the consortium's network is pivotal. Partners should share content on their institutional websites and social media accounts. Whenever possible, team members should be encouraged to share with their professional networks and media contacts. Relevant media titles, professional and academic networks should be contacted in advance to explore collaboration opportunities for relaying the content. The goal is to create a "snowball effect" and this requires planning. In this respect, a very fruitful dynamic exploiting various networks was created to promote the Final Conference.

Focusing specifically on social media, it is recommended to systematically consider the stakeholder groups and key messages outlined in the dissemination and communication strategy when conceiving social media publications. This ensures that social media activities are serving the project objectives. It is also critical to plan social media ahead of time using scheduling tools that are readily available. This ensures that publications are regular and have been given suffient reflection. Finally, we think it is helpful to put oneself in the user's shoes when conceiving a social media strategy. The language should be precise yet lively, avoiding jargon as much as possible. What's more, the focus should be on how the project can address stakeholder needs and issues that are of public interest as opposed to overfocusing on internal project activities.

Lastly, with regards to mass media relations, it is recommended to build constructive relationships with a reduced number of specialist media titles. The experiences within DRIVER+ have shown that personalised contacts with titles displaying a high degree of specialisation in the project's research area are the most likely to give way to fruitful collaborations; it was not always possible to find appropriate angles for general-interest titles focusing on current events when it comes to research projects.

5.3 Way forward

Over the remaining weeks of the project, dissemination and communication activities will be oriented towards sustainability.

The first step will be to send two newsletters aimed at:

- Getting as many contacts in the DRIVER+ newsletter database as possible to register on CMINE in order to maintain engagement with the Crisis Management community and project outputs.
- Distribute key educational material on the project: Final Project Report, Flipbook, overview video, Trial Summaries, Task Group Reports.
- Ensure that contacts are aware of the existence of the Training Module and the network of CoE.

The social media plan for the final weeks of the project will insist on the value messages around project outputs. The Training Module will be heavily promoted as it gives the practitioners the possibility to implement the DRIVER+ methodology in a completely autonous manner. Similarly, a series of publications will be planned to promote awareness of the existing Centres of Expertise network. Finally, registration to the CMINE will be heavily promoted. The momentum generated by the Final Conference, the presence of a critical mass of practitioners on the platform and the launch of the mobile application make for a particularly auspicious moment to recruit new users.

From a mass-media relations perspective, agreements have been found with *Crisis Response Journal to* run a sponsored feature on the next print edition of the publication. A comprehensive overview of the project vision and results will therefore be made available to a highly targeted readership of policymakers, practitioners, researchers and security industry professionals.

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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 A1: DRIVER+ Terminology

Terminology	Definition	Source
Crisis	“Unstable condition involving an impending abrupt or significant change that requires urgent attention and action to protect life, assets, property or the environment.”	"ISO 22300:2018(en) Security and resilience — Vocabulary."
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 safeguards the interests of the organization’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 — Vocabulary."
Crisis management professional	Person with knowledge, experience or ability needed to effectively and timely respond to crisis in order to minimize damage to society.	Initial DRIVER+ definition.
Gap	Difference between the existing capabilities of responders and what was actually needed for effective and timely response.	Adapted from Project Responder 5, Homeland Security, Science and Technology, August 2017.
Innovation	"Implementation of a new or significantly improved product (good or	"ISO

[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
	service), or process, new marketing method, or new organizational method in business practices, workplace organization or external relations. ISO 37500:2014(en) Guidance on outsourcing, section 3.6: new or changed object (3.6.1) realizing or redistributing value."	9000:2015(en) Quality management systems — Fundamentals and vocabulary, 3.6.15."
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 — Vocabulary."
Organisation	"Person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives. Note 1 to entry: The concept of organization includes, but is not limited to, sole trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private. Note 2 to entry: For organizations with more than one operating unit, a single operating unit can be defined as an organization."	"ISO 22300:2018(en) Security and resilience — Vocabulary."
Practitioner	See: Crisis management professional.	
Solution	A solution is a means that contributes to a crisis management function. A solution is either one or more processes or one or more tools with related procedures.	Initial DRIVER+ definition.
Sustainability	Sustainability encompasses that outcomes of projects or other initiatives are applied and maintained beyond their duration. In the context of DRIVER+, this means that the Test-bed, the Portfolio of Solutions and the Crisis Management Innovation Network Europe - CMINE are adopted, maintained and updated.	Initial DRIVER+ definition.

Annex 2: DRIVER+ Flipbook

driver-project.eu

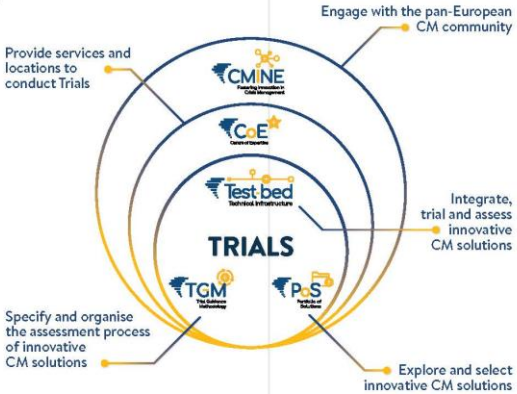
ABOUT DRIVER+

A EUROPEAN PROJECT TO DRIVE INNOVATION IN CRISIS MANAGEMENT

The scale and pace of crises pose enormous challenges for the crisis management community, with new threats emerging all the time. An already complex field must strive to integrate new technologies and methods; cope with a rapidly changing infrastructure; understand evolving risks; be effective across cultural, administrative and national boundaries as well as engage with populations to enhance their resilience.

In this context, crisis management innovation must be capable of meeting these multifaceted challenges and delivering solutions that are modular, flexible and adaptable. These solutions must be tested and validated in realistic environments; they must also be evaluated to assess their real added value and overall suitability before adoption by practitioners. Failure to meet these needs could result in the introduction of less-than-perfect solutions and increase the cost of capability development.

In May 2014, a consortium of stakeholders – dedicated practitioners' organisations, research institutes, industries and SMEs – teamed up to support the European Union to tackle this issue. Until April 2020, the aim of the DRIVER+ project, funded under the European Union's 7th Framework Programme, has been to accelerate capability development and crisis management innovation by delivering five sustainable outputs to the European crisis management community:



The **Trial Guidance Methodology** (TGM) organises the assessment of crisis management solutions through Trials. It consists of three distinct but connected phases: the design of the Trial or *preparation phase*; the gathering of data or *execution phase* and, finally, the assessment and analysis of data or *evaluation phase*.

The **Test-bed Technical Infrastructure** (TTI) underpins the Trial Guidance Methodology by connecting solutions to enable information exchange and cooperation for the purpose of running Trials. It also simulates a crisis environment that can be controlled by the Trial organiser.

The **Portfolio of Solutions** catalogues innovative crisis management solutions at different technology readiness levels according to a well-structured taxonomy of crisis management functions and gaps. Crisis management organisations that have run Trials using the TGM and TTI can contribute their assessments.

A **Centres of Expertise network** supports practitioner organisations in the use of the DRIVER+ Trial Guidance Methodology and Test-bed Technical Infrastructure. These Centres can adapt and update the TGM and TTI and jointly sustain the quality and applicability of these outputs.

The **Crisis Management Innovation Network Europe** (CMINE) enhances the shared understanding of crisis management in Europe. An online platform provides a common place where crisis management professionals from all over Europe can share information, discuss the most pressing issues in their field, network and organise face-to-face meetings and events.

TGM
Trial Guidance Methodology

TRIAL GUIDANCE METHODOLOGY

A STRUCTURED APPROACH TO ASSESSING INNOVATIVE SOLUTIONS IN CRISIS MANAGEMENT

WHAT IS IT?

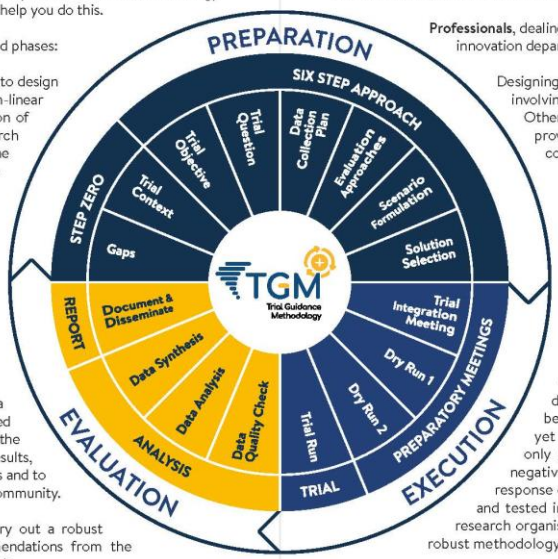
Many different innovative solutions are available to address the specific needs involved in improving crisis management. Before investing both time and money in figuring out which solution will best meet your needs, you may want to assess them in a non-operational context, such as in a Trial. The DRIVER+ project has developed a structured methodology called the Trial Guidance Methodology (TGM) to help you do this.

The TGM consists of three distinct, yet connected phases:

Preparation phase: The objective of this phase is to design your Trial. The design follows an iterative and non-linear six-step approach. It starts with the identification of the objectives and the formulation of the research questions. In the Trial, you should try to address the questions through an appropriate data collection plan as well as through evaluation approaches and metrics to analyse the data collected during your Trial. To do this, realistic scenarios must be developed and solutions to be trialled must be selected to figure out if they can be innovative.

Execution phase: This phase is much more than just the actual Trial. Before getting there, you need to check if you have everything you need to gather relevant data. After checking and testing, you are ready to run your Trial.

Evaluation phase: This phase amounts to a systematic assessment of the potential added value of the solutions that were trialled. When the analysis is done, you are ready to sum up the results, providing evidence on the impact of the solutions and to disseminate the results within and beyond your community.



The TGM gives step-by-step guidelines to carry out a robust assessment of the solutions through recommendations from the preparation phase until the evaluation of the results.

To support the application of the TGM two additional components were developed. The **Trial Guidance Tool (TGT)** supports the application of the TGM via a software tool, while the **Training Module (TM)** provides a complete training package via e-learning modules and face-to-face workshops. Given the significant standardisation potential, the TGM is subject of a Workshop Agreement of the European Committee for Standardisation (CEN).

WHO IS IT FOR?

The TGM is specifically designed for:

Crisis management practitioners who have identified one or more gaps, or have in mind solutions that can address these gaps

Professionals, dealing with research and innovation, for instance at an innovation department of a crisis management organisation

Designing a Trial using the TGM is a collaborative effort involving various stakeholders in a co-creation process. Other interested stakeholders may include solution providers, R&D organisations, universities and consultancy organisations.

WHAT IS THE ADDED VALUE?

With the help of the TGM, you can assess the potential impact of a change brought by a solution on the socio-technical set-up of a crisis management organisation. Crisis management organisations often face difficulties in assessing the potential impact and benefits of new solutions. Investments in new, yet inappropriate socio-technical solutions not only produce significant costs but may also have a negative impact on the operational performance of response organisations. The TGM has been co-developed and tested in various Trials with practitioner organisations, research organisations and solution providers. It has become a robust methodology to evaluate innovative solutions.

Test-bed
Technical Infrastructure

Download the latest version of the TGM Handbook at:

www.driver-project.eu/trial-guidance-methodology

If you have questions, please contact us at **cooperation@projectdriver.eu**

TEST-BED TECHNICAL INFRASTRUCTURE

A TOOLKIT TO FACILITATE THE ASSESSMENT OF INNOVATIVE SOLUTIONS IN CRISIS MANAGEMENT

WHAT IS IT?

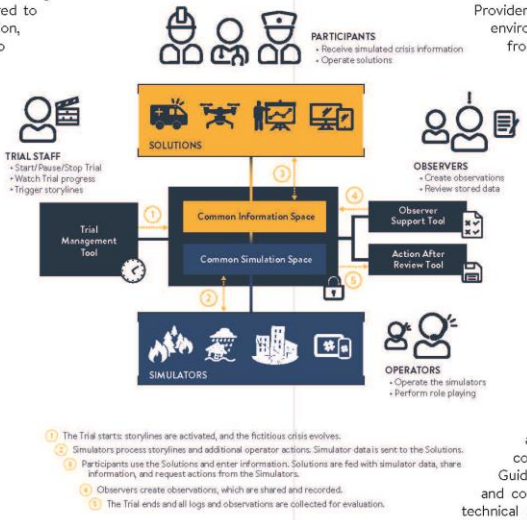
Do you as a crisis management professional need to find a solution to a gap you experienced during operations, or perhaps, do you foresee an emerging need? The Test-bed Technical Infrastructure provides a toolkit to connect innovative crisis management solutions to each other and to your legacy system, to enable an exchange of information between them. This is referred to as the Common Information Space. In addition, different simulators can be connected to create a realistic crisis environment for you to try out a new solution. We call this the Common Simulation Space. It allows you to create a realistic environment in which you can trial solutions in a structured and systematic way following the Trial Guidance Methodology.

This technical infrastructure, which is free of charge and open source, consists of several software components to facilitate preparation, execution and evaluation of a Trial:

- Connect solutions for data and information exchange
- Connect simulators to create a fictitious, but realistic, crisis
- Create and control the scenario's storylines
- Record and collect observations and logs

The Test-bed Technical Infrastructure can also support you to enhance the quality and realism of your training and exercises.

A European Committee for Standardisation (CEN) Workshop - Building a Common Simulation Space - is underway to define a technical infrastructure framework for connecting simulators.



WHO IS IT FOR?

Any organisation that wishes to support and run Trials to test new crisis management solutions, or to facilitate realistic training can use this toolkit. Training centres, practitioner knowledge centres, crisis management academies, and research & development institutions can all benefit.

Providers of new solutions can test their innovations in a realistic environment and get meaningful feedback on their products from potential customers.

To support the use of the TTI, a Training Module (TM) has been developed providing education, practice and assignments via e-learning and face-to-face workshops. Next to technical explanation, this course covers all aspects of organising a Trial and is aimed at Trial organisers, solution providers and technicians. The TM is delivered as a complete training package, which means it can be hosted by several Centres of Expertise throughout Europe.

WHAT IS THE ADDED VALUE?

The Test-bed Technical Infrastructure allows for the integration of diverse solutions, simulators, Trial management as well as observation tools into a common platform for information exchange and cooperation. The Trials are designed by applying the Trial Guidance Methodology, while the TTI creates the realistic and controllable Trial environment. This methodological and technical support helps crisis management organisations avoid spending a great deal of money on acquiring and implementing solutions that turn out to have little added value.

Organisations can also contribute to upskilling and training of crisis management professionals by using the TTI in combination with existing tools and systems. Including these operational systems provides a high-fidelity training environment, and thereby crisis management staff can gain valuable experience and become better prepared to handle unforeseen situations during actual crises or incidents.

PoS
Portfolio of Solutions

An animated video illustrating the Test-bed Technical Infrastructure can be found at:

https://youtu.be/rn1bxl53fpk

An animation with more technical background can be found here:
https://youtu.be/GI0RtSE5Tco

A more detailed description of the Test-bed Technical Infrastructure can be found here:
https://driver-eu.github.io/test-bed-design

If you have questions, please contact us at **cooperation@projectdriver.eu**

PORTFOLIO OF SOLUTIONS

AN ONLINE CATALOGUE TO ACCESS INFORMATION ABOUT INNOVATIVE SOLUTIONS FOR CRISIS MANAGEMENT

WHAT IS IT?

The Portfolio of Solutions (PoS) is a state-of-the-art repository that provides an overview of innovative solutions for crisis management. The PoS is open to all interested stakeholders. The PoS is online, open-source and interactive, and matches available solutions (supply) with practitioner needs (demand).

For each solution, practitioners can share their user experiences and solution providers can give background information and offer support. The PoS therefore helps practitioners to decide whether a solution may be useful for them and provides support for the implementation and deployment of the listed solutions.

The PoS is a living platform where new solutions can be added and information updated at any time. Today, the PoS contains solutions that have been assessed within the DRIVER+ project as well as other third-party solutions.

You can easily search all available solutions within the PoS by using various filters such as by crisis cycle phase, innovation stage, crisis management gaps, crisis type and size.

The PoS is currently being scaled up and has the ambition to become the leading platform for crisis management solutions in Europe.

WHO IS IT FOR?

Do you, as a crisis management professional, need to fill a gap you experienced during operations, or do you foresee an emerging need? Do you want to scout the market for new trends and capability offerings? An innovative solution may already be available for you in the Portfolio of Solutions.

Are you a solution provider searching to improve your solutions' visibility and get to know your customers better? The PoS gives you the opportunity to showcase your solutions and to receive direct feedback from your target community.

ADDED VALUE? WHAT IS THE

Practitioners can explore both available and emerging innovative crisis management solutions and learn which of them cover their needs. They do not have to rely solely on the information of the solution providers but get feedback from their peers as well.

Solution providers can use the Portfolio of Solutions to showcase their solutions. In particular, smaller and niche solution providers can benefit of this opportunity, given that a large marketing budget is not necessary to gain visibility through the PoS. The PoS therefore helps providers overcome the obstacles of a fragmented crisis management market, by allowing them to target their solutions directly towards the practitioner community.

The research community can use the PoS to study available solutions and understand specific gaps that should be addressed by further research. The presence of smaller and niche players is of particular value, as these players and their solutions are typically under-represented at main industry events.

By making it easier to adopt new, innovative solutions, the PoS contributes to a shared understanding of crisis management and an improved handling of crisis situations across Europe and beyond.

CMINE
Fostering Innovation in Crisis Management

Look for innovative solutions, or add a solution yourself at:

https://pos.driver-project.eu/en/PoS/solutions

More technical information can be found here:
https://github.com/DRIVER-EU/PoS

If you have questions, please contact us at **cooperation@projectdriver.eu**

CRISIS MANAGEMENT INNOVATION NETWORK EUROPE

A COMMUNITY OF PRACTICE TO FOSTER INNOVATION IN CRISIS MANAGEMENT AND DISASTER RISK REDUCTION

WHAT IS IT?

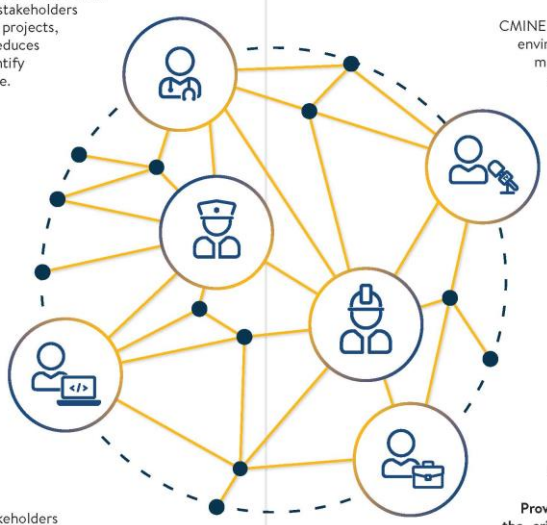
The Crisis Management Innovation Network Europe (CMINE) is a community of practice that fosters innovation and enhances a shared understanding in the fields of crisis management and disaster risk reduction in Europe. CMINE is creating an umbrella network of stakeholders active in crisis management by linking existing projects, networks and initiatives. By doing so, CMINE reduces fragmentation, generates ideas and helps to identify innovative solutions to improve European resilience.

CMINE comprises an online community platform and face to face meetings and workshops with the aim of tackling current and future challenges and facilitating the uptake of research and innovation by practitioner organisations. Different task groups have been set up to develop approaches aimed at resolving current issues in various crisis management domains, such as floods, wildfires or volunteer management.

CMINE is designed to evolve continuously through collaboration with the aim of becoming a pan-European platform, which is centred on the exchanges between various crisis management professionals.

WHO IS IT FOR?

CMINE brings together a diverse group of stakeholders that would not normally interact with each other on a regular basis. This includes policymakers, practitioners, members of the private sector, NGOs, science & research, training & exercising, media and standardisation representatives.



WHAT IS THE ADDED VALUE?

CMINE offers its members an online and offline environment to actively engage with other crisis management professionals. Its guiding principles and ambitions are to:

Become a platform for crisis management innovation in Europe: Share and discover key information such as results of research projects and cutting-edge crisis management solutions and stay up to date on crisis management news and events

Foster multi-stakeholder and cross-sectoral interaction: Join a diverse group of stakeholders active in crisis management, share knowledge, generate ideas and work together to solve current and future challenges

Engage with the professional community: initiate and participate in discussions about the latest developments and future trends in different crisis management domains, such as wildfires or floods

Provide visibility and networking opportunities to the crisis management community: Showcase your results (both EU-funded and national research projects) to increase visibility, while expanding your networks through our expert database

Join the community and become part of this compelling initiative

www.cmine.eu

If you have questions, please contact us at **cooperation@projectdriver.eu**

CoE
Centre of Expertise

CENTRES OF EXPERTISE

SERVICE PROVIDERS ADOPTING DRIVER+ OUTPUTS TO ENHANCE THE CAPABILITY DEVELOPMENT AND INNOVATION MANAGEMENT OF CRISIS MANAGEMENT PRACTITIONERS

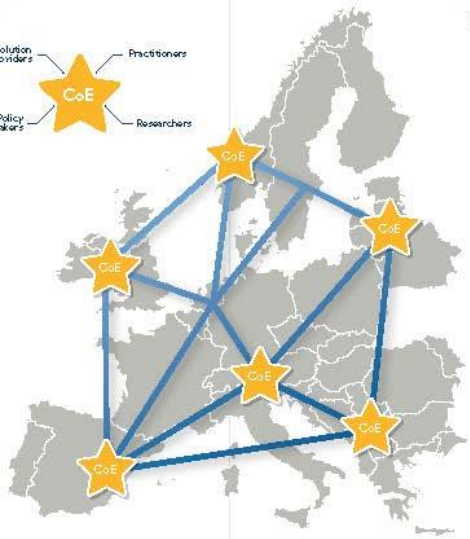
WHAT IS IT?

A Centre of Expertise (CoE) is an organisation operating in the domain of crisis management and disaster risk reduction that acts as the primary contact point for practitioner organisations at the national or regional level, supporting their capability development and innovation management. A CoE is considered as a final adopter and service manager of DRIVER+ products. It may choose to adopt the whole suite of DRIVER+ outputs or only some of its components. They will make sure other crisis management organisations have easy access to the products and will provide guidance and support on how to use them.

A CoE is free to tailor and adapt the DRIVER+ outputs to local or national needs, circumstances and capacities. It also maintains and updates the outputs and exchanges lessons learned between other Centres of Expertise in the various European Member States. In this way, CoEs become part of a pan-European network.

WHO IS IT FOR?

Organisations that already play a role in the capability development and/or innovation management of practitioner organisations are well-suited to adopt DRIVER+ outputs and become a Centre of Expertise. These may be national or regional training centres, crisis management academies and knowledge centres for specific crisis types such as forest fires. They may cover a wide range of crisis management aspects or focus on a specific topic such as the usage of drones or training of fire fighters. A CoE is a practitioner-centred organisation that has close relations with (applied) research organisations, solution providers and policymakers.



ADDED VALUE? WHAT IS THE

Very likely, implementations and experiences will vary from organisation to organisations and between Member States. It is the responsibility of a CoE to gather these lessons learned and adapt, if necessary, the respective DRIVER+ products to organisational and/or national contexts. Sharing these experiences and lessons learned within the pan-European network of CoEs, is crucial. Only then the shared understanding in crisis management and a shared approach in practitioners' capability development can be achieved and further improved.

Becoming a Centre of Expertise will strengthen your pioneering position in the crisis management and disaster risk reduction ecosystem, both nationally and internationally. It will increase the visibility of your organisation at the EU level as an early adopter bringing forward innovation in crisis management.

Through this, you can expand and strengthen the portfolio of services that you already offer, for instance by sharing lessons learned and improving knowledge transfer between practitioners and research organisations. This can help developing new training programmes and improving curricula, as well as producing clear recommendations for policymakers about research programming and specific funding needs.

The DRIVER+ team has developed a toolkit to support you in jointly assessing the requirements for becoming a CoE, depending on which (combination of) outputs you wish to adopt.


Download the toolkit and get your organisation ready:
https://www.driver-project.eu/centres-of-expertise-coe
If you have questions, please contact us at cooperation@projectdriver.eu
CONTACT US NOW!
To provide a European answer to the challenges crisis management is facing today and tomorrow, the involvement of as many concerned stakeholders as possible is essential. Contact us if you would like to know more on DRIVER+ objectives and activities, or if you would like to participate or you think DRIVER+ could support you.
WWW.DRIVER-PROJECT.EU
You Tube
More information about the project
coordination@projectdriver.eu
Interested in collaborating with us?
cooperation@projectdriver.eu
Communication and media contact
communication@projectdriver.eu


driver+
Driving Innovation in Crisis Management
for European Resilience

Annex 3: Social media strategy for the final phase

SPECIFIC OBJECTIVES

- **CM practitioners**
  - Final Conference attendance.
  - Understanding and take-up of project outputs.
  - Recruitment of organisations to become CoE.
- **Solution providers (industry and research)**
  - Final Conference attendance.
  - Registration of solutions on PoS.
  - Entering CMINE competition for solution with highest innovation potential.
- **CM researchers**
  - Final Conference attendance.
  - Understanding of how project outputs can be used for research purposes.
  - Use of CMINE to generate new ideas, form new consortia, disseminate results.
  - Promotion of PoS for research purposes: awareness of available solutions and potential synergies.
- **Affiliated CM projects or networks**
  - Final Conference attendance.
  - Encouraging members of research consortia to register solutions on PoS.
  - Use of CMINE for generating new ideas, forming consortia, disseminating results.
- **Policymakers**
  - Attendance at Final Conference and Policy Research Dialogue Roundtables.
  - Awareness of the project results and consideration for future policymaking.
  - Encouraging the setting up of CoE at the national or regional level.

KEY MESSAGES

- **CM practitioners**
  - The DRIVER+ Final Conference will take place in Brussels from 19-20 February, 2020. It will be the opportunity to get the full picture on the DRIVER+ - one of the most ambitious research projects on Crisis Management innovation. Practitioners will most notably get the chance to learn how outputs can be used by their organisation to rationalise the decision-making process regarding the adoption of new solutions. Over 300 attendees from different stakeholder groups in the are expected – it's the perfect opportunity to network.
  - The DRIVER+ Pan-European Test-bed comprises a methodology for the design and execution of innovation Trials. This methodology is supported by technical infrastructure that puts the solutions in a crisis environment and allows them to exchange meaningful information. The aim is to help organisations make rational decisions with regards to the adoption of new CM solutions (technological, methodological, organisational). Furthermore, its components — TGM, TTI and TM — are free and available online. The TGM has been perfected over the years through research and real-life applications in DRIVER+ Trials.
  - At the heart of the DRIVER+ project lies the organisation of Trials, which allow for the testing of new solutions in a non-operational but realistic context. Practitioner organisations that have identified gaps in their operations and are considering the adoption of one or more solutions to bridge these gaps should consider organising a trial using DRIVER+-developed tools. The TGM was

designed for scalability, so organisations can adjust the number of gaps and solutions to be tested to the resources they have available. To support CM organisations in the implementation of the Pan-European Test-bed, DRIVER+ has designed a Training Module that is free and available online.

- After the end of DRIVER+, practitioner organisations will be supported by the DRIVER+ Centres of Expertise. CoEs can be specialised in the trialling of innovations in a particular field or provide services to Crisis Management organisations in a specific country or region. Additional benefits of becoming a CoE is becoming familiar with state-of-the-art solutions while raising the organisation's profile and providing it with numerous networking opportunities.
- The PoS is a catalogue of solutions that includes key product information and data from use cases or DRIVER+ Trials when available. They are classified according to identified gaps, phase in the crisis cycle and crisis size. Furthermore, it is possible to obtain suggestions on solutions addressing similar gaps to facilitate comparison. Considerable work will be carried out to make the PoS interface more user friendly over the next months.

- **Solution providers (industry and research)**
  - The DRIVER+ Final Conference will take place in Brussels on February 19-20, 2020. It will be the opportunity to get the full picture on DRIVER+ - one of the most ambitious research projects on Crisis Management innovation. Solutions providers will most notably get the chance to learn how DRIVER+ outputs can be used to evaluate their products in crisis situations and gain meaningful insights from practitioners. Over 300 attendees from different stakeholder groups in the are expected – it's the perfect opportunity to network.
  - By testing solutions through the Pan-European Test-Bed, solutions providers obtain meaningful insights as to how their innovations perform in a realistic crisis situation while taking part in multi-stakeholder dialogue and gaining knowledge on the technological, methodological and organisational gaps identified by CM practitioners.

- **CM researchers**
  - The DRIVER+ Final Conference will take place in Brussels on February 19-20, 2020. It will be the opportunity to get the full picture on the DRIVER+ - one of the most ambitious research projects on Crisis Management innovation. Researchers will most notably get the chance to learn how DRIVER+ outputs can be used to evaluate the results of their research and improve awareness of existing solutions and potential synergies.
  - The DRIVER+ TGM and TTI are freely available to research projects looking to test their Crisis Management solutions with a robust methodology that has been perfected with the lessons learned at each Trial.

- **Policymakers**
  - A national or regional DRIVER+ Centre of Expertise ensures that the Crisis Management organisations can easily be trained in the use of a robust methodology to assess innovative Crisis Management solutions and to benchmark them against legacy solutions.

- **All stakeholder categories**
  - The CMINE has the ambition of becoming the platform where Crisis Management stakeholders from Europe and further afield exchange views and information on innovation and capacity development. The CMINE features include: a live feed with member updates, open and closed groups, discussion forums, event listing and registration, private messaging between members without disclosure of contact details.
  - As a starting point, the CMINE will foster discussion around hot topics in Crisis Management innovation: volunteer management, wildfires, flood and standardisation. The CMINE will also serve as a content hub where members can access relevant images, videos and white papers as well as a catalogue of solutions and research projects.

Annex 4: Final Demonstration social media plan

WEEK BEFORE THE FINAL DEMONSTRATION

MONDAY 18/11: GENERAL ANNOUNCEMENT

LinkedIn

The DRIVER+ Final Demonstration will take place in Warsaw and The Hague from 26-28 November.

Concluding the series of DRIVER+ Trials, the Final Demonstration will use the final version of the Trial Guidance Methodology. It will be based on a scenario of large-scale forest fires in a non-EU country submitting an assistance request with subsequent activation of the Union Civil Protection Mechanism.

The exercise will test five solutions as well as tools developed by the Joint Research Centre to address gaps in information exchange between different components of the Union Civil Protection Mechanism.

More details to come!

Twitter

The DRIVER+ Final Demo starts next week in Warsaw and The Hague! We will be testing a range of solutions to address information exchange gaps identified by the Emergency Response Coordination Centre (ERCC) - an organism created under the EU Civil Protection Mechanism in charge of coordinating assistance to countries stricken by disaster.

Asset: Mosaic with visuals of past demos

TUESDAY 19/11: END USER

LinkedIn

The end user of the DRIVER+ Final Demonstration taking place in Warsaw and The Hague next week is the Emergency Response Coordination Centre (ERCC) – the EU's highest crisis management monitoring and coordination body created in 2001 with the adoption of the Union Civil Protection Mechanism (UCPM).

With the activation of the UCPM and the submission of an assistance request by the affected State, the ERCC deploys the European Union Civil Protection Coordination Team that ensures the liaison between the different UCPM Modules (field hospitals, medical teams, search-and-rescue missions, ground or aerial firefighting, flood containment…) and the local emergency management authorities.

Since its creation in 2001, the UCPM has been activated over 300 times and assistance requests from EU and non-EU-member States increase each year. In this context, innovative solutions to improve the functioning of the UCPM are constantly being sought. For the purpose of the DRIVER+ Final Demonstration, we will be focusing on information flow between the three components of the UCPM (ERCC, EUCPT, Modules).

Asset: Intro to ERCC video - https://youtu.be/fzLI95HC29A

Mention: Directorate-General for European Civil Protection and Humanitarian Aid Operations

Twitter

The end user of our Final Demo taking place is the Emergency Response Coordination Centre, which monitors #crisis situations worldwide and manages the deployment of technical assistance upon activation of the Union Civil Protection Mechanism. https://youtu.be/fzLI95HC29A

WEDNESDAY 20/11: SCENARIO

LinkedIn

The DRIVER+ Final Demonstration will be based on a scenario of widespread forest fires and an ensuing humanitarian crisis taking place in a country in the EU Vicinity that submits a Request for Assistance (RfA) under the Union Civil Protection Mechanism.

This choice was motivated by the observed increase in the incidence of forest fires – even in territories not traditionally prone to them (e.g. Sweden in 2018) – and the need to test the different solutions in a scenario sufficiently complex (i.e. large-scale crisis taking place in a country with limited response capabilities) to demand the participation of all three components of the Union Civil Protection Mechanism : the ERCC for monitoring and central coordination ; the EUCPT for on-the-ground liaison with local authorities and the different Modules for operational technical assistance and relief.

The scenario will trigger an exchange of information between the ERCC, the EUCPT, the Modules and the national disaster management authorities, with DRIVER+ solutions being tested alongside standard operational procedures to show the potential added value of the former.

Twitter

Our Final Demo scenario will be based on widespread #ForestFires and an ensuing #HumanitarianCrisis in an EU neighbouring country with limited response capabilities submitting a Request for Assistance under the Union Civil Protection Mechanism.

Asset: wildfire or firefighting visual

THURSDAY 21/11: LOCATIONS

LinkedIn

The Final Demonstration will simultaneously take place in three different locations in order to simulate remote working conditions which are pivotal to the scenario. In this manner, participants from the Emergency Response Coordination Centre will carry out the exercise at the Space Research Centre of the Polish Academy of Sciences. Additionally, the European Civil Protection Team as well as the four Ground Forest Fire Fighting using Vehicles Modules command post will be executing their tasks from Warsaw's Main School of Fire Service. Finally, an Air Medical Evacuation Module command post will intervene in one of the scenarios from Safety Region Haaglanden headquarters in The Hague.

Twitter

The Final Demo will take place in 3 locations to simulate remote working conditions which are pivotal to the scenario: the Space Research Centre of the Polish Academy of Sciences and the Main School of Fire Service in Warsaw + the Safety Region Haaglanden HQ in The Hague.

Asset: Visual from Trial in Warsaw & The Hague

FRIDAY 22/11: SOLUTIONS

The DRIVER+ Final Demonstration will be addressing gaps in communications aspects - most notably reporting, information exchange, and generation of geo-information for situational assessment and decision making - between the different components of the Union Civil Protection Mechanism. The Trial will test different solutions to address the gaps identified.

- CrisisSuite by Merlin Software facilitates information sharing with a focus on the execution of Crisis Management plans through task allocation and status updates.

- SOCRATES Centre of Operation by GMV also improves shared situational awareness through a Geographic Information System that centralises information on events and resources in order to assess magnitude, impact and consequences and to decide on the allocation of resources.
- Drone Rapid Mapping by Creotech Instruments rapidly generates orthophoto maps from imagery acquired from a drone equipped with an on-board camera.
- vieWTerra Evolution by VWORLD builds a 4D representation of any potential crisis area and allows for the integration of user datasets.
- The Field Reporting Tool by the European Commission's Joint Research Centre was designed to allow first responders to share georeferenced, multimedia information.

For complete information on the solutions, please refer to the catalogue below.

Twitter

The DRIVER+ Final Demonstration will be addressing gaps in communications aspects between the different components of the Union Civil Protection Mechanism. We will be testing the following solutions: CrisisSuite, SOCRATES CO, Drone Rapid Mapping, vieWTerra, Field Reporting Tool.

Asset: Trial catalogue

DURING THE FINAL DEMONSTRATION

POST #1

We're ready to start the DRIVER+ Final Demonstration at the Space Research Centre of the Polish Academy of Sciences and the Main School of Fire Service in Poland in Warsaw! On Thursday, we will be joined by a team playing from the Safety Region Haaglanden HQ in The Hague.

The Final Demonstration will be a five-session, command-post exercise spanning over three days with that aims at trialling a range of innovations addressing information exchange gaps between the different components of the Union Civil Protection Mechanism: ERCC, EUCPT, Modules.

We're now off to learn all about the solutions that will be tested – Drone Rapid Mapping by Creotech, Socrates OC by GMV, CrisisSuite by Merlin Software and vieWTerra Suite by VWorld. We will be posting updates throughout the trial.

POST #2

The first episode of the DRIVER+ Final Demonstration has been played! The session focused on familiarising players with the information environment integrating the different solutions.

This is the overview of the situation:

The Emergency Response Coordination Centre (ERCC) becomes aware of the spread of forest fires in Driverstan – a country with limited response capabilities in the EU vicinity. The national disaster management authorities (NDMA) submit a request for assistance to the ERCC calling for ground forest fire fighting (GFFF) and ground forest fire fighting using vehicles (GFFFV).

Union Civil Protection Mechanism members Poland, France and Norway offer GFFF and GFFFV Modules and the ERCC sends a European Civil Protection Team (EUCPT) to coordinate the operation.

The EUCPM Modules are ready for deployment, but there are formalities to be accomplished: contracts and forms are exchanged, briefing meetings are scheduled, reports are circulated. As travel plans unfold, the Modules must be able to share their location and receive updates.

Players have been using CrisisSuite and Socrates OC for information exchange between the different EUCPM components as well as between the latter, the national authorities and other international relief bodies.

POST #3

We've just wrapped up another session of the DRIVER+ Final Demonstration.

Upon arrival in Driverstan, the teams are dispatched to preparatory meetings. An appropriate base of operations site needs to be selected, worksites reconnoitred, and water supply identified. EUCPT must to share assignment plans with the NDMA and report to the ERCC.

Players have been making intense use of Drone Rapid Mapping and vieWTerra Suite to perform different tasks related to the episode such as scouting of the terrain to assess equipment needs and appropriateness of base of operations as well as visualising elevation to prepare deployment of hose lines.

For more information on the overall scenario, please refer to our earlier post:

POST#4

The DRIVER+ Final Demonstration continued this afternoon with an unexpected turn of events:

The forest fires derive into a humanitarian crisis as the flames spread to the vicinity of a refugee camp. A team backed by drones is sent to evaluate the situation and it is foreseeable that the camp will need to be evacuated.

Three days later, the situation at the camp deteriorates and information is received about the presence of severely injured French firefighters and Dutch volunteers working at the refugee camp. When the evacuation of the camp is decided, the NDMA formulate a new request for temporary shelters and in-kind assistance.

Information exchange and task allocation has been managed using CrisisSuite whereas data from Copernicus Emergency Management Service is being displayed through Socrates OC. Thanks to the Field Reporting Tool, the Modules have sent send geo localised visuals and reports of the refugee camps to the commanding post for remote assessment.

POST#5

To make the DRIVER+ Final Demonstration scenario as realistic as possible, the ERCC players have been tasked with using the input received through the different solutions to draft a press release and organise a press conference.

POST#6

Final day of the DRIVER+ Final Demonstration! An AirMedEvac team working from the Safety Region Haaglanden in The Hague is tasked with devising a plan to evacuate injured EU citizens: they will need to get an overview of the situation; determine the number of people needing evacuation, the gravity of the injury and their exact location; assess availability of airports and ambulance services as well as capacities for treating victims at specialised units in European hospitals.

The players have been using CrisisSuite for communications with the ERCC, EUCPT and Modules. Legacy system (teleconferencing, e-mail) will be used for exchanges with Driverstan NDMA and Dutch hospitals.

POST#7

The DRIVER+ Final Demonstration is ending, and it is time to devise an exit & handover strategy that will be sent to national crisis response teams. A final report for superiors will also need to be produced by players.

POST#8

The DRIVER+ Final Demonstration has been successfully executed!

A very special thanks goes to the organizers at the Space Research Centre of the Polish Academy of Science, the Main School of Fire Service and Safety Region Haaglanden. The Joint Research Centre was responsible for Methodology application. XVR, Thales Communication & Security SAS, and Frequentis AG have, respectively, managed the implementation of the Test-bed, the coordination of solutions and their integration. Finally, ARTTIC has overseen dissemination and communication activities.

Annex 5: Final Conference social media plan

Tuesday, February 18th

1. Before welcoming over 300 delegates to the Advanced Crisis Management Conference tomorrow, the DRIVER+ partners are giving policymakers and innovation managers a preview of the project outputs while exchanging on how to strengthen the role of research and innovation in civil protection to bridge strategic gaps. This is also an occasion to receive first-hand recommendations from DG ECHO and DG HOME with regards to the sustainability of the project results. **#DrivingInnovation @eu_echo @EUHomeAffairs @REA_research @CORDIS_EU**

2. It's a busy week for DRIVER+! This morning, we're hosting the 3rd Policy-Research Dialogue Roundtables to explore new avenues for integrating #standardisation in research programmes. DG HOME provided an overview of the role that standardisation will play within Horizon Europe - the EU's new research and innovation framework. Following this introduction, European projects like BRIDGIT2, Stair4Security and SMR shared best practiced and experiences in this area. **#DrivingInnovation @Standards4EU @stair4security @EUHomeAffairs @REA_research @CORDIS_EU**

3. We're glad to be hosting affiliated security initiatives and research projects in the Marketplace area of our Advanced Crisis Management Conference. Our colleagues will present their own results and the fruitful connections established with DRIVER+ over the years. **#DrivingInnovation @MEDEAProject1 @DAREnet_EU @EUSDR @MSBse @FIREINProject @UmeaUniversity**

4. If you're at the conference tomorrow, do not forget to take a tour of the Marketplace area! Providers of innovative Crisis Management solutions – many of them tested at DRIVER+ Trials – will be ready to present their products. **#DrivingInnovation @ansurtech @ifrc @merlincrisis @infoGMV @DLR_en @3Di_water @AITtomorrow2day @HUMLOGInstitute @gnomonsa**

Wednesday, February 19th

5. The DRIVER+ Advanced Crisis Management Conference has been inaugurated with opening words from the DG ECHO's Directorate of Disaster Preparedness and Prevention. We will be tweeting live from this account throughout the event! **#DrivingInnovation @eu_echo @EUHomeAffairs @REA_research @CORDIS_EU**

6. Opening keynote by Matthew Jones from the Tyndall Centre. He will cover the latest science on how human-driven #ClimateChange enhances the likelihood of #wildfires and hinders suppression efforts, even in regions not traditionally prone to them. **#DrivingInnovation @TyndallCentre @uniofeastanglia**

7. Keynote from Patrick Meier from WeRobotics on "decolonising" #HumanitarianTechnology through an inclusive approach that involves and empowers local expertise. **#DrivingInnovation @Patrick Meier @WeRobotics**

8. DRIVER+ technical coordinator Marcel van Berlo from TNO gives an overview of the project's vision and results: improving the way capability development and innovation management are addressed by conceiving methodological and technical tools while fostering the development of a dedicated community and support network. **#DrivingInnovation @TNO_Research**

a. Chiara Fonio of the EC JRC now presenting the Trial Guidance Methodology, which guides practitioners in the design and execution of innovation trials to assess #CrisisManagement solutions in a non-operational but realistic context. **@EU_ScienceHub**

b. Erik Vullings from TNO introduces the Test-bed Technical Infrastructure, which connects solutions for information exchange and cooperation and simulates a crisis situation during innovation trials. **@TNO_Research**

c. Steven van Campen from XVR demonstrating the Training Module – a freely accessible online course that practitioners can follow to master the DRIVER+ methodology. **@XVRsimulation**

d. Denis Havlik from the Austrian Institute of Technology presents the Portfolio of Solutions – a growing catalogue of innovative solutions to match available products with identified gaps that uses a carefully conceived taxonomy and gives access to trial results and user feedback. **@AITtomorrow2day**

e. Agnese Macaluso from Ecorys on the establishment of a network of DRIVER+ Centres of Expertise to support Crisis Management organisations at the regional or national level in the use of DRIVER+ products. **@Ecorys**

f. Todor Tagarev from the Bulgarian Academy of Sciences on the development of the Crisis Management Innovation Network Europe (CMINE) – a community of practice to foster innovation in Crisis Management. **@TTagarev**

g. Do you want to dig deeper into the ways in which DRIVER+ outputs can be used to better serve your organisation? Our partners at the DRIVER+ Exhibition Space are waiting for you to answer any questions you may have on an individualised basis.

9. Konstanze Lechner of the German Aerospace Centre on cooperation between the research and practitioner communities for the integration of novel data sources like satellite sensors, UAV platforms, web archives and social media into #EmergencyMapping mechanisms. **#DrivingInnovation @DLR_en**

10. About to start the DRIVER+ Trial Experiences sessions. Trial organisers from Poland, France, the Netherlands and Austria as well as solutions providers having taken part in the trials will share their views. **#DrivingInnovation @EntenteValabre @VRH_Haaglanden @merlincrisis @3Di_water @danskrodekors @DLR_en @ifrc**

11. Karmen Poljansek of the EC's Disaster Risk Management Knowledge Centre on how policymakers and disaster risk managers can capitalise on existing knowledge to improve European resilience. **#DrivingInnovation @EU_ScienceHub**

12. Awards ceremony in recognition of the winners of the Top 3 Innovative Solutions in Crisis Management competition: CrowdTasker, Psychological First Aid and eHealthPass **#DrivingInnovation @gnomonsa @danskrodekors @AITtomorrow2day**

13. Concluding remarks for this first day by DG HOME **#DrivingInnovation @EUHomeAffairs**

Thursday, February 20th

1. Ready for the second day of the Advanced Crisis Management Conference! Opening by the Research Executive Agency 'Safeguarding Secure Society' unit. **#DrivingInnovation @REA_research**

2. Dr. Kees Boersma of Vrije Universiteit Amsterdam on the effect of social media and crowdsourcing initiatives on European disaster resilience. **#DrivingInnovation @Kees_Boersma @VUamsterdam**

3. A panel of policymaking and practitioner organisation representatives currently exchanging on how to build a stronger Crisis Management community in Europe – and how CMINE can contribute. **#DrivingInnovation @EUHomeAffairs @TIEMS_ORG @johanniter @UNUniversity @cmine_eu**

4. Marie-Christine Bonnamour from Public Safety Communication Europe on the #standardisation potential identified throughout the duration of the project. **#DrivingInnovation @psc_e @stair4security**

5. Egidija Veršinskienė, Lithuanian Cybercrime Center of Excellence for Training, Research & Education (L3CE) on how a model based on Centres of Competence could improve security research uptake.

6. Representatives of the first group of DRIVER+ Centres of Expertise network that will support practitioner organisations in the use of the project outputs exchange on their respective paths and expectations. **@resilience247 @roteskreuzat**

7. We're glad to announce that these organisations will be joining the Space Research Centre of the Polish Academy of Sciences in the DRIVER+ Centres of Expertise network: Resilience Advisors Network (UK), Estonian Academy of Security Sciences, Lithuanian Cybercrime Center of Excellence for Training, Research & Education (L3CE), Austrian Red Cross, Main School of Fire Service (Poland), Valabre (France) **#DrivingInnovation @resilience247 @roteskreuzat @EntenteValabre**

Annex 6: Final Conference evaluation

Q1: HOW WOULD YOU RATE THE OVERALL LOGISTICS AND THE SUPPORT FROM THE ORGANISATION TEAM BEFORE AND DURING THE EVENT?

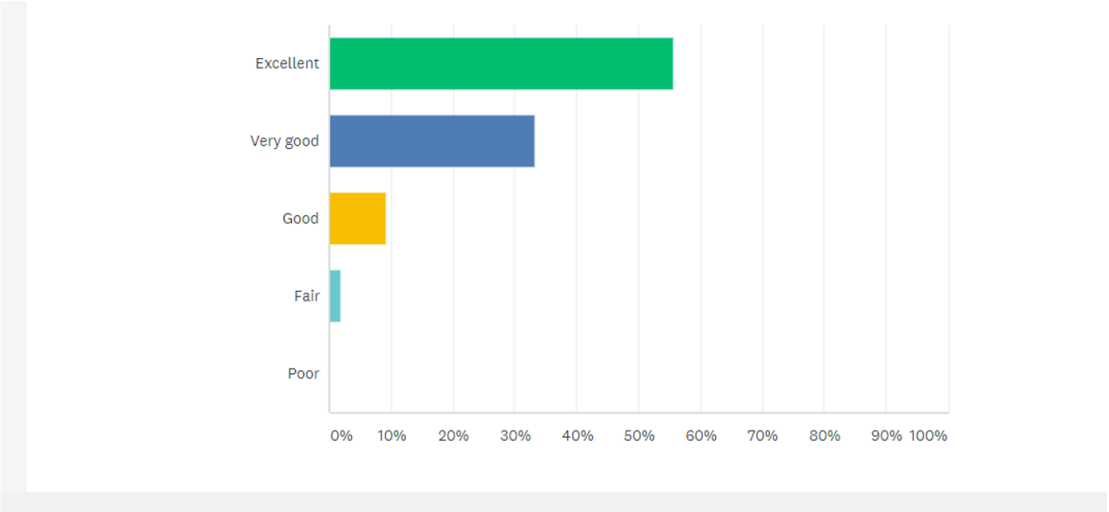


Figure A1: Rating of overall logistics

Q2: THE QUALITY OF THE PANELS, KEYNOTES AND GENERAL PROGRAMME OF THE EVENT MET MY EXPECTATIONS

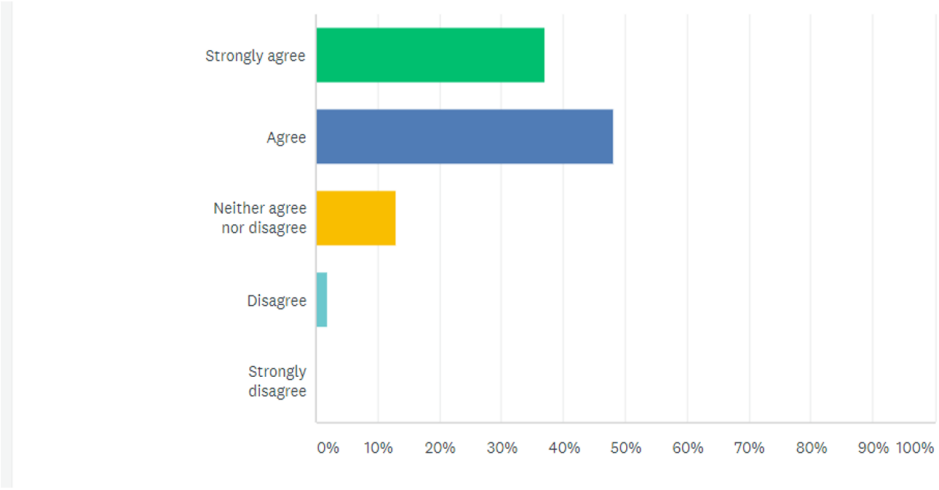


Figure A2: Quality of panels, keynotes and general programme

Q3: THE TOPICS AND QUESTIONS DISCUSSED DURING THE EVENT WERE TIMELY, RELEVANT AND MET MY NEEDS AND FIELDS OF INTEREST

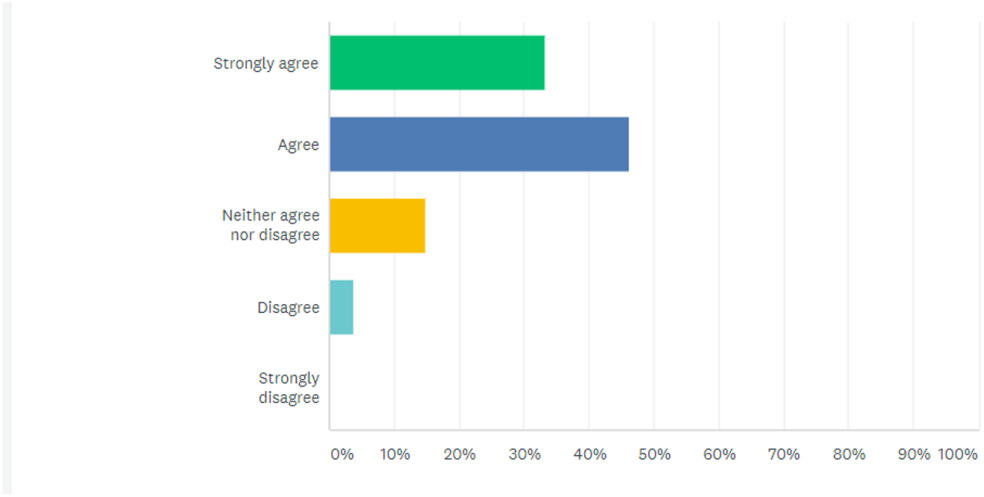


Figure A3: Topics and questions discussed during the event

Q4: THE AGENDA WAS VERY INTERESTING

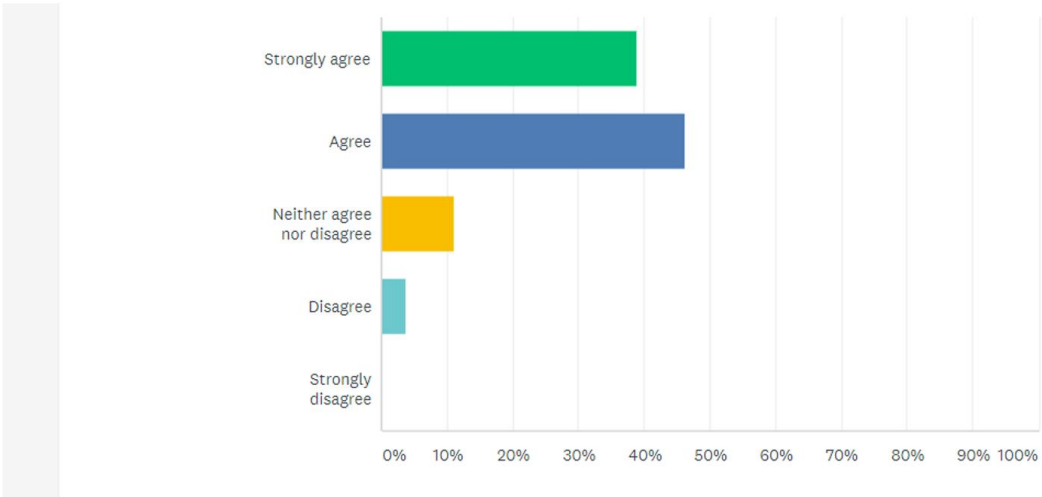


Figure A4: Agenda quality

Q5: ENOUGH TIME FOR DISCUSSION AND QUERIES WAS PROVIDED

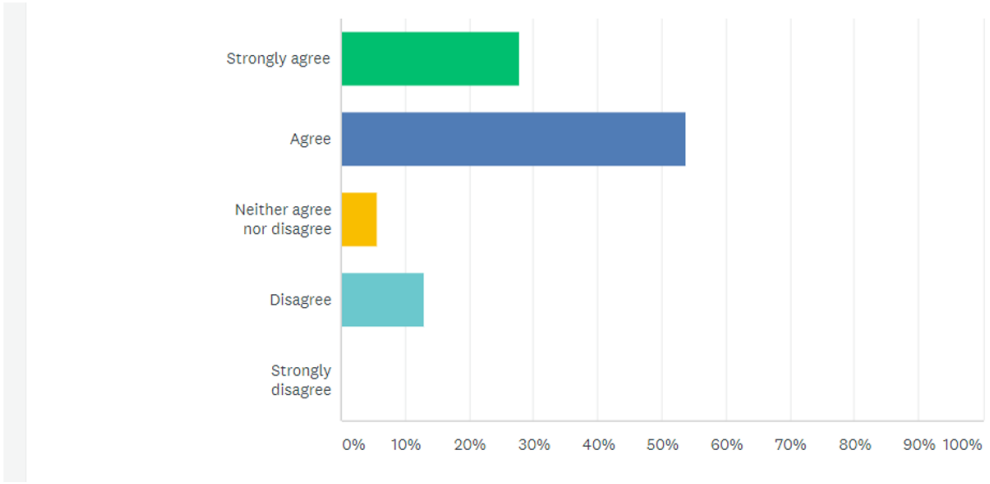


Figure A5: Time for discussion and queries

Q8: HOW WOULD YOU RATE THE EVENT IN TERMS OF OVERALL RELEVANCE TO YOUR COMMUNITY'S, YOUR ORGANISATION'S AND YOUR OWN NEEDS?

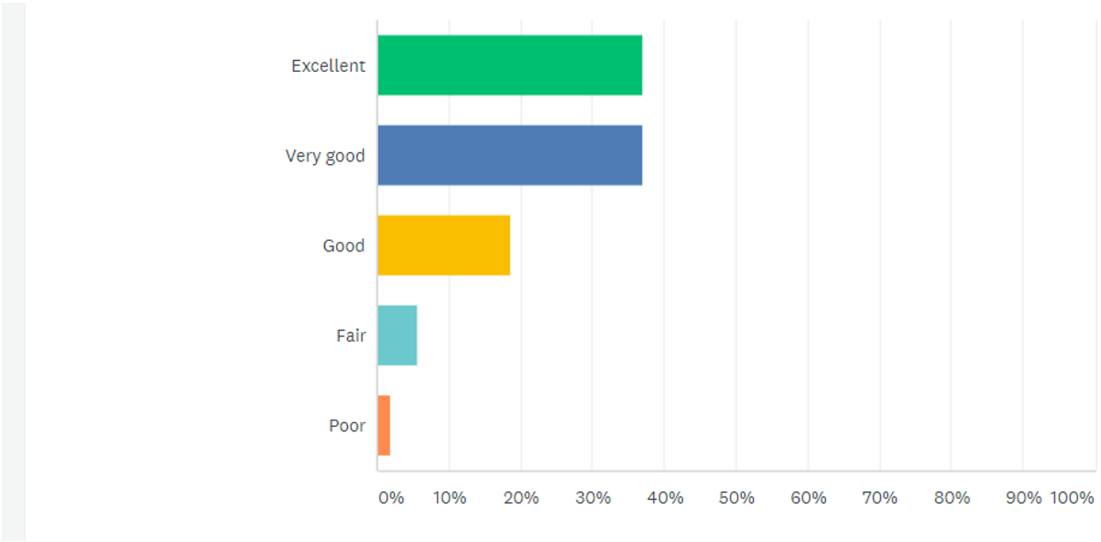


Figure A6: Event rating in terms of overall relevance