D6.1 – Public

Expect the unexpected and know how to respond

ADAPT TO SURVIVE

D6.1 Dissemination, Exploitation and External Collaboration Strategy

VERSION
2.0 (Released)

DATE
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ABSTRACT
The DARWIN project aims to develop state of the art resilience guidelines and innovative training modules for crisis management. The guidelines, which will evolve to accommodate the changing nature of crises, are developed for those with responsibility of protecting the population or critical infrastructure/services from policy to practice.

This deliverable describes the strategy for Communications, Dissemination, Exploitation and External Collaboration for the DARWIN project consortium. D6.1 explains DARWIN’s approach to Communications, Dissemination, Exploitation and External Collaboration. Section 3 outlines The Dissemination Strategy, Section 4 outlines the Communication and External Collaboration Strategy. Section 5 briefly addresses Exploitation. A full strategy for Exploitation will be elaborated in D6.4, due in M24. Section 6 describes Progress Monitoring. This is a revised version of the version of D6.1 that was first submitted in M3 of the project, and updates the reader on progress made so far (as of M15) and on future plans for Communications, Dissemination, Exploitation and External Collaboration.

KEYWORDS: Resilience, Resilience Engineering, Crisis Management, Communication, Dissemination, External Collaboration, Audiences, Stakeholders, Messages, Channels
The research leading to these results has received funding from Horizon 2020, the European Union's Framework Programme for Research and Innovation (H2020/2014-2020) under grant agreement n° 653289.
Release history

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*The project uses a multi-stage internal review process, with defined milestones. Milestone names include terms (in bold) as follows:

- **PCOS proposed**: Describes planned content and structure of different sections. Document authors submit for internal review.
- **PCOS revised**: Document authors produce new version in response to internal review comments.
- **PCOS approved**: Internal project reviewers accept the document.

- **Intermediate proposed**: Document is approximately 50% complete – review checkpoint. Document authors submit for internal review.
- **Intermediate revised**: Document authors produce new version in response to internal reviewer comments.
- **Intermediate approved**: Internal project reviewers accept the document.

- **External proposed**: Document is approximately 100% complete – review checkpoint. Document authors submit for internal review.
- **External revised**: Document authors produce new version in response to internal reviewer comments.
- **External approved**: Internal project reviewers accept the document.

- **Released**: Executive Board accepts the document. Coordinator releases the deliverable to the Commission Services.
Members of the DARWIN consortium

Stiftelsen SINTEF (SINTEF)
NO-7465 Trondheim
Norway
www.sintef.com

Project Coordinator / Technical Manager:
Ivonne A. Herrera
ivonne.a.herrera@sintef.no
+47 906 80 634

Technische Universität Braunschweig (TUBS)
DE-38106 Braunschweig
Germany
www.tu-braunschweig.de

Contact: Thomas Feuerle
t.feuerle@tu-braunschweig.de

Carr Communications (CARR)
Dublin 4
Ireland
www.carrcommunications.ie

Contact: Eddie Shaw
eddie@carrcommunications.ie

Deep Blue Srl (DBL)
IT-00198 Rome
Italy
www.dbblue.it

Contact: Luca Save
luca.save@dblue.it

ENAV S.p.A
IT-00138 Rome
Italy
www.enav.it

Contact: Giancarlo Ferrara
giancarlo.ferrara@enav.it

InstitutoSuperiore de Sanità (ISS)
IT-00161 Rome
Italy
www.iss.it

Contact: Luca Rosi
luca.rosi@iss.it

Totalförsvarets forskningsinstitut (FOI)
SE-16490 Stockholm
www.foi.se

Contact: Rogier Woltjer
rogier.woltjer@foi.se

Katastrofmedicinskt Centrum (KMC)
SE-58330 Linköping
Sweden
www.regionostergotland.se/kmc

Contact: Rebecca Forsberg
rebecka.forsberg@regionostergotland.se

Ben-Gurion University of the Negev (BGU)
IL-8410501 Beer Sheva
Israel
in.bgu.ac.il/en/

Contact: Bruria Adini
adini@netvision.net.il
Table of contents

Executive Summary ............................................................................................................................................... 7

1 Introduction .................................................................................................................................................. 8
  1.1 Purpose of the document ...................................................................................................................... 8
  1.2 Intended readership ................................................................................................................................ 8
  1.3 Relationship with other deliverables ...................................................................................................... 8
  1.4 Acronyms and abbreviations ................................................................................................................ 9

2 DARWIN approach to outreach .................................................................................................................. 10
  2.1 Why is outreach important and how does it relate to Impact? ............................................................... 10
  2.2 What do we mean by “communication”? .............................................................................................. 11
  2.3 What do we mean by “dissemination”? .................................................................................................. 12
  2.4 What do we mean by “external collaboration”? ..................................................................................... 12
  2.5 How does this relate to “exploitation”? .................................................................................................. 13
  2.6 Key Messages and Stakeholders .......................................................................................................... 13
  2.7 Overall plan—Communications Framework ......................................................................................... 15

3 Dissemination Strategy ............................................................................................................................... 18
  3.1 Objective ............................................................................................................................................... 18
  3.2 What are we disseminating? .................................................................................................................. 18
    3.2.1 Results ............................................................................................................................................ 24
  3.3 How we disseminate (channels, activities) ............................................................................................ 24
  3.4 Project procedures for implementation ................................................................................................ 24
    3.4.1 Plans and procedures for Intellectual Property Rights (IPR) ......................................................... 24
    3.4.2 Procedures and follow up of publications ....................................................................................... 28
    3.4.3 Procedures and Plans for Events and Conferences ..................................................................... 32
    3.4.4 Open Access for publications ....................................................................................................... 35

4 Communication and External Collaboration Strategy ................................................................................ 36
  4.1 Objectives ............................................................................................................................................... 36
  4.2 To Whom are we communicating what? .............................................................................................. 36
  4.3 How are we communicating? ............................................................................................................... 38

5 Exploitation ................................................................................................................................................ 43

6 Progress monitoring .................................................................................................................................... 44
  6.1 KPIs ....................................................................................................................................................... 44
  6.2 Current Status and Future Plans ............................................................................................................ 49
    6.2.1 WP6 Objective 1: Define and implement an integrated strategy for dissemination and exploitation (Task 6.1 Dissemination) ....................................................................................... 49

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D6.1 Dissemination, Exploitation and External Collaboration Strategy

6.2.2 WP6 Objective 2: Implement regular, engaging and innovative European wide dissemination to agreed target audiences (*Task 6.1 Dissemination*) ........................................ 51

6.2.3 WP6 Objective 3: Maximise the use of social media platforms ........................................ 53

6.2.4 WP6 Objective 4: Implement an exploitation strategy (*Task 6.2 Exploitation*) .................. 54

6.3 Implementation of WP6 Activities ...................................................................................... 55

7 Conclusions .......................................................................................................................... 59

8 APPENDICES ...................................................................................................................... 60

A.1 Original DARWIN stakeholder list .................................................................................. 60

A.2 DARWIN phonecall schedule ......................................................................................... 61

A.3 DARWIN event questionnaire ......................................................................................... 62

A.4 DARWIN press release ..................................................................................................... 63

A.5 Parliament magazine cover Security issue, March 2016 .................................................. 63

A.6 DARWIN article in Parliament magazine ........................................................................ 64

A.7 Original DARWIN Communications Grid ........................................................................ 65

List of Tables

Table 1: List of abbreviations .................................................................................................. 9

Table 3: DARWIN Communications Framework ..................................................................... 17

Table 4: DARWIN Deliverables, exploitable results, potential benefits and end-users ............. 23

Table 5: Exploitation Activities Timeline ............................................................................... 55

Table 6: Initial analysis of exploitable results .......................................................................... 55

Table 7: Planned effort per partner per deliverable .................................................................. 56

Table 8: Planned effort per task per partner ............................................................................. 56

Table 9: WP6 Activity Planner ................................................................................................. 57

Table 10: Dissemination planner prototype ............................................................................. 58

List of Tables

Table 1: List of abbreviations .................................................................................................. 9

Table 3: DARWIN Communications Framework ..................................................................... 17

Table 4: DARWIN Deliverables, exploitable results, potential benefits and end-users ............. 23

Table 5: Exploitation Activities Timeline ............................................................................... 55

Table 6: Initial analysis of exploitable results .......................................................................... 55

Table 7: Planned effort per partner per deliverable .................................................................. 56

Table 8: Planned effort per task per partner ............................................................................. 56

Table 9: WP6 Activity Planner ................................................................................................. 57

Table 10: Dissemination planner prototype ............................................................................. 58

Table of Figures

Figure 1: Project outreach activities and how they relate to impact: simplified overview ............ 10

Figure 2: eRoom database for handling and tracking of publications .......................................... 29

Figure 3: Release process for publications and milestones ........................................................ 30

Figure 4: Screenshot of Events and Conferences database in the eRoom .................................... 33

Figure 5: Screenshot of Conference entry in eRoom .................................................................. 34

Figure 6: Screenshot of the DARWIN Twitter account .............................................................. 38
Executive Summary

Deliverable 6.1 outlines the strategic dissemination, exploitation and external collaboration approach in the DARWIN project when communicating and engaging with project partners, members of the DARWIN Community of Practitioners (DCoP), external stakeholder groups and other target audiences. Note that audiences and stakeholders are used interchangeably to refer to groups to whom DARWIN will direct its messages.

This document is a revision of D6.1 which was submitted in project month 3 (M3). This document seeks to update the reader on progress made to date (M15) in Dissemination, Exploitation and External Collaboration and to provide further detail on its practical implementation. This document will also provide details on planned activities in the period from M12-M24, when the next version of this deliverable will be submitted. Intended readers are project partners, project external stakeholders, and similar H2020 funded projects.

Section 2 outlines the overall purpose and approach of the document, which explains DARWIN’s approach to Communication, Dissemination, Exploitation and External Collaboration. It also details DARWIN’s Key Messages and Stakeholders and concludes with an outline of the overall Communications Strategy, in a Communications Framework, which relates Key Messages, Stakeholders, Communications Channels and Activities.

Section 3 outlines the overall Dissemination Strategy, and details what exactly DARWIN aims to disseminate and how. It also explains DARWIN’s processes and procedures surrounding Intellectual Property Rights (IPR), as well as procedures surrounding publications, events and conferences and open access of research data.

Section 4 addresses DARWIN Communications and External Collaboration strategy and provides details on Objectives, What DARWIN is communicating, and what channels and activities is used to communicate.

Section 5 briefly addresses Exploitation. A full strategy for Exploitation will be elaborated in D6.4, due in M24 of the project.

In Section 6, progress made against objectives is outlined in the form of a Key Performance Indicators (KPIs) table. This examines the activities carried out so far and how they compare to the objectives stated in the DoA. It also describes the current status and work carried out to date, as well as plans for the future. Section 6.2 provides details on the DARWIN dissemination, exploitation and external collaboration objectives as well as their implementation, including task allocation and responsibilities in WP6. This section also includes details of how the objectives will be met and measured, in the Impact Indicators sub-section.

Section 6.3 provides information on the development and future directions of WP6, especially what is foreseen for D6.3 (Dissemination, exploitation and external collaborations strategy [update of D6.1]) due in M24 of the project and D6.4 (Plan for business and exploitation of results [preliminary]), also due in M24 of the project.
1 Introduction

1.1 Purpose of the document
The purpose of Deliverable 6.1 is to serve as an outline of the dissemination, exploitation and external collaboration strategy for the DARWIN project. The deliverable defines details of the strategy and work completed to date.

This Deliverable is a preliminary strategy, which precedes Deliverable 6.3 due at M24 of the project. Dissemination, Communications, Exploitation and External Collaboration in the context of the DARWIN project aims to ensure longevity of DARWIN project results, specifically the DARWIN Resilience Management Guidelines (DRMG), through their uptake and use with key groups of stakeholders. This will be achieved by widespread dissemination and targeted communication activates aimed at relevant stakeholders to ensure knowledge and uptake of project results.

1.2 Intended readership
This document is aimed primarily at the participants in the DARWIN project, to inform them of the Dissemination, Communications, Exploitation and External Collaboration strategy, procedures and activities. In addition, from a general dissemination strategy point of view, it may also be useful for other H2020 projects.

1.3 Relationship with other deliverables
D6.1 has close ties with, and receives input from D3.1, D5.1, D6.2, 6.3, D6.4, and D7.3.

- **D3.1 Diverse representation and evolution of resilience guidelines support V1**: While WP6 seeks to avoid overlap between deliverables, there are synergies between D6.1 and D3.1 as they relate to accessing the DRMG. D3.1 will interact with D6.1 especially when it comes to dissemination and exploitation of the DRMG.

- **D5.1 DARWIN DCoP Terms of Reference**: Work Package 5 contributes to D6.1 thanks to its ties with external stakeholders and end-users. These groups are important to stakeholders identified in D6.1.

- **D6.2 Presentation of the project (Preliminary)**: The purpose of Deliverable 6.2 is to outline the preliminary approach of Work Package 6 (WP6) in the presentation of the DARWIN project to internal and external audiences. As there is naturally an overlap between the dissemination, exploitation and external collaboration strategy, this deliverable is closely related to D6.2 Presentation of the project. Extra care is taken to avoid duplication of information between these two deliverables, and D6.1 (this deliverable) will be well signposted towards D6.2 where necessary.

- **D6.3 Dissemination, exploitation and external collaborations strategy**: Provides an update of D6.1

- **D6.4 Plan for business and exploitation of results [preliminary]** is due in project month 24. There is potential for overlap between these two deliverables, and therefore D6.1 will only provide information on exploitation planning so far undertaken. More detailed exploitation information and planning will be provided in D6.4.

- **D7.3 Initial data management plan**: Section 4 of D7.3 has direct input to D6.1 as it relates to open access to the research results of the project. D6.1 provides short summaries were necessary and refers to D7.3 for more details. Section 4 of D7.3 has direct input to D6.1 as it relates to open access to the research results of the project.
1.4 Acronyms and abbreviations

Table 1: List of abbreviations

<table>
<thead>
<tr>
<th>Term</th>
<th>Explanation</th>
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<tr>
<td>DCoP</td>
<td>The Community of Crisis and Resilience Practitioners (DCoP) is an open association including crisis and resilience practitioners for interactive communication concerning topics related to resilience. Members of the DCoP are from different domains and are important potential contributors to and users of resilience guidelines. Membership is voluntary.</td>
</tr>
<tr>
<td>ATM</td>
<td>Air Traffic Management</td>
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<tr>
<td>DoA</td>
<td>The <em>Description of the Action</em> (DoA) is a document containing the details of how the action (of the DARWIN project) will be carried out.</td>
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<tr>
<td>WP</td>
<td>A Work Package (WP) is a major sub-division of the proposed project work</td>
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<tr>
<td>DRMG</td>
<td>DARWIN Resilience Management Guidelines</td>
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<tr>
<td>NGO</td>
<td>Non-Governmental Organisation</td>
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<tr>
<td>CSO</td>
<td>Civil Society Organisation</td>
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<tr>
<td>IPR</td>
<td>Intellectual Property Rights</td>
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2 DARWIN approach to outreach

2.1 Why is outreach important and how does it relate to Impact?

Section 2.1 in the DARWIN DoA describes the expected impacts as a result of the project’s work and results. However, impact does not arise from the project results on its own. To achieve impact the results need to be used (exploited), and to ensure use of results project members need to perform outreach activities to promote the project, its results and benefits (dissemination, communication).

Project outreach activities are carried out during the project, and are ultimately aimed at enabling and encouraging widespread adoption of project results. The impact of the project comes about when the results are actually taken into use, which is something that largely happens outside the scope of the project itself.

The overall objective for outreach activities in DARWIN is to establish activities that will lead to project results being adapted to, and later adopted by, practitioners in domains other than the two used in the pilots (O7, section 1.1 in the DoA). This is split into four sub-objectives (described in detail in section 2.2.3 in the DoA):

1. Ensure that project results are widely known to many security sectors, regulatory communities and wider public.
2. Ensure uptake of concepts, methods and tools described in the guidelines and that the guidelines continues to develop, new concepts are identified, adapted and implemented.
3. Demonstration and use of DARWIN results.
4. Continuously monitor that project outputs and benefits, including its impact objectives, are achieved and understood by the target audiences.

The main content of this deliverable is provided in the three chapters (3, 4, 5), with one chapter devoted to each element of the strategy (dissemination, communication and external collaboration, and exploitation). Progress Monitoring (KPIs, Status and Future Plans) is addressed in chapter 6. Although these are described in separate chapters they are closely related, and understanding our approach to project outreach requires an understanding of how they relate to each other, and to impact. This is summarised in Figure 1 below.

![Diagram of Project Outreach Activities and Impact](Figure 1: Project outreach activities and how they relate to impact: simplified overview)
As explained by Figure 1, dissemination and communication are closely linked and inter-dependent. Dissemination is unlikely to have much effect without Communication: making things available does not in itself ensure that people are actually aware of them, so results that have been disseminated without active communication are likely to remain unused. Communication is pointless without dissemination: people will be rather annoyed if they are made aware of the potential benefits of a project or its results but then find themselves unable to gain access to the results because they have not been made available through dissemination. It is therefore essential that project activities on dissemination and communication are closely coordinated. Note that the same channel may be used for both dissemination and communication. For instance: the project website may be used as a repository for project deliverables, making them publically available (i.e. dissemination), and at the same time be used as a means to spread information about the project and its goals, as well as the benefits offered by project results (i.e. communication).

To avoid any confusion on what we mean by "communication" and "dissemination" we provide a more detailed description of this in the following sub-sections. However, readers who feel they have sufficient information on this from the overview above may skip these sections.

2.2 What do we mean by “communication”?

Article 38.1 of the DARWIN Grant Agreement obligates the DARWIN partners to promote the project and its results: “The beneficiaries must promote the action and its results, by providing targeted information to multiple audiences (including the media and the public), in a strategic and effective manner and possibly engaging in a two-way exchange”. This is further explained in Communicating EU research and innovation guidance for project participants: “communication about European research projects should aim to demonstrate the ways in which research and innovation is contributing to a European 'Innovation Union' and account for public spending by providing tangible proof that collaborative research adds value”.

The H2020 Participant Portal Online Manual states that: “With your communication activities you call attention of multiple audiences about your research (in a way that they can be understood by non-specialists) and address the public policy perspective of EU research and innovation funding”.

The DARWIN approach to communication is in line with the definitions of the Grant Agreement and is described in detail in chapter 4. In short, it is about making people aware of the project, its results and the benefits of those results. Communications also aims to establish dialogue with specific groups where this can help to promote results. Note that:

1. Communication is in many cases targeted at specific groups (e.g. potential users, decision-makers), in order to communicate a customised message to its members.
2. Communication relates not only to specific results but also to the project results as a whole (e.g. for the general public to see the benefit of public spending)
3. Communication is sometimes one-way (e.g. providing information to targeted groups, but without expecting any specific response), but can also be two-way (e.g. establishing dialogue with potential users with the purpose of discussing requirements, assessments, constraints, etc., to improve the usefulness of the project results).
4. A special case of two-way communication is external collaboration: an arrangement by which the project and one or more external entities not only communicate information to each other but also agree to use this information to directly influence each other's project work.
5. Communication activities can begin at the very start of the project (e.g. concerning the project itself), and should continue actively throughout the lifetime of the project.

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2 [ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm](ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm)
2.3 What do we mean by “dissemination”? 

Article 29 of the DARWIN Grant Agreement obligates the DARWIN partners to disseminate project results: “Each beneficiary must as soon as possible ‘disseminate’ its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium)”. 

Alexandra Ruete of DG Research stated in her presentation in Manchester on 24 July 2016 at the EU Science Communications event that: “Dissemination is about results only, and should be aimed at audiences that may use the results in their own work, and it should enable the use and uptake of results”. Ms. Ruete also stated that dissemination is about “the public disclosure of the results of the project in any medium”.

The DARWIN approach to dissemination is in line with the definitions of the Grant Agreement and is described in detail in chapter 4. In short, it is about making sure that project results and knowledge are disclosed and made available to anyone who might wish to use them – but subject to any restrictions that may be in place to protect specific items (e.g. trade secrets, personal data protection). Note that:

1. Dissemination is essentially a "broadcast" activity, in that it is not targeted at specific groups: disclosure of results means that they should be available to anyone. While the channels used to disseminate may include use of specialist journals or events appealing to people with specific interests, there is no inherent restriction in this, as anyone can access such channels if they wish.

2. Dissemination is concerned only with results from the project: information about the project goals and activities is not itself something that can be used directly, so disclosure of these is not relevant.

3. For any specific project result, dissemination can only be done once the result is ready. Many of the more complex results from a project are often not completed until close to the end of a project – so it is typical that a lot of dissemination activities take place towards the end of the project. But: some partial results and knowledge arise much earlier in the project, and must be made available as soon as possible after their production.

2.4 What do we mean by “external collaboration”? 

External collaboration is closely linked to, and in many cases a result of, communications activities. In DARWIN, and from a communications perspective, external collaboration is about establishing close links and dialogue with related stakeholders and research projects across Europe, to avoid duplication of work and benefit from each other’s experiences, knowledge and expertise. Our external collaboration approach will also benefit our dissemination activities. For instance, our cooperation with the other projects funded under DRS-7 in H2020 will be utilised to maximise our resources and gain more impact with our dissemination activities through coordinating and cooperating on presentations at events, conferences, publications etc.

As the DARWIN Resilience Management Guidelines (DRMG) are an external result of the project, external collaboration is a key element both of the development of the guidelines, and of their uptake and use. Therefore, these activities feed into and are complementary to Communication, Dissemination and Exploitation. According to the DoA: “The project will carry out external collaborations on four fronts:

- research community,
- key stakeholders,
- ongoing European and national projects on topics related to emergency and disaster management and resilience, and;
- regulatory and legislative authorities”.

External Collaboration will contribute to knowledge transfer and will foster cooperation between external stakeholder groups mentioned above as well as the DARWIN Community of Practitioners (DCoP). Both the DCoP and DARWIN have extensive reach through their own business networks, contacts and many years of experience and engagement in resilience-related crises and disaster research and management across many domains. The intention is that there will be a close, mutually beneficial working relationship between the DCoP
and DARWIN. This is essential if the guidelines, the main objective and the core result of the project, are to achieve the standard and continuity to which the project aspires.

The overall objective for external collaboration for the project is to have “Networked with at least 10 different networks and organisations”.

2.5 How does this relate to “exploitation”?

Exploitation is about actually using project results or knowledge in order to achieve some benefit. However, exploitation is not necessarily done by the partners themselves (it may be by parties outside the consortium), and usually occurs (mostly) after the project itself. Exploitation Planning, is a project activity. It is about developing plans for things that need to be done to ensure that exploitation will take place. Plans should cover all exploitable results, and all partners should have a role in the plan for at least one result. Plans should describe how project results could be used in one or more of the following ways:

1. To facilitate further research.
2. To develop and market a product or service.
3. To contribute to standardisation activities.

The above list is not exhaustive, and other means of exploitation may apply in some cases.

The details provided in the exploitation plan (D6.4 due in M24) for a given result should provide information such as:

1. Which partners are involved, and with what role.
2. Whether any other parties (external to the consortium) will be involved.
3. The nature/identity of the target users of the result.
4. Concrete steps to be taken (including an approximate timetable) to bring about exploitation of the result.

According to Article 28.1 of the H2020 Annotated Grant Agreement: “Each beneficiary must up to four years after the period set out in Article 3 take measures aiming to ensure ‘exploitation’ of its results (either directly or indirectly, in particular through transfer or licensing; see Article 30) by:

(a) using them in further research activities (outside the action);
(b) developing, creating or marketing a product or process;
(c) creating and providing a service, or
(d) using them in standardisation activities.”

In “Dissemination and Exploitation of Results” in the H2020 Participant Portal Online Manual it is stated that: “Dissemination (sharing research results with potential users - peers in the research field, industry, other commercial players and policymakers) - feeds into exploitation (using results for commercial purposes or in public policymaking)”. DARWIN very much supports this idea. DARWIN Communication, Dissemination and External Collaboration will prepare for exploitation of DARWIN research and results by fostering cooperation with target end-users such as the research and academic community, key resilience and emergency management stakeholders, European and national resilience related projects, and legislative and regulatory authorities in order to ensure that the DRMG are relevant to end-users and ultimately to ensure their uptake and use by the above mentioned stakeholders.

2.6 Key Messages and Stakeholders

Relevant key messages, target audiences and dissemination and communications channels are the three pillars to an effective communications strategy. In the initial draft of this deliverable, submitted in M3, WP6 presented the following method for analysing key messages and stakeholders:

1. Who are the key audiences?
2. What do these audiences know now?
3. What do we need them to know?
4. What message or messages do they need to receive?
5. What is the most effective mode/media to deliver these messages?

For the DARWIN project proposal, an initial communications grid was developed, it clearly outlined the end-user needs, key messages, target audiences, dissemination channels and activities for the project. (Appendix)

These are still very relevant, and can be used throughout the project to refine and refresh project messages and stakeholders:

Other key message which emerged during the project proposal and DoA development stage are presented in the Dissemination Outline, Figure 2.3.4.1 of Section B of the DoA, and are still relevant to the project.

Key Messages-Benefits of DARWIN system are:

1. Resilience evaluation to assess the adaptive capability of services dedicated to crisis management.
2. Continuous improvement in response times and capability to manage expected and unexpected crises, emergencies and disasters.
3. Enhanced ability to design case-specific resilience into risk management operation and procedures.
4. Substantial improvement in the cost benefit of response to crises.
5. Setting up of EU wide Community of Practitioners (DCoP).
6. The user-oriented guidelines will continuously improve and enhance the understanding and adoption of resilience across the EU.

Other key messages that have emerged during the first year of the project and are important to communicate are:

7. DARWIN will improve state-of-the-art resilience information to allow enhanced resilience research.
8. The DRMG will improve responses to natural and man-made disasters.

As the project progresses and key results emerge, such as the DRMG, these messages may have to be adapted. This will be addressed in D6.3.

Stakeholders

While many of the key messages are still relevant to the project today, the stakeholder groups must be refined to optimise communication, dissemination and external collaboration for the project as it matures. Based on the prioritised stakeholders, it is then necessary to optimise the messages to these dissemination groups.

As the project progressed during year 1, stakeholder groups were refined from the initial stakeholder list through a number of different processes. These included:

- Publication of Deliverable 1.3 (Practitioner and Academic Requirements for Resilience Management Guidelines)
- D3.1-End-users of the DRMG
- Membership of the DARWIN Community of Practice
- WP6-led stakeholder mapping

Publication of Deliverable 1.3 (Practitioner and Academic Requirements for Resilience Management Guidelines)

According to D1.3 “The DRMG target users are policy-making (European, national, regional, organisational), managerial, and operational roles, at infrastructure operators, service providers and related stakeholders, who have responsibility for critical infrastructures that might be affected by a crisis, as well as the public (community members, municipalities, voluntary services, and other recognised services and legal entities that can act by mandate) and media (regarding communication to general public during response, use of social media, and mass communication)”
D6.1 - Dissemination, Exploitation and External Collaboration Strategy

D3.1 - End-users of the DRMG

D3.1 identified target end-users of the DRMG as: Policy Makers, Executive Management Roles, Operational Roles, NGOs and Community Members. Please refer to section 3.1 of D3.1 Diverse representation of resilience guidelines support V1.

Membership of the DARWIN Community of Practice (DCoP)

The DCoP is composed of community, industry and academic experts in the fields of crisis and resilience management. They are a representative sample of the target audiences for the DRMG and the project’s results as a whole. While WP5 is responsible for managing the DCoP membership, the database of members and their areas of expertise has been used to inform WP6 on target audiences for the project going forward (See Appendix 5.2). Speciality/Occupation is included in the spreadsheet to allow all partners to track the professional background of each DCoP member. As membership of the DCoP evolves throughout years two and three of the project, these audiences will be further evaluated. (Include as Appendix)

WP6 - Led Stakeholder Mapping

During Month 3 of the DARWIN project, all Work Package leaders were requested by the dissemination partner to complete a stakeholder map. The map outlined target audiences for DARWIN within the partner’s working country. Based on the responses of all project partners, two comprehensive DARWIN stakeholder map were created. The stakeholders were collated based on geographical location, area of activity. Based on the results of stakeholder mapping, three broad stakeholder groups were identified:

1) Policy Makers
2) Infrastructure Operators
3) Service Providers

The selection of these audiences has been informed by cross-Work Package collaboration and also by taking into account those who have already engaged with DARWIN research. It is worth noting that as the project evolves further during years two and three, these audiences, messages and activities will be evaluated to ensure they are up-to-date and relevant to the project.

2.7 Overall plan - Communications Framework

Table 3 outlines the DARWIN Communications, Dissemination and External Collaborations Framework. This comprises Key Messages and Stakeholders as outlined in Section 2.6, as well as Communications and Dissemination channels and activities which are explained in more detail in Section 3.3. In order to explain Table 3, some introductory paragraphs on each column will follow. This framework is an update of the Communications Grid that appeared in D6.1 submitted in M3 (Appendix 7).

Key Messages outline the overall DARWIN messages as referred to in Section 2.6. They capture the key benefits of DARWIN as devised during the proposal stage of the activity and thanks to specific project activities and results, as described in Section 2.6.

Dissemination and Communications Channels relate to the main channels currently in use by DARWIN, and which effectively communicate key messages. They cover channels from mass communications (media) to face to face meetings. The channels are described in more detail in section 4.3.

Stakeholders refer to the specific groups the project wants to target with its messages. These are referred to in more detail in Section 2.6.

The Relevant Messages column relates the Key Messages, numbered 1-8 in the first column, with the stakeholders listed in the third column. Relevant Messages are listed according to which stakeholders they are relevant to, hence, Messages 1-6 are relevant to Policy Makers, Infrastructure Operators and Service Providers. Messages 5 and 7 are relevant to Researchers and Academics, Messages 5 and 8 are relevant to The Public, and Message 8 is relevant to The Media.
D6.1-Dissemination, Exploitation and External Collaboration Strategy

**Relevant Dissemination and Communications** channels refers to the kinds of channels that will be used to communicate a particular message to a particular stakeholder group, e.g., Face-to-face meetings, Online Communications, Events, and Publications and Media will be used to reach Policy Makers.

The **Activities** column lists the specific activities that fall under each channel that will be used to communicate and disseminate DARWIN key messages and results to stakeholders.
**Project number:** 653289  
**Project duration:** June 2015 – May 2018  
**Project Coordinator:** Ivonne Herrera, SINTEF  
**Website:** www.h2020darwin.eu

**HORIZON 2020: Secure Societies**  
**TOPIC DRS-7-2014**  
**Crisis and disaster resilience – operationalising resilience concepts**  
**RESEARCH AND INNOVATION ACTION**

### Table 2: DARWIN Communications Framework

<table>
<thead>
<tr>
<th>Key Messages-Benefits of DARWIN</th>
<th>Dissemination and Communications Channels</th>
<th>Stakeholders</th>
<th>Relevant Messages</th>
<th>Relevant Dissemination and Communications Channels</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>M1: Resilience evaluation to assess the adaptive capability of services dedicated to crisis management</td>
<td>A) Online Communications, (European, national, regional, local, and in organisations)</td>
<td>Policy Makers (PMs)</td>
<td>H) Face-to-face meetings</td>
<td>A) Online Communications, B) Events, G) Publications / Media</td>
<td>Organising face-to-face meetings with key PMs, Drafting web articles of interest to PMs, connecting with PMs on social media to alert to articles, commenting / retweeting on policy issues of interest on social media, Attending and presenting at policy focused events, follow-up with policy stakeholders after events, Organising events for the benefit of PMs, Publication in media outlets focused on PMs</td>
</tr>
<tr>
<td>M2: Continuous improvement in response times and capability to manage expected and unexpected crises, emergencies and disasters</td>
<td>B) Events</td>
<td>Infrastructure operators (IOs) (Oil, gas, transport, water, electricity)</td>
<td>A) Online Communications, B) Events, C) Workshops, D) Conferences, G) Publications / Media</td>
<td>Organising / attending workshops for benefit of/ interest to IOs, Attending conferences and events of interest to IOs, Drafting articles for placement in Industry publications targeted at IOs</td>
<td>Connecting with IOs on social media to alert to articles, Commenting / retweeting on issues of interest on social media, Organising / attending workshops for benefit of/ interest to IOs, Attending conferences and events of interest to IOs, Drafting articles for placement in Industry publications targeted at IOs</td>
</tr>
<tr>
<td>M3: Enhanced ability to design case-specific resilience into risk management operation and procedures</td>
<td>C) Workshops</td>
<td>Service Providers (SPs) (Emergency service providers)</td>
<td>A) Online Communications, B) Events, C) Workshops, D) Conferences, G) Publications / Media</td>
<td>Drafting articles of interest to SPs, Connecting with SPs on social media to alert to articles, Commenting / retweeting on issues of interest on social media, Organising / attending workshops for benefit of/ interest to SPs, Attending conferences and events of interest to SPs, Drafting articles for placement in Industry publications targeted at SPs</td>
<td>Drafting web articles of interest to RAs, Connecting with RAs on social media to alert to articles, Commenting / retweeting on issues of interest on social media, Drafting web articles of interest to RAs, Connecting with RAs on social media to alert to articles, Commenting / retweeting on issues of interest on social media, Articles based on DARWIN results in relevant publications, Attendance and presentation at relevant conferences</td>
</tr>
<tr>
<td>M4: Substantial improvement in the cost benefit of response to crises</td>
<td>D) Conferences, E) Scientific and Academic Journals</td>
<td>Researchers / Academics (R/A)</td>
<td>A) Online Communications, B) Events, C) Workshops, D) Conferences, G) Publications / Media</td>
<td>Drafting web articles of interest to The Public, Connecting with The Public on social media to alert to articles, Commenting / retweeting on issues of interest on social media, Placing articles in relevant publications and media outlets, Organising and attending workshops and meetings for the benefit of / of interest to The Public</td>
<td>Drafting web articles of interest to The Public, Connecting with The Public on social media to alert to articles, Commenting / retweeting on issues of interest on social media, Placing articles in relevant publications and media outlets, Organising and attending workshops and meetings for the benefit of / of interest to The Public</td>
</tr>
<tr>
<td>M5: Setting up of EU wide Community of Practitioners (DCoP)</td>
<td>F) University courses and theses</td>
<td>The Public (NGOs, CSOs)</td>
<td>A) Online Communications, B) Workshops, C) Publications and Media, H) Meetings</td>
<td>Drafting web articles of interest to The Public, Connecting with The Public on social media to alert to articles, Commenting / retweeting on issues of interest on social media, Placing articles in relevant publications and media outlets, Organising and attending workshops and meetings for the benefit of / of interest to The Public</td>
<td>Drafting web articles of interest to The Public, Connecting with The Public on social media to alert to articles, Commenting / retweeting on issues of interest on social media, Placing articles in relevant publications and media outlets, Organising and attending workshops and meetings for the benefit of / of interest to The Public</td>
</tr>
<tr>
<td>M6: The user-oriented guidelines will continuously improve and enhance the understanding and adoption of resilience across the EU</td>
<td>G) Publications / Media</td>
<td>M5, M8</td>
<td>Drafting web articles of interest to The Public,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M7: DARWIN will improve state-of-the-art resilience information to allow enhanced resilience research.</td>
<td>H) Meetings</td>
<td>M8</td>
<td>A) Online Communications, I) Media Relations</td>
<td>Connecting with Media on social media, Commenting / retweeting on issues of interest on social media, Identifying and creating relationships with relevant media stakeholders, Media briefings, Meetings with relevant media stakeholders, Drafting press releases / media articles, Placement of articles in relevant media outlets</td>
<td></td>
</tr>
<tr>
<td>M8: The DMG will improve responses to natural and man-made disasters</td>
<td>I) Media Relations</td>
<td></td>
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D6.1-Dissemination, Exploitation and External Collaboration Strategy

3 Dissemination Strategy

3.1 Objective
The dissemination objective for the DARWIN project is to ensure that all results are available to stakeholders. Another key dissemination objective is to define and implement an integrated strategy for dissemination and exploitation. As mentioned in Section 1, dissemination is about disclosing project results to target audiences who may use them in their own work.

3.2 What are we disseminating?
As mentioned above, dissemination pertains primarily to project research results. For DARWIN, this will take the form of deliverables. Based on the deliverables the project will produce scientific papers and articles that will be disseminated through presentations at conferences and published in journals (amongst others). This section provides details on the project procedures for publications in DARWIN. Table 4 outlines the project exploitable results, which deliverables they correspond to, who are the potential users, and how the results will benefit them.
D6.1-Dissemination, Exploitation and External Collaboration Strategy

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<tbody>
<tr>
<td>O1 O5</td>
<td>R1</td>
<td>D1.1</td>
<td>Catalogue of resilience concepts</td>
<td>Service providers- critical infrastructures; Policy makers and EU, researchers</td>
<td>Discovery and overview of what works well when dealing with real-life crisis situations</td>
</tr>
<tr>
<td>O1 O5</td>
<td>R1</td>
<td>D1.2</td>
<td>Refined catalogue of resilience concepts</td>
<td>Service providers- critical infrastructures; Policy makers and EU</td>
<td>An overview and analysis of current risk management practices to inform and educate practitioners</td>
</tr>
<tr>
<td>O1 O2 O5</td>
<td>R1</td>
<td>D1.3</td>
<td>Identification of current requirements on resilience management guidelines from practitioner and academic perspectives</td>
<td>Policy makers and EU Civil Protection Units Service providers of critical infrastructure First responders Public and Media</td>
<td>Insights into the current requirements of the crisis and resilience community from practitioner and academic perspectives</td>
</tr>
<tr>
<td>O3</td>
<td>R2</td>
<td>D2.1</td>
<td>State-of-the-art Guidelines which are targeted to a general resilience management audience</td>
<td>Policy makers and EU Civil Protection Units Service providers of critical infrastructure First responders Public and Media</td>
<td>Harmonise resilience concepts across relevant domains; Instructions on how to implement resilience concepts</td>
</tr>
<tr>
<td>Main Obj</td>
<td>R5</td>
<td>D2.2</td>
<td>State-of-the-art Guidelines which are targeted to the needs of the healthcare sector</td>
<td>Healthcare Practitioners (hospitals, departments of health)</td>
<td>Concrete examples of operationalisation of guidelines to make their implementation simpler</td>
</tr>
<tr>
<td>Main Obj</td>
<td>R5</td>
<td>D2.3</td>
<td>State-of-the-art Guidelines which are targeted to the needs of the healthcare sector</td>
<td>Air Traffic Management, Airports, Airlines</td>
<td>Concrete examples of operationalisation of guidelines to make their implementation simpler</td>
</tr>
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</tr>
<tr>
<td>Main Obj. O6</td>
<td>R2</td>
<td>D2.4</td>
<td>State-of-the-art Guidelines which are targeted to the needs of the healthcare sector</td>
<td>Policy makers and EU Civil Protection Units Service providers of critical infrastructure First responders Public and Media</td>
<td>Harmonise resilience concepts across relevant domains; Instructions on how to implement resilience concepts</td>
</tr>
<tr>
<td>O1 O2 O3 O5</td>
<td>R3, R7</td>
<td>D3.1</td>
<td>Guidance and templates for resilience guidelines to be delivered in different formats to different target audiences</td>
<td>Policy makers and EU Service providers of critical infrastructure First responders Healthcare practitioners, Air Traffic Management Professionals</td>
<td>Optimisation of resilience and crisis management guidelines format to ensure usability and acceptance</td>
</tr>
<tr>
<td>O1 O2 O3 O5</td>
<td>R3, R7</td>
<td>D3.2</td>
<td>Guidance and templates for resilience guidelines to be delivered in different formats to different target audiences</td>
<td>Policy makers and EU Service providers of critical infrastructure First responders Healthcare practitioners, Air Traffic Management Professionals</td>
<td>Optimisation of resilience and crisis management guidelines format to ensure usability and acceptance</td>
</tr>
<tr>
<td>O2 O5 O6</td>
<td>R4</td>
<td>D3.3</td>
<td>Simulation tools and serious games for set purposes</td>
<td>Air Traffic Management Stakeholders and Healthcare Stakeholders</td>
<td>Practical simulation and serious games tools for the purposes and evaluating and testing crisis and resilience guidelines</td>
</tr>
<tr>
<td>O2 O7</td>
<td>R8</td>
<td>D3.4</td>
<td>Training materials on resilience concepts and guidelines</td>
<td>Civil Protection Units Service providers of critical infrastructure First responders</td>
<td>Practical training tools for practitioners to ensure the guidelines are easy to use and to apply to crisis situations</td>
</tr>
</tbody>
</table>
The research leading to these results has received funding from Horizon 2020, the European Union’s Framework Programme for Research and Innovation (H2020/2014-2020) under grant agreement n° 653289.

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</thead>
<tbody>
<tr>
<td>O1 O5 O6</td>
<td>R9</td>
<td>D4.1</td>
<td>Identification of the important guidelines characteristics that will be subject to evaluation and testing; Procedures on the recruitment of participants and on informed consent</td>
<td>Air Traffic Management stakeholders, Healthcare Stakeholders, European Union and European Commission, Academic Audiences</td>
<td>Assurance that DARWIN will test GL in practical real-life scenarios, and how exercise/evaluation scenarios can operationalize resilience</td>
</tr>
<tr>
<td>Main Obj. O1 O5 O6</td>
<td>R9</td>
<td>D4.2</td>
<td>Suggestions and feedback on the enhancement of the guidelines</td>
<td>Air Traffic Management stakeholders, Healthcare Stakeholders, European Union and European Commission, Academic Audiences</td>
<td>Assurance that DARWIN is progressing towards useful guidelines, and to give users a preliminary possibility to evaluate and influence the progress on project results (DRMG)</td>
</tr>
<tr>
<td>O1 O5 O6</td>
<td>R9</td>
<td>D4.3</td>
<td>Implementation of resilience management guidelines</td>
<td>Policy makers, civil protection units, first responders and providers of critical infrastructure</td>
<td>Provides evidence of how organisations with the DRMG are better prepared to cope with expected and unexpected events. Provides a reference on the implementation of resilience guidelines</td>
</tr>
<tr>
<td>Main obj. O1 O5 O6</td>
<td>R9</td>
<td>D4.4</td>
<td>Results of the generic guidelines and feedback for the final revision of the guidelines</td>
<td>Service providers of critical infrastructures, Air Traffic Management stakeholders, Healthcare Stakeholders, European Union and European Commission, Academic Audiences</td>
<td>Assurance to all key stakeholders that the guidelines are robust in practical real-life crisis and emergency scenarios</td>
</tr>
<tr>
<td>O1 O4 O5 O7</td>
<td>R6 R7</td>
<td>D5.1 D5.4</td>
<td>Processes, games and methods to promote collaboration</td>
<td>Service providers of critical infrastructures, researchers and universities</td>
<td>Methods and processes to maintain and engage a Community of Practice</td>
</tr>
</tbody>
</table>
## D6.1 - Dissemination, Exploitation and External Collaboration Strategy

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<tbody>
<tr>
<td>O1 O4 O5 O7</td>
<td>R6</td>
<td></td>
<td>Create market opportunity for DARWIN partners and provide a development basis and exposure to DARWIN resilience concepts described in the resilience management guidelines</td>
<td>Service providers of critical infrastructures, researchers and universities</td>
<td>Methods and processes to maintain and engage a Community of Practice (for European-funded research projects)</td>
</tr>
<tr>
<td>O7</td>
<td>D6.1 D6.3</td>
<td></td>
<td>Planning and execution of a dissemination strategy for a European project</td>
<td>European Union and European Commission; EU research projects</td>
<td>Dissemination, exploitation and external collaboration strategy concepts for future research projects</td>
</tr>
<tr>
<td>O7</td>
<td>D6.2 D6.6</td>
<td></td>
<td>A plan for the effective presentation of a European project, and outcomes of this plan</td>
<td>European Union and European Commission; EU research projects</td>
<td>Innovative methods of presenting EU research projects to diverse audiences</td>
</tr>
<tr>
<td>O7</td>
<td>D6.4 D6.8</td>
<td></td>
<td>A business and exploitation plan which maps out how the resilience guidelines will be applied beyond the life-time of the project. The outcomes of an exploitation workshop will also be outlined</td>
<td>European Union and European Commission; EU-funded research projects; DARWIN project partner organisations</td>
<td>A concise plan on how the project and its outcomes will be exploited both during and beyond the project’s lifetime. The concepts may be applied to other European funded research projects. Creates market opportunity for DARWIN partners</td>
</tr>
<tr>
<td>O7</td>
<td>D6.5</td>
<td></td>
<td>The results of all of the project’s external collaboration efforts with various stakeholders including the research community, European and National projects and regulatory and legislative authorities</td>
<td>European Union and European Commission; EU-funded research projects; DARWIN project partner organisations</td>
<td>Methods and processes for engaging with external audiences within the crisis and resilience community in Europe</td>
</tr>
</tbody>
</table>

The research leading to these results has received funding from Horizon 2020, the European Union’s Framework Programme for Research and Innovation (H2020/2014-2020) under grant agreement n° 653289.
The research leading to these results has received funding from Horizon 2020, the European Union’s Framework Programme for Research and Innovation (H2020/2014-2020) under grant agreement n° 653289.

Table 3: DARWIN Deliverables, exploitable results, potential benefits and end-users

<table>
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<tbody>
<tr>
<td>O7</td>
<td>D6.7</td>
<td></td>
<td>A description of the effective planning and execution of a dissemination and exploitation plan for a European research project</td>
<td>European Union and European Commission; EU-funded research projects</td>
<td>Dissemination, exploitation and external collaboration strategy concepts for future research projects to apply to their research</td>
</tr>
<tr>
<td></td>
<td>D7.3</td>
<td></td>
<td>A plan of what research data will be accessible to external audiences and how it will be made accessible to these audiences</td>
<td>European Union and European Commission; EU-funded research projects</td>
<td>Insights into data management plans and accessibility for European-funded research projects</td>
</tr>
<tr>
<td></td>
<td>D7.8</td>
<td></td>
<td>A report and summary of the project’s key outcomes and achievements, including the project’s strengths and weaknesses</td>
<td>European Union and European Commission; other EU-funded research projects</td>
<td>Lessons to learn for other European-funded research projects</td>
</tr>
</tbody>
</table>
3.2.1 Results
For privacy reasons, research data ("raw data") is currently not being disseminated. We collect and comprise the research data into datasets in a reference database that is available to the consortium partners only. Some of the information is sensitive in nature and is anonymised for use in writing deliverables and academic articles for dissemination purposes. More information on data management in DARWIN is available in Deliverable D7.2 Initial data management plan. A summary of our approach to open access to publications and research data is provided in Section 3.4 of this document.

3.3 How we disseminate (channels, activities)
As per the DARWIN Communications, Dissemination and External Collaboration Framework (Table 3), there are a number of channels and activities at our disposal to disseminate project and research results. This section will highlight the most important channels listed in Table 2.

A) Online Communications
Website
The website is the key external channel of dissemination for project results. Public deliverables are uploaded to the project website www.h2020darwin.eu. In the future, deliverable editors will draft a summary of the deliverable for the website. Public deliverables are only uploaded once the editor has given their approval.

Social Media
The project Twitter account @DARWIN_H2020 is also used as a channel to disseminate project public deliverables. This is achieved by posting tweets with links to the deliverable location on the website. Tweets consist of 140 characters, including links. In order to maximise visibility for tweets, they are also posted with import hashtags (#H2020, #EU, #Resilience) and handles (@innovationunion).

B) Events and C) Workshops provide a platform for the dissemination of DARWIN results to key audiences and stakeholder groups.

D) Conferences
DARWIN partners submit abstracts to present at conferences. If successful, DARWIN results are disseminated at relevant academic and industry conferences.

E) Scientific and Academic Journals
DARWIN research is disseminated through submission and acceptance to journals circulated among relevant industry and academic stakeholders.

Research data such as results from literature reviews, focus groups, and interviews are disseminated through deliverables and also through articles, conferences and presentations.

F) University courses and theses
Research results and data can be disseminated either through further study at university level or when theses are based on project results.

G) Publications and Media, H) Meetings and I) Media Relations are not relevant to Dissemination.

3.4 Project procedures for implementation
3.4.1 Plans and procedures for Intellectual Property Rights (IPR)
All exploitable results are public in the DARWIN project and so far, no IPR issues have arisen or are foreseen in the project. However, this does not mean that IPR issues might never occur. The handling of potential IPR issues in the DARWIN project are subject to, and planned in, the Consortium Agreement (CA), and in line with the requirements of the DARWIN Grant Agreement (GA). The DARWIN Executive Board are
D6.1-Dissemination, Exploitation and External Collaboration Strategy

The research leading to these results has received funding from Horizon 2020, the European Union’s Framework Programme for Research and Innovation (H2020/2014-2020) under grant agreement n° 653289.

Ownership:

- The Party that generates them owns the results.
- In case of joint ownership of results, the Parties' shares of the ownership shall be proportional to the intellectual contribution invested in generating the results. The joint owners shall agree on all protection measures, shares on property and on the division of related costs in a joint ownership agreement to be negotiated in advance.
- Where no joint ownership agreement has yet been concluded or in absence of a joint ownership agreement, each of the joint owners shall be entitled to use the jointly owned results as follows (unless otherwise agreed):
  i. Each of the joint owners shall be entitled to use their jointly owned results for non-commercial research activities on a royalty-free basis, and without requiring the prior consent of the other joint owner(s), and
  ii. Each of the joint owners shall be entitled to otherwise exploit the jointly owned results and to grant non-exclusive licenses to third parties (without any right to sub-license), if the other joint owners are given:
     a) At least 45 calendar days advance notice; and
     b) Fair and reasonable compensation
- The joint owners shall agree on all protection measures and the division of related costs in advance.

Transfer of results:

- Each party may transfer ownership of its own results following the procedures of the GA Article 30.
- The Parties waive their right to prior notice and their right to object to a transfer to third parties listed in Attachment (3) of the DARWIN CA, in accordance with Article 30.1 of the GA.
- The transferring Party shall at the time of the transfer, inform the other Parties of such transfer and shall ensure that such transfer will not affect the rights of the other Parties. The transferring Party shall accordingly be responsible for any breach of Article 8.4.3 in the DARWIN CA and indemnify and hold harmless the Party(ies) damaged by any unauthorised transfer of ownership results.
  o Any addition to Attachment (3) after signature of the DARWIN CA requires a decision of the Project Board.
- The Parties recognise that in the framework of a merger or an acquisition of an important part of its assets, it may be impossible under applicable EU and national laws on mergers and acquisitions for a Party to give the full 45 calendar days prior notice for the transfer as foreseen in the GA.
- The obligations above apply only for as long as other Parties still have – or still may request – Access Rights to the results.

Dissemination:

- During the project, and for a period of 1 year after the end of the project, the dissemination of own results by one or several Parties, including but not restricted to publications and presentations, shall be governed by the procedure of Article 29.1 of the GA subject to the provisions outlined in the procedure for publications in section 3.4.2 of this document.
- A Party shall not include in any dissemination activity another Party's results or background without obtaining the owning Party's prior approval, unless they are already published.
- Authorship of co-authored publications are subject to the provisions for authorship credit of the Vancouver Protocol: Authorship credit should be based on substantial contributions to:
  i. Conception and design, or analysis and interpretation of data; and to

D6.1-Dissemination, Exploitation and External Collaboration Strategy

ii. Drafting the article or revising it critically for important intellectual content; and on

iii. Final approval of the version to be published.

- The Parties undertake to cooperate to allow the timely submission, examination, publication and
defence of any dissertation or thesis for a degree which includes their results or background subject to
the confidentiality and publication provisions agreed in the CA.
- Nothing shall be constructed as conferring rights to use in advertising, publicity or otherwise the name
of the Parties or any of their logos or trademarks without their prior written approval.

Access rights:

Background:

- In Attachment (1) of the DARWIN CA, the Parties have identified and agreed on the Background
for the project and have also informed each other that access to specific Background is subject to
legal restrictions or limits. Anything not identified in Attachment (1) shall not be the object of
access right obligations regarding Background.
- Any Party can propose to the Project Board to modify its Background in Attachment (1).

General principles:

- Each Party shall implement its tasks in accordance with the Consortium Plan and shall bear sole
responsibility for ensuring that its acts within the Project do not knowingly infringe third party
property rights.
- Any access rights granted expressly exclude any rights to sublicense unless expressly stated
otherwise.
- Access rights shall be free of any administrative transfer costs.
- Results and Background shall be used only for the purposes for which access rights to it have been
granted.
- All requests for access rights shall be made in writing. The granting of access rights may be made
conditional on the acceptance of specific conditions aimed at ensuring that these rights will be
used only for the intended purpose and that appropriate confidentiality obligations are in place.
- The requesting Party must demonstrate that the access rights are needed
  i. for the performance of the own work of a Party under the project;
  ii. for exploitation of a Party's own results (including for research on behalf of a third party).

Access rights for implementation:

- Access rights to results and background needed for the performance of the own work of a Party
under the project shall be granted on a royalty-free basis, unless otherwise agreed for background
in Attachment 1.

Access rights for exploitation:

- Access rights to results if needed for exploitation of a Party's own results shall be granted on fair
and reasonable conditions.
- Access rights to results for internal non-commercial research activities shall be granted on a
royalty-free basis.
- Access rights to background if needed for exploitation of a Party's own results, including for
research on behalf of a third party, shall be granted on fair and reasonable conditions.
- A request for access rights may be made up to twelve months after the end of the project or, in the
case of Section 9.7.2.1.2 of the DARWIN CA, after the termination of the requesting Party’s
participation in the project.
D6.1 Dissemination, Exploitation and External Collaboration Strategy

Access rights for affiliated entities:

- Affiliated Entities have access rights under the conditions of the GA Articles 25.4 and 31.4. Affiliated Entities that obtain Access Rights in return fulfil all confidentiality and other obligations accepted by the Parties under the DARWIN GA or CA as if such Affiliated Entities were Parties.

Additional access rights:

- For the avoidance of doubt any grant of access rights not covered by the GA or the DARWIN CA shall be at the absolute discretion of the owning Party and subject to such terms and conditions as may be agreed between the owning and receiving Parties.

Access rights for Parties entering or leaving the consortium:

- New parties: As regards results developed before the accession of the new Party, the new Party will be granted access rights on the conditions applying for Access Rights to Background.
- Non-defaulting Party: A non-defaulting Party leaving voluntarily and with the other Parties' consent shall have access rights to the results developed until the date of the termination of its participation.
- Any Party leaving the project shall continue to grant access rights pursuant to the DARWIN GA and CA as if it had remained a Party for the whole duration of the project.

Special provisions for access rights to software:

- For the avoidance of doubt, the general provisions for access rights provided above are applicable also to Software. Parties’ access rights to software do not include any right to receive source code or object code ported to a certain hardware platform or any right to receive respective software documentation in any particular form or detail, but only as available from the Party granting the access rights.

Non-disclosure of information:

- All information in whatever form or mode of communication, which is disclosed by a Party (the “Disclosing Party”) to any other Party (the “Recipient”) in connection with the Project during its implementation and which has been explicitly marked as “confidential” at the time of disclosure, or when disclosed orally has been identified as confidential at the time of disclosure and has been confirmed and designated in writing within 15 calendar days from oral disclosure at the latest as confidential information by the Disclosing Party, is “Confidential Information”.

The research leading to these results has received funding from Horizon 2020, the European Union’s Framework Programme for Research and Innovation (H2020/2014-2020) under grant agreement n° 653289.
3.4.2 Procedures and follow up of publications

The procedure concerning publications is in line with the agreements in the Consortium Agreement, and in line with the requirements of the Grant Agreement. The coordinator, SINTEF, has in cooperation with WP6 leader, CARR, set up a database in the eRoom for handling and tracking the release process for publications in the project. This database is available to all project participants with access to the eRoom.

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5 For more information and details on what the eRoom is, its functions and how it is used in the project, see Deliverable 7.2.
The research leading to these results has received funding from Horizon 2020, the European Union's Framework Programme for Research and Innovation (H2020/2014-2020) under grant agreement n° 653289.

Figure 2: eRoom database for handling and tracking of publications
All partners have to post a *request for publication* in this database, presenting their publication to the consortium. The consortium partners then have an opportunity to respond to this request, and either accept or object to the request based on justifications for protecting the results.

The responsibility for keeping this database updated is shared between the partners contributing to the process; e.g. the first partner to post a notification for objection in the database, should also change the database “status” field to “Objection notifications posted” according to the process description in the next section. The eRoom “change log” function keeps track of the process and reveals any discrepancies with respect to the process described here.

When one or several partners want to publish project-related information, the release process in the eRoom must be followed.

![Diagram](image-url)  
*Figure 3: Release process for publications and milestones*
Following is an explanation of the different milestones in the publication process depicted above.

1. **Publication requested** (Responsible: Publisher (i.e. the main author from (one of) the publishing partners):
   Milestone is reached when a request for publication is uploaded to the Project Publications database. The request for publication should contain an abstract and a table of contents. The publisher creates a Poll in the database to give the other partners an opportunity to accept or object (vote for) the publication. The publisher informs the Official partner contacts via an eRoom alert that an acceptance process has been initiated. Partners may choose to accept the publication at this stage by voting; if all partners vote in favour, the milestone **Accepted by consortium** is reached. The publishing partner may choose to present the publication content at this stage, by uploading it to the Project Publications database (moving directly to milestone **Presented to consortium**).

2. **Presented to consortium** (Responsible: Publisher):
   Milestone is reached when the final publication content is presented to the partners by uploading the publication content to the Project Publications database. Publisher sets a 20-day Resolution deadline. Partners may choose to accept the publication at this stage by voting (eRoom poll). During the 20 day period consortium partners may provide objections to the publication in writing, counting from and including the date of setting this milestone. If no objection is raised within 20 days, milestone **Accepted by consortium** is reached.

3. **Written objections posted** (Responsible: Objecting partner(s)):
   Milestone is reached when at least one written objection is posted in the Project Publications database (voted in poll and uploaded objection comments in written attachments). Objections can be raised on any of the following grounds:
   a. That they consider that the protection of the objecting partner's Foreground would be adversely affected by the proposed publication
   b. That the proposed publication includes Confidential Information of the objecting partner(s)
   c. The publication of such information would be contrary to the legitimate academic or commercial interests of the objecting partner.

   The objection has to include a precise request for necessary modifications. In the event that an objection is raised, either on the abstract and table of contents or on the final publication content, on any of the above defined grounds, the Publisher and the Objecting partner(s) in cooperation with the Coordinator shall seek in good faith to agree on a solution on a timely basis whereby such objection is resolved. However, the objecting partner can request a publication delay of no more than 90 calendar days from the time it raises the objection. After 90 calendar days, the publication is permitted, provided that confidential information of the objective partner has been removed from the publication as indicated by the objecting partner.

4. **Accepted by consortium** (Responsible: Publisher):
   Milestone is reached when either no written objections have been raised within the 20-day deadline after the milestone **Presented to consortium**, or the consortium has reached an agreement on an objection. This may be the result of partner voting, and/or due to resolution of conflict between Publisher and Objecting partner(s). The Project Publications database should contain the submitted version.

5. **Rejected by consortium** (Responsible: Publisher):
   Milestone is reached when the Publisher and the Objecting partner(s) do not reach an agreement.

6. **Accepted externally** (Responsible: Publisher):
   Milestone is reached when the external publication process accepts the publication. The database Project Publications should contain the submitted version.
7. **Rejected externally** (Responsible: Publisher):
   Milestone is reached when external publication process has failed.

8. **Externally released** (Responsible: Publisher):
   Milestone is reached when the publication is accepted and published externally. As soon as possible the final published version in PDF form (not applicable for videos, webcasts etc) should be uploaded to the database Project Publications should contain. Unless restrictions, such as copyright issues, hinder this, the publication should be uploaded to the project external website (www.h2020darwin.eu). If this cannot be done, a DOI reference or similar should be provided. News of the publication's availability should be made on the project website as well as on Twitter / LinkedIn.

Publications can be submitted to acceptance at conferences, journals and similar before reaching the "Accepted by consortium" milestone. This requires that the author must withdraw the publication prior to external publication in cases where the paper is rejected by the consortium. In any case, all publications or any other dissemination relating to foreground shall include the following statement (translated to the language of the dissemination activity): “The research leading to these results has received funding from European Union's Horizon 2020 Research and Innovation Programme, under Grant Agreement No 653289 (DARWIN).”

### 3.4.3 Procedures and Plans for Events and Conferences

Partners enter relevant events and conferences in the SINTEF eRoom database when they become aware of an event or conference that is relevant to the project. The partner in question and the Project Coordinator then decide if the partner may attend the event or conferences based on a number of criteria:

1. Is it important to achieving DARWIN objectives?
2. Is there a relevant stakeholder group attending?
3. Does the project have the resources (people) to attend/present?
4. Can this be paid for out of the project budget?

If the answer is yes to all these questions, then the partner may attend the conference / event.

The event is then registered in the eRoom with relevant practical information such as Title, date, location, type of participation (presentation, paper, poster etc.).

If there is a presentation, paper or poster required, a folder is created in the eRoom where partners can contribute content. The lead partner creates the content and requests any required input from other partners. WP6 Leader CARR proofs and edits any content, and also provides support with publicity materials.

CARR also liaises with partners in the days leading to an event, and the day of, in order to engage with the event on social media. CARR also liaises with partners following an event, through an event questionnaire (Appendix 3) in order to gather information for online communications channels.

The following figures illustrate the descriptions of the processes in the eRoom:
Project number: 653289
Project duration: June 2015 – May 2018
Project Coordinator: Ivonne Herrera, SINTEF
Website: www.h2020darwin.eu

HORIZON 2020: Secure Societies
TOPIC DRS-7-2014
Crisis and disaster resilience – operationalising resilience concepts
RESEARCH AND INNOVATION ACTION

<table>
<thead>
<tr>
<th>Event ID</th>
<th>Reporting period</th>
<th>Year</th>
<th>Short name</th>
<th>Title / URL</th>
<th>Type of publication</th>
<th>Attending</th>
<th>paper due</th>
<th>Place</th>
<th>Start date</th>
<th>End date</th>
<th>Feedback from the event</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1</td>
<td>(Jun 2015 - May 2016)</td>
<td>2016</td>
<td>iPred IV</td>
<td>International Conference on Healthcare System Preparedness and Response to Emergencies &amp; Disasters. <a href="http://www.ipred.co.il/">http://www.ipred.co.il/</a></td>
<td>Paper, Poster</td>
<td>BGU, Bruria</td>
<td>Tel Aviv, Israel</td>
<td>10 Jan 2016</td>
<td>13 Jan 2016</td>
<td>The DARWIN project was presented by both poster and oral presentation. Over 100 participants attended the oral presentation, there was great interest in the presentation.</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4: Screenshot of Events and Conferences database in the eRoom
The research leading to these results has received funding from Horizon 2020, the European Union’s Framework Programme for Research and Innovation (H2020/2014-2020) under grant agreement n° 653289.

Figure 5: Screenshot of Conference entry in eRoom
3.4.4 Open Access for publications

The DARWIN approach to open access is described in detail in Deliverable 7.3 *Initial data management plan*. To summarise, as far as practically possible, the DARWIN project will make any publications resulting from the project available as open access. We will prioritize to submit our work to gold open access journals without author processing fees, or green open access journals. DARWIN researchers will be required to ensure that the targeted journal's green open access policy complies with the requirements posed on H2020 open data access.

Although research ("raw") data is currently not disseminated, the project is committed to contributing to the Open Access policy of the European Research Area, and are positive towards making our datasets and reference database publicly available. Although this poses strict requirements related to ensuring anonymity and privacy, it will enable scientific exploitation also beyond the project and we are committed to finding solutions to this by the end of the project.
4 Communication and External Collaboration Strategy

This section outlines the suitable channels and activities in order to implement WP6 objectives relating to Communication and External Collaboration. Section 4.1 presents the WP6 objectives, working from information provided in the DoA. Section 4.2 looks at to whom we are communicating which messages. Section 4.3 describes in more detail the communications channels listed in Table 2 (Overview of the strategy). Sections 4.4 describes project procedures for implementation, and 4.5 deals with procedures for external collaboration.

4.1 Objectives

Communications and External Collaborations, are the “two-way” methods of outreach for DARWIN activities and results. This means that they aim to interact with the target audiences and stakeholder groups. These methods of outreach are integral to the ultimate achievement of WP6 objectives, which includes “telling the story of DARWIN” and supporting the uptake of the DRMG. The below objectives are for Communications and External Collaboration, and are in line with those outlined in the DoA.

1. Implement regular, engaging and innovative European wide dissemination to agreed target audiences to maximise the inputs to development and the impact of the results and benefits of the resilience guidelines.
2. Maximise the use of social media platforms as a key channel of communication of, and engagement with, the project.

As the DARWIN Resilience Management Guidelines (DRMG) are an external result of the project, external collaboration is a key element both of the development of the guidelines, and of their dissemination and exploitation. Therefore, these activities feed into and are complementary to Communication, Dissemination and Exploitation. According to the DoA: “The project will carry out external collaborations on four fronts:

- research community,
- key stakeholders,
- ongoing European and national projects on topics related to emergency and disaster management and resilience, and;
- regulatory and legislative authorities.

It is important to note that this particular task is linked to WP5 and these objectives will add to the success of WP5 and the DCoP.

4.2 To Whom are we communicating what

Key messages and audiences and stakeholders are outlined in Table 3. This section describes them in more detail. It will do so in the framework of the questions posed in section 2.6. In addition to outlining the key audiences / stakeholders, this section will explain why they are important to achieving WP6 objectives. For more detail on exact stakeholders and audiences, please also see Appendix 1 Stakeholder Map.

1. Who are the key audiences?

Some examples of Policy Makers (PM) identified so far in the project include national Aviation Authorities, national Health Ministries, national Civil Protection Departments, Regional and Local Government bodies (with responsibility for emergency policy), and European level organisations such as European Commission Directorate General for Migration and Home Affairs (DG Home). PMs at European, national, regional and local levels are important to DARWIN for a number of reasons. Firstly they are influential multipliers for information on DARWIN activities and results. Secondly, they are key to the uptake and adoption of the DRMG, which is also an important component of exploitation. PMs at an organisational level (e.g. those who make policies in key organisations such as Air Traffic Control Organisations or Healthcare Organisations) are key audiences as they have potential to integrate DARWIN results in to their policies, as well as contribute to the development of the DRMG.
Infrastructure Operators (IO) are an important audience as DARWIN is concerned with protecting and limiting damage to Critical Infrastructures during emergencies. Examples of IOs identified so far include Airports (Trondheim, Hamburg, Munich), ESB (the Electricity Supply Board in Ireland), and the Norwegian Oil and Gas Company. Infrastructure Operators are important stakeholders during the development of the DRMG, and it is also important that they receive relevant DARWIN messages about activities and results in order to encourage their uptake of the DRMG.

Service Providers are most in contact with the emergency situations addressed by DARWIN. Fire Brigades, Ambulance services, Police services and Defence Forces are among the SPs identified as key stakeholders and target audiences for DARWIN. As they are responding to emergencies on the front line, their knowledge and uptake of DARWIN activities and results is important to the success of DARWIN.

Researchers and Academics are more relevant to the Dissemination of DARWIN results, however they are an important audience group as they can contribute to the exploitation of DARWIN results through further study and research of DARWIN.

In this context “The Public” refers to organisations which represent the public and advocate on their behalf. Therefore Non-Governmental Organisations (NGOs) Civil Society Organisations (CSOs) and Community Organisations are an important group for DARWIN to reach.

The media can contribute to effective media relations. Mass media is not the target audience in this strategy (it may become a target audience later in the project). At this stage of the project, specialised and niche media is a target.

2. What do these audiences know now?

Between M1 of the project and the current day, many of the stakeholders outlined above have gone from knowing nothing or very little about DARWIN, to having familiarity with the project, its aims and activities. DCoP members in particular, who span PMs, IOs, SPs and Researchers and Academics now have knowledge of the project’s aims and specific knowledge of the development of the DRMG thanks to the DCoP workshop in Linkoping in April 2016. Please see D5.2 for a list of DCoP workshop participants.

Participants at conferences at events, who include PMs, SPs, IOs and Researchers and Academics, where DARWIN partners presented have learned about the project’s aims and activities. Visitors to the website, whose precise stakeholder group we do not know, are aware of the project, its aims and activities. More information on the number of visitors to the website is provided in D6.2

3. What do we need them to know?

In the first period of the project, awareness about the project and its aims were raised among key audiences and stakeholders. In the next period of the project, it will be important for audiences and stakeholders to develop deeper awareness and knowledge of the project and its aims, as well as activities and progress towards those aims. Stakeholders and audiences will need to be convinced of the benefits of DARWIN. The messages used to create this knowledge and awareness are outlined in the next paragraphs.

4. What message or messages do they need to receive?

As described in Table 3, Section 2.7, Messages 1-6 are most relevant and suitable to PMs, IOs, SPs. Messages 5 and 7 are most suitable to Researchers and Academics. Messages 5 and 8 will be of most interest to The Public and Message 8 will be directed towards the media.

M1: Resilience evaluation to assess the adaptive capability of services dedicated to crisis management

M2: Continuous improvement in response times and capability to manage expected and unexpected crises, emergencies and disasters

M3: Enhanced ability to design case-specific resilience into risk management operation and procedures

M4: Substantial improvement in the cost benefit of response to crises
M5: Setting up of EU wide Community of Practitioners (DCoP)

M6: The user-oriented guidelines will continuously improve and enhance the understanding and adoption of resilience across the EU

M7: DARWIN will improve state-of-the-art resilience information to allow enhanced resilience research.

M8: The DRMG will improve responses to natural and man-made disasters.

Section 4.3 addresses Question 5: “What is the most effective mode/media to deliver these messages?”

4.3 How are we communicating?

A. Online Communications

**Online Communications has a broad reach, and so for DARWIN, online communications can be an effective tool for communications with all stakeholders.**

**Website:**

The website development and layout is described in D6.2. This section explains why the website is an integral element of the overall strategy, and a key communications channel.

The website is the main communication channel of the project. It is used to communicate project activities, and to disseminate project results. As such, it draws together all the other channels and activities in one place.

The website is also a vehicle for networking and collaborating with other projects and organisations. Sections on Related News and Related Links allow the project to share updates on themes that are relevant to DARWIN. This takes the form of posting reports, studies and newsletters from other projects and organisations. The Events calendar is another such tool, which shows visitors that DARWIN is connected to relevant industry and academic events.

**Twitter:**

The DARWIN Twitter account is another integral element of the overall strategy. As a channel with global reach it has enormous potential to spread DARWIN messages. It can provide a forum to communicate DARWIN messages, link to the DARWIN website, thereby potentially increasing traffic, and serve as a networking forum where the project can connect with relevant projects and organisations. Please refer to D6.2 for more detail on Twitter.

![Screenshot of the DARWIN Twitter account](image)

**Figure 6: Screenshot of the DARWIN Twitter account**

**ResearchGate**

Research Gate is not yet in use as a channel of dissemination and communication for DARWIN. It provides a forum where researchers and scientists can share and access publications. WP6 leaders will work with partners to trial use of ResearchGate in P2 of the project and beyond.
The research leading to these results has received funding from Horizon 2020, the European Union's Framework Programme for Research and Innovation (H2020/2014-2020) under grant agreement n° 653289.

### YouTube

YouTube is not yet in use. However, it holds promise as an interactive channel for DARWIN outputs, such as videos created after DCoP meetings, as well as any video materials emanating from WP3, for example video tutorials on the DRMG.

### Events

Events represent a forum where DARWIN partners can communicate and disseminate project activities and results on a number of levels. They increase visibility for the project, increase hits to the website and interaction on social media, as well as increasing networking and external collaboration opportunities for partners.

### Workshops

Workshops provide an opportunity for DARWIN partners to interact with external stakeholders on a practical level. They are useful for presenting DARWIN research, gathering feedback from other research projects, practitioners, and policy makers, and ultimately ensuring the DRMG will be of use to end-users. External workshops (not organised by DARWIN partners) offer all of the above opportunities, and allow DARWIN partners to exchange information with other projects and stakeholders.

### Conferences

Industry and academic conferences present not just an opportunity for DARWIN partners to present research but also to expand the DARWIN network of stakeholders.

### Scientific and Academic Journals

Suitable academic journals that have been identified as relevant for DARWIN dissemination from the D1.1 systematic literature review include:

- Accident Analysis and Prevention
- Administration and Society
- Applied Ergonomics
- Behaviour and Information Technology
- BMC Health Services Research
- BMC Public Health
- Cognition, Technology and Work
- Community Development
- Community Development Journal
- Disaster Medicine and Public Health Preparedness
- Disaster Prevention and Management
- Disasters
- Ecology and Society
- Global Public Health
- Group and Organization Management
- IEEE Transactions on Systems, Man, and Cybernetics: Systems
- International Journal of Critical Infrastructure Protection
- International Journal of Critical Infrastructures
- International Journal of Disaster Resilience in the Built Environment
- International Journal of Disaster Risk Reduction
- International Journal of Emergency Management
- International Journal of Emergency Mental Health
- International Journal of Environmental Research and Public Health
- International Journal of Physical Distribution and Logistics Management
- International Journal of Production Research
D6.1-Dissemination, Exploitation and External Collaboration Strategy

- International Journal of Public Policy
- International Journal of Risk Assessment and Management
- Joint Commission journal on quality and patient safety / Joint Commission Resources
- Journal of Applied Security Research
- Journal of Applied Social Science
- Journal of business continuity & emergency planning
- Journal of Cognitive Engineering and Decision Making
- Journal of Community Health
- Journal of Contingencies and Crisis Management
- Journal of Disaster Research
- Journal of Environmental Management
- Journal of Environmental Planning and Management
- Journal of Healthcare Engineering
- Journal of Public Health
- Journal of Public Health Management and Practice
- Natural Hazards
- Natural Hazards Review
- Policy and politics
- Population Research and Policy Review
- Prehospital and Disaster Medicine
- Proceedings of the Institution of Civil Engineers: Civil Engineering
- Process Safety and Environmental Protection
- Process Safety Progress
- Public Administration
- Public Management Review
- Quality and Reliability Engineering International
- Radiation Protection Dosimetry
- Reliability Engineering and System Safety
- Risk Analysis
- Safety Science
- Scandinavian Journal of Public Health
- Security Dialogue
- Social Indicators Research
- Social Science and Medicine
- Social Science Computer Review
- Society and Natural Resources
- Systems Engineering
- Systems Research and Behavioral Science
- Technological Forecasting and Social Change
- Transportation Research Part A: Policy and Practice
- Work

F. University courses and theses
DARWIN aims to have its results used in university courses and theses. This will help in disseminating DARWIN results among students, academics and researchers.

G. Publications / Media
Suitable practitioner publications that have been identified so far include:
D6.1-Dissemination, Exploitation and External Collaboration Strategy

- Emergency Management Magazine (Emergency_mgmt.com),
- Emergency Services Ireland Magazine (emergency-services.ie)
- Air Traffic Management (airtrafficmanagement.net)
- Journal of Air Traffic Control

H. Meetings

This activity is key to communicating DARWIN results to policy makers and will help to ensure that DARWIN research and results are taken into account in future security, resilience, and emergency management policy making at local, regional, national and EU levels.

I. Media Relations

As the project progresses, WP6 will seek to develop relationships with key national and EU media in order to communicate DARWIN activities and results. This will be carried out in cooperation with DARWIN partners, through identifying key national and EU media, as well as identifying pertinent messages. WP6 will provide media briefings to key journalists, as well as draft and issue press releases at key moments of DARWIN research, especially the delivery of the DRMG (generic, and adapted to Healthcare and ATM). While it was stated in the DoA that WP6 will issue 4 press releases per year, this is unfeasible, as the pace of DARWIN activity is not fast enough to sustain media interest to such a degree.

Internal Communications procedures

WP6 Leader, CARR, is the overall coordinator for implementation of Communications, Dissemination and External Collaborations activities. Going forward in the project, each WP will have a WP6 representative, whose responsibility it will be to liaise with WP6 regarding communications and dissemination in their WP. This will be organised through the eRoom and through monthly WP6 teleconferences. Partners will input information regarding upcoming deliverables, publications, meetings, events and conferences etc. into the eRoom database, and these can be discussed at the monthly teleconference.

CARR will use this information as a “Communications and Dissemination Planner” to be able to plan content for the website and social media, and foresee when partners will need materials such as leaflets, posters and pull-ups

Based on this information, WP6 leader can simultaneously monitor progress towards dissemination objectives, provide dissemination and communication support for partners attending events, e.g. materials, social media, and leverage this information to draft articles for the website and create content for social media.

The Event Questionnaire (Appendix 3) will be integrated to the eRoom, instead of its current format as a Word document. It will be expanded in order to capture information such as number of participants, and sector (industry, academia etc.) Partners will be requested to complete this questionnaire within one week of attendance at an event.

External Communications Procedures

CARR is officially responsible for all external communications requests to the project, apart from specific research or project requests, which are directed to Project Coordinator. Specific requests about the DCoP are directed to the DCoP Coordinator.

CARR handles requests from media and publications, and directs them towards the relevant project partner. CARR is involved in all such requests to ensure the project’s key messages and visual identity are protected.

Should any interaction arise on Twitter, CARR is also the main point of contact for this. If there is a specific question regarding DARWIN research that CARR cannot respond to it will be forwarded to the relevant partner, and a holding response will be provided to the interlocutor.
D6.1-Dissemination, Exploitation and External Collaboration Strategy

Should online interaction be of an irrelevant or malicious nature e.g. Trolls, CARR will draft a standard response. If it persists, CARR will block the follower.

CARR is also responsible for any requests or communication through the website’s “Quick Contact” section, and will forward any requests it cannot respond to, to the relevant partner.
5 Exploitation

The principal objective for exploitation in the DARWIN project is to: Implement an exploitation strategy to facilitate the successful exploitation and adoption of results and benefits within emergency services, research communities and policy advisers.

Exploitation activities in the DARWIN project aim to ensure the longevity of the project’s results through either policy uptake, further research or commercial applications. The initial Exploitation objective outlined in the first version of this deliverable is presented below, and results thereof are elaborated in Section 6 Progress Monitoring.

The objective of this task is to create a business and exploitation plan that will explore the potential for the development and exploitation of the resilience guidelines beyond the life of the project. An exploitation workshop will be facilitated for all partners. All partners will contribute to and engage in exploitation activity assessing the commerciality and applicability of the concepts and ideas central to the evolution of the guidelines as they are developed and a set of actions to ensure further exploitation and impact of the guidelines. More detail information on exploitation is provided in section B2.2

As D6.4 is due in M24, and some exploitation planning has taken place since M10, when T6.1 began, exploitation will be addressed in sections 6.2 Status, and 6.3 Future Plans.
## 6 Progress monitoring

### 6.1 KPIs

The below table shows the overall objectives for WP6, the activities under each task, the Key Performance Indicator (KPI) / measureable result as set out in the DoA, the current status on achieving these results, the target over the lifetime of the project, and the % achieved. Further detail is provided on each of these activities later in this section.

<table>
<thead>
<tr>
<th>WP6 - Outreach: Dissemination &amp; exploitation</th>
<th>Activity</th>
<th>KPI</th>
<th>Status</th>
<th>Target (over lifetime of project)</th>
<th>% Achieved To-Date (with 21 months remaining)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WP6 Objectives</td>
<td>WP6 Objectives</td>
<td>Activity</td>
<td>KPI</td>
<td>Status</td>
<td>Target (over lifetime of project)</td>
</tr>
<tr>
<td>Define and implement an integrated strategy for dissemination and exploitation</td>
<td>Define integrated dissemination and exploitation strategy, incorporating program of messages for specific target audiences</td>
<td>D6.1 Submitted M3</td>
<td></td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>T6.1 Definition of dissemination, exploitation and collaboration strategy</td>
<td>Create impact plan, defining strategy for further development and exploitation of the research and project results</td>
<td>D6.1 revised and resubmitted M16</td>
<td></td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Carry out External Collaborations and Establish a Community of</td>
<td>Network with at least EU or national projects</td>
<td></td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>

Further detail is provided on each of these activities later in this section.
# WP6 - Outreach: Dissemination & exploitation

<table>
<thead>
<tr>
<th>WP6 Objectives</th>
<th>Activity</th>
<th>KPI</th>
<th>Status</th>
<th>Target (over lifetime of project)</th>
<th>% Achieved To-Date (with 21 months remaining)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Each partner contact two representative bodies from home countries for inclusion in DCoP</td>
<td>9</td>
<td>18</td>
<td>18</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>Hold at least 3 DCoP end-user workshops during the project</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>33%</td>
</tr>
<tr>
<td></td>
<td>Compile reports following each DCoP workshop</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>33%</td>
</tr>
<tr>
<td></td>
<td>Produce video following each DCoP workshop</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>33%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Implement regular, engaging and innovative European wide dissemination to agreed target audiences to maximise the inputs to development and the impact of the results and benefits of common user centric resilience management guidelines</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Create project web site with information about the project, its objectives, results, partners and events</td>
<td>Create project website (M3 with continuous updates)</td>
<td>Complete</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Publish 4 blog entries every month</td>
<td>2</td>
<td>144</td>
<td>1.40%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>At least 20 individuals / organisations signed up to receive email updates on project achievements and results by M12 and at least 100 by M18</td>
<td>0</td>
<td>100</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Design project logo (M1)</td>
<td>Complete</td>
<td>Complete</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Design communication templates (M2)</td>
<td>Complete</td>
<td>Complete</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Produce first brochure and poster (M3 with continuous updates)</td>
<td>M6</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Produce report brochure (M4)</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
The research leading to these results has received funding from Horizon 2020, the European Union’s Framework Programme for Research and Innovation (H2020/2014-2020) under grant agreement n° 653289.

<table>
<thead>
<tr>
<th>WP6 Objectives</th>
<th>Activity</th>
<th>KPI</th>
<th>Status M15</th>
<th>Target (over lifetime of project)</th>
<th>% Achieved To-Date (with 21 months remaining)</th>
</tr>
</thead>
<tbody>
<tr>
<td>T6.1 A planned and targeted programme of publications and media</td>
<td>Define target audiences (focusing on those who will further elaborate and develop project results with end users)</td>
<td>Identify audiences</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Media relations campaign</td>
<td>Direct briefings for selected key journalists and publications</td>
<td>0</td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>At least 4 general press releases per year during the life of the project</td>
<td>1</td>
<td>12</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>At least 10 articles produced at the end of the project</td>
<td>0</td>
<td>10</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Networked with at least 10 different networks and organisations</td>
<td>17</td>
<td>10</td>
<td>170%</td>
</tr>
<tr>
<td></td>
<td>Peer-reviewed scientific journal and conference publications</td>
<td>At least 5 peer-reviewed scientific publications</td>
<td>2</td>
<td>5</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>At least 5 publications published in international journals</td>
<td>1</td>
<td>5</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>Disseminate results to the academic community through university courses and theses</td>
<td>At least 4 M.Sc. Theses</td>
<td>0</td>
<td>4</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>At least 2 Ph.D. dissertations</td>
<td>0</td>
<td>2</td>
<td>0%</td>
</tr>
<tr>
<td>T6.1 Participation in relevant and applicable events</td>
<td>Attend brokerage events, workshops and professional body</td>
<td>Presentation of project results in at least 3 international events</td>
<td>5</td>
<td>3</td>
<td>160%</td>
</tr>
</tbody>
</table>
### WP6 - Outreach: Dissemination & exploitation

<table>
<thead>
<tr>
<th>WP6 Objectives</th>
<th>Activity</th>
<th>KPI</th>
<th>Status</th>
<th>Target (over lifetime of project)</th>
<th>% Achieved To-Date (with 21 months remaining)</th>
</tr>
</thead>
<tbody>
<tr>
<td>conferences and seminars, industry / academia events, disaster resilient specific events and use innovative ways to communicate the results of the project at these events</td>
<td>Active distribution of at least 300 leaflets at international events</td>
<td>100</td>
<td>300</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>Participate in at least 6 scientific workshops</td>
<td>3</td>
<td>6</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Maximise the use of social media platforms as a key channel of communication of, and engagement with, the project**

<table>
<thead>
<tr>
<th>T6.1 Presentation of the project: web site, social media platforms, posters, brochures, videos</th>
<th>Utilise social media platforms (e.g. YouTube, LinkedIn, and Twitter) to create an online community of active participants in DARWIN</th>
<th>Create Twitter account with over 1000 Followers</th>
<th>Create LinkedIn Group with over 100 members</th>
<th>Produce at least 5 project videos for YouTube channel</th>
<th>Create social media links with at least 20 national and international representative groups from across the EU</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>155</td>
<td>1000</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>0</td>
<td>100</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>5</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>8</td>
<td>20</td>
<td>40%</td>
<td></td>
</tr>
</tbody>
</table>

**Implement an exploitation strategy to facilitate the successful exploitation and adoption of results and benefits within emergency services, research communities and policy advisers**

| T6.2 Exploitation | Create a business and exploitation plan exploring potential for | Facilitate exploitation workshop for all partners | 0 | 0% |
The research leading to these results has received funding from Horizon 2020, the European Union’s Framework Programme for Research and Innovation (H2020/2014-2020) under grant agreement n° 653289.

### WP6 - Outreach: Dissemination & exploitation

<table>
<thead>
<tr>
<th>WP6 Objectives</th>
<th>Activity</th>
<th>KPI</th>
<th>Status M15</th>
<th>Target (over lifetime of project)</th>
<th>% Achieved To-Date (with 21 months remaining)</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>development and exploitation of resilience guidelines beyond the life of the project</em></td>
<td>All partners contribute to and engage in exploitation activity</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>
6.2 Current Status and Future Plans

The following sections will provide a more detailed update on the current status of activities. At the end of each status update we have included key points on future plans for the remainder of the project, and beyond. These progress updates are grouped under each of the four overall WP6 objectives as listed on page 27 of the DARWIN DoA, and Tasks 6.1 and 6.2 described on pages 27 and 28 of the DoA.

6.2.1 WP6 Objective 1: Define and implement an integrated strategy for dissemination and exploitation (Task 6.1 Dissemination)

A. Define integrated dissemination and exploitation strategy, incorporating programme of messages for specific target audiences

Current Status:

The original deliverables D6.1 and D6.2 were delivered at a very early stage of the project and outlined the planned approach for WP6 to disseminate and exploit DARWIN results.

D6.1 Dissemination, Exploitation and External Collaboration Strategy [preliminary] was completed in M3. This is a resubmission of that deliverable.

D6.2 Presentation of the Project [preliminary] was also completed in M3, and similar to D6.1, has been revised and resubmitted.

Additionally, Task 6.2 Exploitation began in M10 of the project so preliminary exploitation planning has already started. Work in P2 will be captured for D6.4 Plan for Business and Exploitation of Results (preliminary), which will be delivered in M24.

Stakeholder Map

A stakeholder map was developed in the early months of the project to ensure that DARWIN’s dissemination and communications reaches the correct audiences. CARR carried out a survey with all project partners in order to identify target audiences in each project member country across all specific stakeholder groups, including policy makers, infrastructure service providers, and operational organisations.

WP6 Leader CARR expanded this stakeholder list to include academic journals and conferences, industry publications and media in a systematic way on a number of occasions. As the contribution of all project partners is required for successful dissemination, CARR followed up on a one-to-one basis with individual partners to identify further relevant stakeholders.

It is also important to note that stakeholder analysis was carried out in the context of D3.1 Diverse representation and evolution of resilience guidelines support (V1). This was a much narrower exercise which focused on suitable end-users for the DRMG. However, this stakeholder analysis has proven to be very useful to WP6 and will be used in dissemination and exploitation work. The original stakeholder map created in the early months of the project is included as an Appendix (Appendix 1). This will be continuously updated as the project evolves and research results become available.

Partner phone calls

In the early months of the project, before there was a lot of research output to disseminate, WP6 leader CARR created a schedule of phone calls with individual project partners in order to stay abreast of all project progress and updates (see Appendix 2). Building trust and relationships with project partners is very important to the Dissemination and Exploitation manager, and these phone calls allowed CARR to develop productive working relationships with project partners.
D6.1-Dissemination, Exploitation and External Collaboration Strategy

Event Questionnaire
DARWIN partners attended a number of events and conferences in the first period of the project. As the project progressed CARR decided that information from these events needed to be captured in a systematic way to capitalise on opportunities for networking and building relationships. An event questionnaire was created which was saved on the eRoom and distributed to partners in advance of / after their attendance at an event or conference (Appendix 3). The information that partners added to the questionnaire was used to expand target audiences, and build knowledge of external stakeholders, including industry, research, and other similar EU funded research projects.

This information was also used to enhance external collaboration online with relevant groups through both the website and Twitter (see D6.2 Presentation of the Project.).

Future Plans:

- Stakeholders and audiences will be continuously monitored during the following period of the project, especially in the context of WP6 teleconferences and planning, as referred to in Section 6.3.

B. Create Impact Plan

Current Status
The impact plan for DARWIN has not yet been created, as this is closely related to Task 6.2 Exploitation, which started in Month 10 of the project. This task will produce D6.4 Exploitation Strategy which will be submitted in M24 of the project.

Future Plans:

- Please refer to section 6.3.4 for information on planned Exploitation activities

C. Carry out External Collaborations

Current Status
Liaison with DCoP
There is a natural overlap between WP6 and WP5 when it comes to communicating and collaborating with the DCoP. The DCoP represents a target audience as well as an end-user group of the DRM G. WP6’s work has been informed by the DCoP workshop results in terms of how best to communicate with certain stakeholder groups. The DCoP will also most certainly inform the exploitation strategy in the coming months.

Networking with EU or National Projects
External collaboration across four fronts – research community, key stakeholders, ongoing European and national projects on topics related to emergency and disaster management and resilience and regulatory and legislative authorities – is central to the DARWIN project and effective dissemination and exploitation.

To-date in the project, networking activities have been carried out, and contact made with the following groups:

- All four DRS-7 H2020 projects: IMPROVER, RESOLUTE, SRM, and RESILENS
- DRIVER FP7
- DRS-14 SMARTRESILIENCE (first approach to project coordinator and delivery of D1.1 Consolidation of Resilience Concepts and Practices for Crisis Management to DRS-14 member)

The project has also participated in DRIVER activities including DRIVER Exp43 ‘From Preparation to Response: Tasking and Managing Resources During Preparedness and Response Phases, including Cross-Border Cooperation’. DARWIN’s observations and lessons learned from these networking activities will be valuable input for WP4.
D6.1-Dissemination, Exploitation and External Collaboration Strategy

**Future Plans:**

- ISS have identified an opportunity to engage with the UNISDR (The UN Office for Disaster Risk Reduction) through an initiative called Live to Tell. This is a campaign to highlight International Day for Disaster Risk Reduction on 13th October. DARWIN will submit a proposal demonstrating best practice in reducing mortality from natural and man-made disasters. If DARWIN is accepted for this initiative it could enable DARWIN to increase its reach outside Europe to include countries with less developed resilience capabilities.
- SINTEF will continue its collaboration with Smart Mature Resilience at a meeting in the autumn and will discuss research progress to date and how both projects can continue to cooperate in the future.
- Increase geographical spread of external stakeholders to include three more countries.
- Increase collaboration with resilience and crisis management NGOs to include five such NGOs (key stakeholders).
- Meeting with at least one policymaker at EU level and at least one policymaker at national level to present DARWIN project activities, results and DRMG.

6.2.2 WP6 Objective 2: Implement regular, engaging and innovative European wide dissemination to agreed target audiences (Task 6.1 Dissemination)

**A. Presentation of the project: web site, social media platforms, posters, brochures, videos**

**Current status**

The key elements used to present the project to-date include the website (www.h2020darwin.eu), marketing materials including a project leaflet, pull-up stand and poster template, and a video documenting the first DCoP workshop. Online dissemination has been successful, with over 3,000 visitors to the DARWIN website in the first year. For further details, please refer to D6.2 Presentation of the Project.

**Future Plans:**

A number of additional channels will be implemented in the final years of the project, including a video series for a DARWIN YouTube account and updated project leaflets to include key research outputs. Please see D6.2 Presentation of the Project for more information.

**B. A planned and targeted programme of publications and media**

**Current status**

Media Relations Campaign

During P1, WP6 drafted and issued a press release (Appendix 4), ‘New EU Project – DARWIN – To Improve Reactions and Limit Damage in Crisis Situations’. The press release was circulated among all partners for release to their network and local media contacts WP6 has also been working to identify relevant academic and industry publications to target. WP6 has made contact with Parliament Magazine and obtained its editorial calendar to identify suitable publication opportunities for DARWIN. In March 2016 the magazine published an issue dedicated to Security, and WP6 secured publication of a DARWIN piece in this issue (see Appendix 5 and 6).

**Future Plans:**

- During P2 of the project, CARR will work with WP6 partners to establish relevant and suitable media lists for DARWIN messages. WP6 will also aim to work with the Press and Communications Officers of project partners to ensure any such communications are transmitted in each partner country.
D6.1-Dissemination, Exploitation and External Collaboration Strategy

- As a result of this cooperation, WP6 will aim to place a DARWIN article in at least one general non-peer reviewed publication (industry/popular)
- WP6 has scheduled the drafting of another press release and related media relations activity to coincide with the release of deliverables D2.1 *Generic Resilience Management Guidelines*, D2.2 *Resilience Management Guidelines adapted to health care* and D2.3 *Resilience Management Guidelines adapted to ATM*

**Peer-reviewed scientific journal and conference publications**

**Current Status**

- During P1, DARWIN partners submitted a publication in one scientific journal and one conference paper was submitted
- The *ESREL European Safety and Reliability Conference* paper was accepted (http://esrel2016.org/)
- The scientific publication submission to a special issue on ‘Moving forward to Disaster Resilience’ in *Technological Forecasting and Social Change* was reviewed and will be resubmitted in September 2016 (http://www.journals.elsevier.com/technological-forecasting-and-social-change/call-for-papers/special-issue-on-moving-forward-to-disaster-resilience)

**Future Plans:**

Submit at least one publication on the *Resilience definitions* (from D1.1 *Consolidation of resilience concepts and practices for crisis management*). This is planned for submission by Dec ’16 and the journal to target will be agreed with the project coordinator and partners

- Possible planned submission on the *DARWIN Resilience Guidelines Requirements Engineering Process of D1.3 Practitioner and Academic Requirements for Resilience Management Guidelines*
- Resubmission to *Technological Forecasting and Social Change-Special Issue on Moving Forward to Disaster Resilience, September 2016*

**Disseminate results to the academic community through university courses and theses**

**Current Status:**

A Master’s topic concerning ‘Investigating Resilience Guidelines Application for Crisis Management (APP’ was proposed both at the Norwegian University of Science and Technology and Technische Universität Braunschweig (TUBS). A student at TUBS has accepted the topic and will begin the study in autumn 2016. A second topic, ‘Resilience Engineering and Serious Games’, was proposed at the Norwegian University of Science and Technology. No students had applied for the topic as of M12.

Project Coordinator, Ivonne Herrera, delivered a guest lecture at the Human Factors Network of Linköping University Sweden, on Resilience Engineering.

**Future Plans:**

Further effort will be made to find a student to take up the Master’s thesis at NTNU

**C. Participation in relevant and applicable events**

Attend brokerage events, workshop and professional body conferences and seminars, industry / academia events, disaster resilience specific events, and use innovative ways to communicate the project results at these events.

**Current Status:**

- The project was presented in two international events:
  - iPREDIV International Conference on Healthcare System Preparedness and Response to Emergencies & Disasters
D6.1-Dissemination, Exploitation and External Collaboration Strategy

- 6th Resilience Engineering Symposium
- DARWIN was also presented at one national event:
  - TAMSEC Swedish Crisis Management Conference.
- SINTEF and FOI attended and presented at Resilience-Based Approaches to Critical Infrastructure Safeguarding, organised by NATO, June 2016
- DARWIN Partners attended two external events:
  - 4th Meeting of the Community of Users on Safe, Secure and Resilient Societies, European Commission, June 2016
- Three workshops were organised as follows:
  - DCoP Workshop with:
    - 41 participants from aviation, health care and other domains from policy to practice
  - Anything Can Happen - Resilience in Crisis Management
    - 20 participants
    - Non-DARWIN consortium participants representing oil and gas, human factors, safety and maritime, aviation, health-care, energy, and nuclear
    - DARWIN project members from France, Sweden and Norway
  - WP1 Requirements for Guidelines Workshop
    - Non-DARWIN consortium participants representing 3-4 participants from the healthcare sector and 3-4 participants from the aviation sector

Future Plans:

DARWIN partners will present at:

- ESREL European Safety and Reliability Conference, in Glasgow, September 2016
- 1st International Workshop on Resilience, Torino, September 2016
- WP5 will hold a second DCoP workshop in spring 2017. D2.1 Generic Resilience Management Guidelines will likely be completed by this stage. This will provide an opportunity for much more detailed feedback on DARWIN’s progress from DCoP members. This will also provide WP6 with many dissemination, exploitation and external collaboration opportunities. It is WP6’s intention that the membership of the DCoP will be expanded to include further sectoral and geographic representation by the time this workshop takes place. WP6 will capitalise on this workshop to discuss exploitation of the DRMG with DCoP members, as well as create dissemination materials such as videos and written content.
- a resilience workshop in Trondheim, Norway held by SINTEF

6.2.3 WP6 Objective 3: Maximise the use of social media platforms

A. Presentation of the Project: website, social media platforms, posters, brochures, videos.

Please see D6.2 Presentation of the Project for details about the use of social media platforms to-date in the project. WP6 has concentrated social media efforts in P1 on establishing a presence on Twitter and beginning to prepare a series of videos for a project YouTube channel. So far, DARWIN’s Twitter profile has 155 followers and follows 291 stakeholders and potential end-users. 331 Tweets have been posted, focusing on content that is of value and interest to the audience.
Future Plans:

Future plans are documented in D6.2 Presentation of the Project. Some of the priorities for the remainder of the project include to:

- Build on the Twitter community and exploit the opportunities that exist to successfully network, build relationships, and expand the reach of the project
- Produce a series of five videos for a project YouTube channel
- Continue to post regular blog articles to the project website

6.2.4 WP6 Objective 4: Implement an exploitation strategy (Task 6.2 Exploitation)

A. Create a business and exploitation plan exploring potential for development and exploitation of resilience guidelines beyond the life of the project.

The following exploitation activities have taken place to-date:

- Preliminary exploitation discussion at partner meeting in Linkoping April 2016
- Teleconference between CARR and DBL about T6.2 objectives and practicalities
- Development of timeline of activities for T6.2
- Initial exploration of exploitable results, exploitation potential, and end-users

<table>
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<tr>
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<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Analysis of Exploitable results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refinement of stakeholders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exploitation Questionnaire</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Exploitation workshop</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D6.4 Plan for business and exploitation of results (initial)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Input from partners on results and impact</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liaison with stakeholders re exploitation potential</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D6.8 Plan for business and exploitation of results (final)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 4: Exploitation Activities Timeline

<table>
<thead>
<tr>
<th>Key Exploitable Results</th>
<th>Exploitation Potential</th>
<th>Potential End-users</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved Knowledge of Crisis and emergency best practices</td>
<td>Consulting</td>
<td>Public and Private sector safety and security domains</td>
</tr>
<tr>
<td>SLR and key research findings</td>
<td>Research and Development</td>
<td>Research institutions in Europe and globally</td>
</tr>
<tr>
<td>Resilience Management Guidelines-results of pilots and evaluation</td>
<td>Education</td>
<td>Educational Institutions-Dissertations, research projects at Bachelor, Master's level and further</td>
</tr>
<tr>
<td>Training modules on resilience guidelines</td>
<td>Training</td>
<td>First responders</td>
</tr>
<tr>
<td>Pilots implementation of resilience management guidelines</td>
<td>Policy</td>
<td>European, national and regional Resilience, Emergency and Crisis policy makers</td>
</tr>
<tr>
<td>Serious Gaming tools</td>
<td>New Business</td>
<td>Public and Private sector safety and security domains</td>
</tr>
</tbody>
</table>

Table 5: Initial analysis of exploitable results

**Future Plans:**

- The main output for Exploitation is to create a business and exploitation plan exploring potential for development and exploitation of resilience guidelines beyond the life of the project.
- As there is an Exploitation deliverable due in M24 of the project, this section will briefly outline planned exploitation objectives for the period M12-M23, primarily:
  - Analysis and definition of exploitable results
  - Current market analysis
  - Refinement and definition of exploitation stakeholders
  - Exploitation Questionnaire to partners and select external stakeholders
  - Exploitation workshop with partners and select external stakeholders
  - Analysis of results
  - Successful completion of D6.4 Plan for business and exploitation of results (initial)
- DBL is task leader of *Task 6.2 Exploitation*, while CARR is responsible for the successful completion of the first Exploitation Strategy Deliverable, *D6.4 Plan for Business and Exploitation of Results*

### 6.3 Implementation of WP6 Activities

Successful dissemination and exploitation of the DARWIN project relies on the commitment and contribution of all project partners. Partners will contribute to the dissemination and exploitation of the project through the development of the research, identifying outcomes, outputs and benefits, publishing research papers and articles, using their extensive knowledge of contacts in the crisis and emergency response sector, and identifying lead and end users.

**DARWIN WP6 Partner Responsibilities**

As mentioned above regular input from partners is essential during the project period, and this input then feeds into WP6 deliverables.
D6.1-Dissemination, Exploitation and External Collaboration Strategy

As such, each DARWIN Work Package will have a representative to liaise with WP6 on a regular basis. This will take the form of a monthly WP6 Dissemination and Exploitation planning teleconference between WP6 and representatives per WP. Representatives will provide updates on research progress and on any dissemination or exploitation activities they may be carrying out. This will ensure well planned, timely and accurate dissemination and exploitation activities. It will also ensure that WP6 has sufficient notice to provide suitable dissemination support to partners in their activities.

Temporarily, partners have been asked to complete the “Dissemination Planner” prototype in Table 9. This has been an interim measure until CARR and SINTEF modify the current format of the eRoom for WP6.

All project partners have been allocated person months under WP6 Dissemination and Exploitation, as outlined in the below tables.

<table>
<thead>
<tr>
<th>PMs from DoA</th>
<th>Planned effort per partner per deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start month</td>
<td>End month</td>
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<td>D6.2</td>
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<tr>
<td>D6.3</td>
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<td>D6.4</td>
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<td>D6.8</td>
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Table 6: Planned effort per partner per deliverable

<table>
<thead>
<tr>
<th>Planned effort per task per partner</th>
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<tbody>
<tr>
<td>SINTEF</td>
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<tr>
<td>T6.1</td>
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<tr>
<td>T6.2</td>
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Table 7: Planned effort per task per partner
HORIZON 2020: Secure Societies

TOPIC DRS-7-2014
Crisis and disaster resilience – operationalising resilience concepts
RESEARCH AND INNOVATION ACTION

<table>
<thead>
<tr>
<th>PROJECT MONTH</th>
<th>M13</th>
<th>M14</th>
<th>M15</th>
<th>M16</th>
<th>M17</th>
<th>M18</th>
<th>M19</th>
<th>M20</th>
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<th>M22</th>
<th>M23</th>
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<td>Continuous monitoring of stakeholders and messages</td>
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<td>Increase geographical spread</td>
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<td>Increase collaboration with NGOs</td>
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<td>Resubmission to Technological Forecasting and Social Change-Special Issue on Moving Forward to Disaster Resilience</td>
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<tr>
<td>Disseminate results to the academic community through university courses and theses</td>
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<td>Participation in relevant and applicable events</td>
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<tr>
<td>ESREL European Safety and Reliability Conference</td>
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<td>1st International Workshop on Resilience, DCoP Workshop</td>
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<td>O3: Maximise the use of social media platforms</td>
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<tr>
<td>Build on the Twitter community and exploit the opportunities that exist to successfully network, build relationships, and expand the reach of the project</td>
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<tr>
<td>Produce a series of five videos for a project YouTube channel</td>
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<td>Continue to post regular blog articles to the project website</td>
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<td>O4: Implement an exploitation strategy</td>
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<td>D6.4 Plan for business and exploitation of results (preliminary)</td>
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Table 8: WP6 Activity Planner
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<th>E</th>
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<th>G</th>
<th>H</th>
<th>I</th>
<th>J</th>
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<td>Location</td>
<td>Dates</td>
<td>Year</td>
<td>Partner presenting</td>
<td>Number of Participants</td>
<td>Audience Type</td>
<td>Other</td>
<td>Website</td>
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</table>

Table 9: Dissemination planner prototype
7 Conclusions

This deliverable has sought to make a clear distinction between Communications and Dissemination as outlined in the H2020 Grant Agreement. It has also sought to separate all elements of *Presentation of the Project* (D6.2) from the *Dissemination, Exploitation and External Collaboration Strategy* (D6.1). Separate activities have been outlined based on this distinction.

The WP6 objectives stated in the DoA have been used to guide Progress monitoring and Future Plans of WP6 activities and to track the achievement of objectives.

The preceding Progress Monitoring section provides evidence of the Dissemination and Communications activities that have taken place. In the next phase of the project the WP6 leader, CARR, will continue to work closely with other partners to coordinate, plan and monitor these activities in a systematic way.
## 8 APPENDICES

### A.1 Original DARWIN stakeholder list

<table>
<thead>
<tr>
<th>Policy Makers</th>
<th>Infrastructure Operators</th>
<th>Service Providers</th>
<th>Key</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Health, Public Health Services</td>
<td>Norwegian Civil Aviation Authorities</td>
<td>Eircom</td>
<td>Home Front Command</td>
</tr>
<tr>
<td>Ministry of Health, Emergency &amp; Disaster Management Division</td>
<td>Directorate for Civil Protection</td>
<td>ESB Telecommunications</td>
<td>Magen David Adom (the Israeli Red Cross national society)</td>
</tr>
<tr>
<td>Ministry of Social Affairs and Social Services</td>
<td>Norwegian National Security Authority (NSM) - cyber security aspects</td>
<td>Irish Rail</td>
<td>Police force</td>
</tr>
<tr>
<td>National Emergency Management Agency (NEMA)</td>
<td>Ministry of Justice</td>
<td>National Transport Authority</td>
<td>Defence Forces</td>
</tr>
<tr>
<td>The Federation of Local Authorities in Israel</td>
<td>Municipality of Rome (Roma capitale)</td>
<td>Trondheim airport</td>
<td>An Garda Siochana</td>
</tr>
<tr>
<td>LACDE foundation</td>
<td>Federation of Health Cooperative (federazioni sanità cooperative)</td>
<td>Og Home (Migration and Home Affairs)</td>
<td>Det Norske Oil &amp; Gas company</td>
</tr>
<tr>
<td>Israel Aviation Authority</td>
<td>SKL (Swedish Association of Local Authorities and Regions)</td>
<td>Bundesverkehrsministerium</td>
<td>Water and energy from Trondheim</td>
</tr>
<tr>
<td>Israeli National Transport Authority</td>
<td>MSB, Myndighetens för samhällsskydd och beredskap (Swedish Civil Contingencies Agency)</td>
<td>Bundesministerium für Inneres (BMI)</td>
<td>Petroleum Authorities (PTIL)</td>
</tr>
<tr>
<td>Irish Aviation Authority</td>
<td>Socialstyrelsen (The National Board of Health and Welfare)</td>
<td>Deutsches Rotes Kreuz</td>
<td>Munich Airport</td>
</tr>
<tr>
<td>Dublin Airport Authority</td>
<td>Folkhälsomyndigheten (Public Health Agency of Sweden)</td>
<td>Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung</td>
<td>Hamburg Airport</td>
</tr>
<tr>
<td>Dublin Airport IAA</td>
<td>ECDCC (European Centre for Disease Prevention and Control (ECDCC)</td>
<td>Bundesamt für Bevölkerungsschutz und Katastrophenhilfe (BMU)</td>
<td>Deutsche Telekom</td>
</tr>
<tr>
<td>Cork Airport IAA</td>
<td>Swedish Forums for Crisis Preparedness (FCP)</td>
<td>Luftfahrtbundesamt (LBA)</td>
<td>Deutsche Flugsicherung (DFS)</td>
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<td>Shannon Centre IAA</td>
<td>County administrative boards of Sweden</td>
<td>Bundesamt für Flugsicherung (BFS)</td>
<td>Deutsche Bahn</td>
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<td>North Atlantic Communications IAA</td>
<td>Transportstyrelsen (The Swedish Transport Agency)</td>
<td>Eurocontrol (Maastricht, upper airspace)</td>
<td>Landesnahverkehrsverwaltung Niedersachsen</td>
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<td>Department for Defence</td>
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D6.1 - Dissemination, Exploitation and External Collaboration Strategy

A.2 DARWIN phonecall schedule

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<th>WP</th>
<th>Contact</th>
<th>Week Commencing</th>
<th>Dissemination Partner</th>
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</thead>
<tbody>
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<td>WP1</td>
<td>Simon</td>
<td>WC 4 January</td>
<td>Rachel</td>
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<tr>
<td>WP2</td>
<td>Roger</td>
<td>WC 11 January</td>
<td>Cara</td>
</tr>
<tr>
<td>WP3</td>
<td>Ben</td>
<td>WC 18 January</td>
<td>Rachel</td>
</tr>
<tr>
<td>WP4</td>
<td>Lars</td>
<td>WC 25 January</td>
<td>Cara</td>
</tr>
<tr>
<td>WP5</td>
<td>Inês</td>
<td>WC 1 February</td>
<td>Rachel</td>
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<tr>
<td>WP6</td>
<td>Lisa</td>
<td>WC 8 February</td>
<td>Cara</td>
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<td>WP7</td>
<td>Christine</td>
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<tr>
<td>WP8</td>
<td>Giorgia</td>
<td>WC 22 February</td>
<td>Cara</td>
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<tr>
<td>WP9</td>
<td>Roger</td>
<td>WC 29 February</td>
<td>Rachel</td>
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<td>WP10</td>
<td>Ben</td>
<td>WC 7 March</td>
<td>Cara</td>
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<tr>
<td>WP11</td>
<td>Lisa</td>
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<td>Lisa</td>
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<tr>
<td>WP14</td>
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<td>WC 5 April</td>
<td>Cara</td>
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<tr>
<td>WP15</td>
<td>Giorgia</td>
<td>WC 12 April</td>
<td>Rachel</td>
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<td>WP16</td>
<td>Roger</td>
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<td>Cara</td>
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<td>WC 26 April</td>
<td>Rachel</td>
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<td>WP18</td>
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<td>Inês</td>
<td>WC 10 May</td>
<td>Rachel</td>
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<td>Christine</td>
<td>WC 17 May</td>
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<td>Giorgia</td>
<td>WC 24 May</td>
<td>Rachel</td>
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<td>Rachel</td>
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<tr>
<td>WP29</td>
<td>Christine</td>
<td>WC 19 July</td>
<td>Cara</td>
</tr>
</tbody>
</table>
A.3 DARWIN event questionnaire

DARWIN WP5 Event Questionnaire

Expect the unexpected and know how to respond

DARWIN WP5 Event Questionnaire

Full title of event:

Location:

Dates:

Organised by:

How was this event relevant to DARWIN?

Were you a speaker at this event? If so please outline the title and themes of your presentation:

Please list the keynote speaker and the theme of their presentation:

Please list any other speakers and presentations that you found particularly interesting and relevant to DARWIN

Please list items/themes that are relevant to the DARWIN project, and especially the development of the DARWIN Resilience Management Guidelines

Did you meet any organisations/projects that are relevant to DARWIN? Please name them if you can

Do you have any photos of the event you can share?

Please list the event website:

Thank you for your cooperation!

The project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 653289.
D6.1-Dissemination, Exploitation and External Collaboration Strategy

A.4 DARWIN press release

Press Release
Project officially started on 1st June. Grant agreement signed by the European Commission and all partners

New EU Project - DARWIN. To Improve Reactions and Limit Damage in Crisis Situations

- European End Users and Experts Join Together to Improve Responses and Limit Damage of Natural and Man-Made Disasters -

Date 2016: European experts in the fields of resilience, crisis and risk management, communications and social media, air traffic management and healthcare will work together to minimise the effects of crisis situations, through one of the EU's newest projects - DARWIN. This project is a Horizon 2020 project which has just been funded by the EU and will run for three years.

The recent earthquake in Nepal which resulted in a catastrophic humanitarian and infrastructural crisis for the Nepalese authorities, underlines the urgent need for the development of European Resilience Management Guidelines to stress test potentially unmanageable disasters.

Other recent crises and disasters including the eruption of the Eyjafjallajökull volcano in 2010, the Deepwater Horizon explosion in 2010 and the Fukushima Daiichi nuclear disaster in 2011 also highlight the need for a more resilient approach in preparing for, and dealing with crisis situations.

Speaking about the launch of this important project, DARWIN Project Coordinator, Dr. Iverne Harrer said:

“I am honored to have this unique opportunity to coordinate such a challenging project with a group of leading experts from around Europe. Disasters such as the recent earthquake in Nepal and the eruption of the Eyjafjallajökull volcano show the need for better responses to limit damage and associated impacts, and to ensure public safety in crisis and disaster situations.”

A representative from the Norwegian Directorate of Civil Protection (DSB) said:

“In the scientific community there has been a shift from the traditional view of risk and vulnerability analysis towards the perspective of resilience addressing both anticipation and society’s ability to withstand the unexpected. We should also use this new knowledge as a basis for policy making and developing new and enhanced practices. DSB therefore hope to be involved as much as possible in the learning processes that will take place within the DARWIN project. This involvement

A.5 Parliament magazine cover Security issue, March 2016
A.6 DARWIN article in Parliament magazine

DARWIN is a research and innovative project focused on improving responses to expected and unexpected crises during natural and man-made disasters.

To achieve an improved response, DARWIN will develop European resilience management guidelines aimed at crisis and emergency response managers, service providers, first responders and policy makers. They will facilitate faster, more effective and truly adaptive responses to crises, and will positively impact the safety of European citizens in times of crisis and disaster.

The guidelines will be tested in strategic pilot studies in Healthcare and Air Traffic Management. The results and insights generated from the pilot studies will be applied to the guidelines. They will provide guidance to policy advisors, senior crisis and emergency response managers, and improve awareness of first responders and service providers.

To ensure viability and sustainability of project results among the European crisis and resilience community, a Community of Practice and Resilience practitioners (CoP) has been established. This forum brings together members of the European crisis and emergency response community to exchange ideas and innovations around their responses to crises. The CoP ensures practicality and relevance of the European resilience guidelines.
A.7 Original DARWIN Communications Grid