Expecting the unexpected and knowing how to respond

Presentation of the project [final]

VERSION
Version 1.0

DATE
30-Aug-2018

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 work that has been done in presenting DARWIN and its results to key external audiences using selected dissemination and communication channels. These channels include the project website, social media platforms, and a variety of marketing materials, including videos.

D6.6 is a follow-up of D6.2 (‘Presentation of the project [preliminary]’). Whereas D6.2 focused on describing the approach to the presentation of DARWIN and planned activities, this document reports on the activities carried out during the project, using visuals and screenshots to illustrate the results achieved. Future plans for presentation of the project beyond its lifetime are also outlined.

KEYWORDS: Resilience, Resilience Engineering, Crisis Management, Dissemination, Communication, External Collaboration, Channels, Stakeholders, Target Audiences, Key Performance Indicators.

DELIVERABLE ID
D6.6

SYGMA ID
D26

DISSEMINATION LEVEL
PU

DELIVERABLE TYPE
DEC
D6.6 – Presentation of the project [final]

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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.
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**Table 1: List of abbreviations**

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<tbody>
<tr>
<td>CC</td>
<td>Capability Cards (formerly named Concept Cards)</td>
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<tr>
<td>CoU</td>
<td>Security Research Community of Users (an EU community of users for secure, safe and resilience societies. This is an initiative of the European Commission to reduce the current fragmentation in security research and facilitate information exchanges among and between policy-makers, research, industry (including SMEs), practitioners (first responders, civil protection units etc.), and the general public)</td>
</tr>
<tr>
<td>DCoP</td>
<td>DARWIN Community of Practitioners (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>DoA</td>
<td>Description of Action</td>
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<td>DRMG</td>
<td>DARWIN Resilience Management Guidelines</td>
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<td>DRS-7</td>
<td>Topic ID Full name of call is ‘Disaster-resilience: safeguarding and securing society, including adapting to climate change’. Full name of topic 7 is ‘Crisis and disaster resilience – operationalizing resilience concepts’. Included projects: DARWIN, IMPROVER, RESILIENS, RESOLUTE, SMR</td>
</tr>
<tr>
<td>IPR</td>
<td>Intellectual Property Rights</td>
</tr>
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<td>KPI</td>
<td>Key Performance Indicators</td>
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<td>WP</td>
<td>Work Package</td>
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**Table 2: List of definitions**

<table>
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<th>Term</th>
<th>Explanation</th>
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<tr>
<td>Communication</td>
<td>Strategic measures to promote the action itself, its progress and its results to targeted audiences through targeted channels and activities using tailored key messages (European Commission 2016)</td>
</tr>
<tr>
<td>Dissemination</td>
<td>The public disclosure of the results by any appropriate means (other than resulting from protecting or exploiting the results), including by scientific publications in any medium (European Commission 2013, 2016)</td>
</tr>
<tr>
<td>DARWIN Resilience Management Guidelines</td>
<td>Help or advice for DARWIN Resilience Management Guideline users to recognise or improve resilient performance (from the definition of “guidance”, Merriam-Webster Online Dictionary)</td>
</tr>
<tr>
<td>Exploitation</td>
<td>The utilisation of results in further research activities other than those covered by the action concerned, or in developing, creating and marketing a product or process, or in creating and providing a service, or in standardisation activities (European Commission 2013, 2016)</td>
</tr>
<tr>
<td>Media</td>
<td>Addresses communication to general public during response, use of social media and mass communication (DARWIN D1.3)</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Public</td>
<td>In the context of DARWIN, we consider the public to include community members, municipalities, voluntary services, and other recognised services and legal entities that can act by mandate (DARWIN D1.3)</td>
</tr>
<tr>
<td>Resilience</td>
<td>The ability to resist, absorb, accommodate to and recover from the effects of disturbances and changes in a timely and efficient manner, including through adaptation and restoration of basic structures and functions (adapted from UNISDR, 2009; Hollnagel, 2011)</td>
</tr>
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Executive Summary

Deliverable 6.6 reports how DARWIN was presented externally across a range of target audiences since the beginning of the project, using selected communication and dissemination channels. External audiences for the DARWIN project include the crisis and resilience community, academia, members of the general public and media. The main objectives of presentation of the project are to engage and inform these audience groups about the project, raising awareness of DARWIN’s results and benefits. This, in turn, creates momentum for the exploitation of project results. There are five sub-sections in Chapter 2 of this report under the heading ‘Presentation of the Project’. Along with a project summary, these sub-sections follow the description of presentation of the project in the DoA – logo and branding, website, social media, and marketing materials. For each of the channels, an overview of its purpose is provided, and a status update at M39 (August 2018).

Establishing a logo and brand was one of the first tasks undertaken in Work Package 6 ‘Outreach: Dissemination & Exploitation’, followed by presentation templates for use in all instances where partners presented DARWIN (both internally and externally). The DARWIN website (www.h2020darwin.eu) has been the central channel for presentation of the project. This was launched within three months of the project’s start date and extensively re-designed in December 2017. There were 10,133 visits to the site up to the end of M38 with over 25,000-page views and more than 12,000 downloads of DARWIN deliverables. The website links to the three social media channels selected for the project – Twitter, YouTube and LinkedIn. Of the three, Twitter has been the most successful in terms of its reach and levels of engagement. This was launched within three months of the project’s start date and extensively re-designed in December 2017. There were 10,133 visits to the site up to the end of M38 with over 25,000-page views and more than 12,000 downloads of DARWIN deliverables. The website links to the three social media channels selected for the project – Twitter, YouTube and LinkedIn. Of the three, Twitter has been the most successful in terms of its reach and levels of engagement. A wide range of marketing materials have been designed and produced to promote DARWIN among target audiences. These are described in Section 2.5 and include the poster, leaflet, newsletters, pull-up stand, and videos.

Key performance indicators (KPIs) are reviewed in Chapter 3 to compare how the results achieved in presentation of the project compare to the plans outlined in the DoA. Conclusions and future plans are set out in the final chapter. D6.6 was originally scheduled for M36, which was due to be the final month of DARWIN. As the project was extended by four months, this deliverable is now being submitted in M39, the second-last month of the project. The majority of the initial WP6 KPIs for presentation of the project have been achieved successfully in the time period that has passed, and some KPIs are ongoing. For example, in M39 a number of activities are underway, including an additional 17 videos in post-production - doubling the number of project videos available. Also, summary versions of 11 Capability Cards are being designed and printed for use in workshops and demonstrations. By the end of DARWIN, most of the relevant KPIs will have been achieved.

About the project: 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 the responsibility of protecting population or critical services from policy to practice. The guidelines address the following resilience capabilities and key areas:

- Capability to anticipate
  - Mapping possible interdependencies
  - Build skills to notice patterns using visualisations
- Capability to monitor
  - Identify resilience related indicators, addressing potential for cascade
  - Establish indicators that are used and continuously updated
- Capability to respond and adapt (readiness to respond to the expected and the unexpected)
  - Conduct a set of pilot studies
  - Investigate successful strategies for resilient responses
- Capability to learn and evolve
  - Explore how multiple actors and stakeholders operate in rapidly changing environments
  - Enable cross-domain learning on complex events
- Key areas: social media and crisis communication; living and user-centred guidelines; continuous evaluation and serious gaming
1 Introduction

1.1 Purpose of the document

D6.6 is a final version of D6.2 (‘Presentation of the project [preliminary]’) that was delivered in M3, and re-submitted in M16 to address comments from the first review meeting.

The purpose of this deliverable is to report on the Work Package 6 activities in presenting the project, and its results, to external audiences over the duration of the DARWIN project. This document also outlines future plans for the presentation of DARWIN beyond the project’s conclusion, using online channels in particular.

Task 6.1 ‘Dissemination’ is divided into four primary activities:

- Definition of dissemination, exploitation and collaboration strategy
- Presentation of the project: web site, social media platforms, posters, brochures, videos
- A planned and targeted programme of publications and media
- Participation in relevant and applicable events

Presentation of the project covers four key dissemination and communication channels – logo and branding, website, social media, and marketing materials – that were selected to reach DARWIN’s external audiences. D6.6 follows on from the overall ‘Dissemination, exploitation and external collaborations strategy’ (D6.3) and is closely linked to D6.5, ‘Results for the utilisation of external collaboration’. Another WP6 deliverable, D6.7 ‘Dissemination, exploitation and external collaborations strategy [final of D6.1]’, due for submission in M40, reports on wider dissemination activities and channels, such as scientific papers and journal publications, conference presentations, and media relations. D6.8 (submitted in June 2018) focuses on the final business plan and exploitation of results. Exploitation activities will also be covered in D6.7.

1.2 Authorship

D6.6 involves collaboration between all of the DARWIN consortium partners. All partners were indirectly involved, due to their participation in dissemination and exploitation activities throughout the project’s duration, as well as their contributions to related deliverables. Partner feedback and input on presentation materials was also gathered at regular Executive Board (EB) and plenary meetings.

CARR, as WP6 leader and D6.6 editor, was the main contributor and author of this report. SINTEF, KMC and DBL have been instrumental in the content development, due to their roles in project coordination, management of the DCoP, and exploitation activities. TUBS, DBL and SINTEF were heavily involved in their role as internal reviewers, providing valuable feedback and contributions to the overall structure and drafts of the document.

1.3 Intended readership

D6.6 is a public deliverable and will be made available on the DARWIN website.

Audiences with a particular interest in D6.6 may include:

1. All DARWIN project partners
2. Members of the DARWIN Community of Practitioners (DCoP)
3. Other related research projects
4. The wider crisis and resilience community in Europe

1.4 Structure of this document

D6.6 follows a very similar outline to its preliminary version, D6.2. The main body of this document – Chapter 2 – is structured according to the results by dissemination and communication channel. This is followed by a review of the key performance indicators (Chapter 3), a description of maintenance and updates (Chapter 4), and conclusions and future plans (Chapter 5).
1.5 Stakeholder involvement

The involvement of end-users and stakeholders is central to achieving the development of the DARWIN Resilience Management Guidelines (DRMG), which is the main objective and core result of the DARWIN project. Their involvement through the DARWIN Community of Practitioners (DCoP) ensures transnational, cross-sector applicability and long-term relevance. The DCoP consists of relevant stakeholders and end-users representing different domains and critical infrastructures, as well as resilience experts.

This deliverable reports on how the project was branded and presented to external audiences and stakeholders, including the DCoP – through the specific channels of website, social media and marketing materials. The appendices include extracts from a questionnaire conducted by WP5 Leader with DCoP members, where they were asked which channels they engaged with most during the project, and to identify which channels they would like to use for DCoP activities beyond the life of DARWIN. (Note that these questionnaire results were accessed on 23rd August 2018, when a total of 39 DCoP members had responded. The questionnaire is ongoing and will remain open until 30th September 2018. Therefore, results extracted for this deliverable are not final).

1.6 Relation to other projects and initiatives

In the work leading up to this deliverable, DARWIN has closely cooperated with the other four DRS-7 research projects (IMPROVER, RESILENS, RESOLUTE, and Smart Mature Resilience (SMR)) on dissemination and communications activities – presenting the projects’ results, synergies, and opportunities for integration to shared external audiences.

This collaboration has been very productive. In recent months alone, the DRS-7 projects published a joint White Paper on ‘Resilience Management Guidelines for Critical Infrastructures’, hosted a joint final event aimed at policy makers that was held at the European Commission in Brussels, produced two videos featuring the five projects’ results and opportunities for integration, and delivered a presentation at the 11th Meeting of the Community of Users on Secure, Safe and Resilient Societies in Brussels. The presentation was based on the white paper and event prepared by all DRS-7 projects, and delivered by DARWIN coordinator Dr Ivonne Herrera.

The results from DARWIN’s partnership with the DRS-7 projects is evident throughout this deliverable and detailed under relevant channels, such as videos and newsletters. Inputs and results were shared across the projects to develop content for these collaboration activities. Regular teleconferences and meetings were held between the dissemination managers from each project to identify and plan dissemination opportunities. WP6 Leader CARR represented DARWIN at these meetings, playing a central role in the organisation of the ‘Critical Infrastructure Resilience’ event, and the videos that were produced following it. Parallel teleconferences took place between the five coordinators to discuss in detail the results from each project and prepare the joint white paper, which features a roadmap for integration of projects’ results.

DARWIN has also been collaborating with the next generation of H2020 projects that commenced in September 2017, such as IN-PREP, and the materials created to present DARWIN should be valuable to these projects. This collaboration is further covered in D6.7.
1.7 Relationship with other deliverables

The dissemination audiences, messages and channels presented in this document received inputs from across the project, and the following deliverables in particular:

- **D6.2 – Presentation of the project [preliminary]**: The purpose of D6.2 was to outline the preliminary WP6 approach to presenting the DARWIN project to external audiences. Care has been taken to avoid unnecessary duplication of content between these two deliverables. This document focuses more on the updated results achieved over the entire project’s duration, and performance, compared to the initial plans and KPIs included in D6.2.

- **D6.3 – Dissemination, exploitation and external collaborations strategy [update of D6.1]**: As there is an overlap between the DARWIN dissemination, exploitation and external collaboration strategy and how the project is presented, this deliverable is closely related to D6.3.

- **D6.5 – Results for the utilisation of external collaboration**: D6.5 summarises external collaboration under five headings: the DARWIN Community of Practitioners (DCoP), the research community, key stakeholders, European and national projects, and regulatory and legislative authorities. These are all important audience groups for presentation of the project.

- **D6.6 – Plan for business and exploitation of results [final]**: D6.6, submitted in M37, focuses on the continuity of the research and conclusions of the DARWIN project beyond the lifetime of the project, including continued development of the DCoP, cooperation with other relevant projects and future collaboration with the network of key stakeholders established during DARWIN. This influences future plans for presentation of the project.

- **D2.1 Generic Resilience Management Guidelines**: D2.1, submitted in M20 of the project, contains a chapter on stakeholder analysis, which is directly relevant to D6.6. The stakeholder analysis in D2.1 enabled identification of relevant individuals, groups and organisations that are likely to be affected (directly or indirectly) by the DRMG. This analysis resulted in the key messages and audiences being updated in D6.3, which is closely related to D6.6.

- **D2.2 Resilience Management Guidelines adapted to health care**: D2.2, submitted in M29 (October 2017), adapts the DARWIN Generic Resilience Management Guidelines (DRMG) and their ‘building blocks’ (Capability Cards) to the healthcare domain. The DRMG’s adaptability to specific critical infrastructures is an important part of the DARWIN story that is presented.

- **D2.3 Resilience Management Guidelines adapted to ATM**: D2.3, also submitted in M29, adapts the DRMG and Capability Cards to the air traffic management domain. As with D2.2, application of the DRMG to specific critical infrastructures forms an important element of how the DARWIN story is presented, demonstrating the potential for the guidelines to be adopted on a much wider scale.

- **D3.3 DARWIN Resilience management guidelines toolkit**: D3.3, submitted in M31 (December 2017), gives an overview of two tools associated with the DARWIN Resilience Management Guidelines (DRMG) – simulation environment to support uptake and facilitation of the DRMG, and DARWIN serious-games based in virtual reality. These tools directly support the presentation of the project. For example, the simulation environment is used during DCoP events to improve understanding of the DRMG among stakeholders. This improved understanding facilitates the uptake of DARWIN’s products.

- **D3.4 Resilience management concepts and application tutorials**: D3.4, submitted in M30 (November 2017) describes the DARWIN Training and Maintenance Package (TPM). The TPM consists of two tutorials – the first on how to use the Wiki dedicated to the DRMG, and the second which introduces essential resilience concepts, interventions and methods. Key external audiences, such as CI managers, practitioners, and front-line operators, can use these tutorials as for an improved understanding of resilience management during crisis and everyday situations. It is useful for presentation of the project, as it can be used during workshops for the development of resilience management guidelines. Webinars have been recorded and made available through the DARWIN website.
D4.3 Pilots' implementation and evaluation: D4.3 was delivered in M33 (February 2018) and describes the implementation of the DARWIN Resilience Management Guidelines (DRMG) evaluation. For each of the four pilot exercises, D4.3 provides details on key stakeholders involved (at both managerial and operational levels), evaluation activities, the capability cards implemented, and examples of the cards’ application to operative environments. D4.3 is relevant to presentation of the project as evaluation of the pilot exercises provide concrete examples of the DRMG’s benefits to end users. These examples of benefits can be presented to external stakeholders and members of the DCoP.

D4.4 Final Guidelines Evaluation Report: D4.4, submitted in M37 (June 2018), presents the results of the DARWIN Resilience Management Guidelines (DRMG) and the Concept Cards (CCs) – since re-named Capability Cards – evaluation activities. These end products were evaluated during the four pilot trials and other additional sources of evaluations (e.g. workshops, seminars, webinars, and an additional pilot). All DARWIN capability cards were evaluated by almost 250 external practitioners and DARWIN members, covering 22 different countries. The evaluation results included in D4.4 provide external stakeholders (practitioners and researchers) with evidence of the usefulness of both the DRMG and CCs. This evidence is beneficial in moving resilience concepts from theory to practical application, and helps with presentation of the DARWIN project.

D5.1 DARWIN DCoP Terms of Reference: WP5’s contribution to D6.6 lies in its strong connections to external audiences and end-users. These groups are central stakeholders for presenting the DARWIN project and its results. The DCoP is integral to ensuring the DARWIN guidelines are relevant and valuable to European crisis and resilience practitioners and is a key audience for the project.
2 Presentation of the Project

2.1 Project summary

The DARWIN project began in June 2015 and will come to an end in September 2018. Over the lifetime of the project, DARWIN’s partners have developed resilience management guidelines (based on a series of Capability Cards) and tools that aim to improve Europe’s response to crises and disasters.

As the work package responsible for dissemination and exploitation, WP6 has been worked closely with all partners and work packages in the DARWIN project and required their input and participation in activities. The scope and reach of DARWIN is broad – from the extensive survey carried out in WP1 (Survey of resilience approaches and synthesis of requirements), to the guidelines developed in WP2 (Development of evolving resilience management guidelines), the tools created in WP3 (Enabling tools for resilience management guidelines), evaluation of the guidelines and Capability Cards in WP4 (Pilots: Demonstration and evaluation), and the continuous involvement of the DCoP in WP5 (Outreach: Facilitating a community of crisis and resilience practitioners).

In time, as the Capability Cards evolved this scope has narrowed – although the application of DARWIN’s Capability Cards remains quite broad. This has brought challenges and opportunities for presentation of the project and telling the DARWIN story. The lifetime was extended by four months and work is ongoing at the time of this deliverable’s production. D6.6 was originally scheduled for M36, which was due to be the final month of DARWIN. It is now being submitted in M39, the second-last month of the project. Other relevant deliverables to this work package, such as D2.4 ‘Revised Generic Resilience Management guidelines’ will be submitted in M40. While the majority of the initial WP6 KPIs have been achieved in the time period that has passed, some of the activities are ongoing. However, WP6 is confident that most KPIs will be reached in the time period that remains (remainder of M39, M40, and the months following the official project end).

![Interdependencies - WP6 and Other WPs](Image)

**Figure 1: Interdependencies - WP6 and Other WPs**

Presentation of the project plays a central role in telling the story of DARWIN, its tools, and the benefits they will bring to the European citizens and the resilience community. It is closely linked to exploitation of the DARWIN results.
D6.6 – Presentation of the project [final]

Task 6.1 in the DoA summarises presentation of the project as the website, social media platforms, posters, brochures, and videos. Although other dissemination and communication channels, such as scientific papers, presentations at conferences, journal publications, and media relations present the DARWIN project, they will be covered separately in D6.7 ‘Dissemination, exploitation and external collaborations strategy [final of D6.1]’. For the purposes of this report, we focus on the related activities for presentation of the project as described in the DoA:

‘A project website will be created with information about the project, its objectives, results, partners and events. This will include a confidential partner’s area as a working space for exchanging internal information and documents (Wiki). Other media will be produced and disseminated as required, e.g. posters, brochures, videos. Social media platforms (e.g. YouTube, LinkedIn, and Twitter) will be utilised to create an online community of active participants in DARWIN. This will create momentum for the exploitation of project results.’

The overall objectives for presentation of the project remain the same as those listed in D6.2, including to:

- Raise awareness of the DARWIN project and the resilience management guidelines
- Develop an online community of active participants involved in DARWIN
- Create momentum for the exploitation of project results

The selection of dissemination and communication channels to present the project were guided by the audiences DARWIN needs to reach and engage, such as the crisis and resilience community, academia, and members of the general public. The focus on different channels evolved as the project progressed. Presentation of the project began with finalising a logo and brand for DARWIN. The website ([www.h2020darwin.eu](http://www.h2020darwin.eu)) was chosen as the nucleus of dissemination for the project. It contains an overview of the project, its objectives, and the consortium. Since it was launched, the website has been regularly updated with project news and developments, and has undergone an extensive re-design to make it more user-friendly to external audiences.

An interactive online DCoP Forum was incorporated into the website (together with WP2 and WP5). However, workshops, webinars and face-to-face events with the DCoP proved to be more successful in terms of presenting the DARWIN project, its results, and benefits to members.

DCoP members were recently asked in a WP5 Questionnaire: ‘Apart from the DARWIN-homepage, please specify the two main sources of information platforms that you would prefer for future collaboration within the DCoP’. As of 23rd August 2018, 39 members had completed the questionnaire and 37 answered this particular question. Responses received were as follows:

- Email updates: 26
- Webinars: 14
- Other social media (e.g. Facebook): 12
- DCoP Forum on the DARWIN homepage: 11
- DCoP LinkedIn group: 10
- DARWIN Wiki: 1

This feedback from the DCoP is extremely valuable when choosing the most impactful channels to communicate with members beyond the life of the project.

Social media was another channel selected to present DARWIN in an interactive and engaging way. There are many social media platforms to choose from and, taking available time and resources into account, Twitter, YouTube and LinkedIn were identified as the most relevant platforms for DARWIN to have a presence on. Of the three, Twitter has been by far the most successful for DARWIN, in terms of engagement and reach. Other sites such as Instagram, Facebook, Snapchat and Pinterest were deemed unsuitable for the project, due to not being frequently used by the target external audiences and the dependence on strong visuals to accompany all posts (e.g. Instagram).
D6.6 – Presentation of the project [final]

The WP6 description in the DoA also mentioned channels such as podcasts and slide shows. As the project progressed, WP6 decided to focus instead on webinars and worked with WP5 to plan a series of webinars, which were recorded live to present on the website afterwards.

Presentation of the project is closely linked to exploitation, as channels such as the website, social media, videos, and marketing materials act as tools to demonstrate the value and benefits that DARWIN will bring to end-users. In doing so, they provide momentum for the uptake of results. The DARWIN Dissemination and Exploitation Taskforce assisted in the development of the project’s exploitation plans, which are outlined fully in D6.8 ‘Plan for business and exploitation of results [final]’. Deep Blue leads the exploitation task and presented the draft exploitation plan template to the taskforce in January 2018. The exploitation taskforce then gave feedback and the template was updated. The taskforce also advised Deep Blue on their strategy for engaging partners in creating their own individual templates. The taskforce followed the approach of leading by example by filling out their individual exploitation plans as an illustration for the other partners. Since the submission of D6.8 and the creation of the individual plans by all partners, one of the tasks of the taskforce is to discuss the best methods for supporting and reporting on further exploitation activities and successes. The exploitation strategy and related activities will also be addressed in D6.7 ‘Dissemination, exploitation and external collaborations strategy [final of D6.1]’.

D6.6 is the seventh deliverable submitted in WP6 for the DARWIN. The other six were:

- D6.1: Dissemination, exploitation and external collaborations strategy [preliminary]
- D6.2: Presentation of the project [preliminary]
- D6.3: Dissemination, exploitation and external collaborations strategy [update of D6.1]
- D6.4: Plan for business and exploitation of results [preliminary]
- D6.5: Results for the utilization of external collaboration
- D6.8: Plan for business and exploitation of results [final]

The final deliverable, D6.7: Dissemination, exploitation and external collaborations strategy [final of D6.1], will be submitted in the final month of the project (M40). Together, the eight WP6 deliverables describe all of the activities that took place under the two WP6 tasks – T6.1 Dissemination and T6.2 Exploitation.
2.2 Logo and branding

2.2.1 Overview
Establishing a logo and brand for DARWIN was one of the first WP6 activities undertaken, and a key objective of presenting the project to external audiences. These were used as a starting point for all design and marketing materials created for the project. As well as developing an identity for the project and its results, the logo and brand distinguish DARWIN from other research projects in the field of crisis and resilience management.

The DARWIN logo (Figure 2) was finalised in June 2015 and used in presentation materials for the project’s kick-off meeting in Trondheim, Norway that month.

![DARWIN Project Logo](image)

**Figure 2: DARWIN Project Logo**

The logo, as with the project name, was inspired by the renowned biological scientist, Charles Darwin, and a tagline was developed to accompany it: ‘Adapt to Survive’. As described in D6.2, this was derived from Darwin’s famous quote on evolution:

“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change”.

The purpose of this brand promise, or tagline, ‘Adapt to Survive’ is to tell DARWIN’s stakeholders what the project is about, in a way that’s short, to-the-point, and easy to remember. This message sums up the project’s key objective: to improve responses to expected and unexpected crises by creating innovative resilience management guidelines. A second version of the logo was created to include the tagline (Figure 3).

![DARWIN Logo with Tagline](image)

**Figure 3: DARWIN Logo with Tagline**

The original DARWIN logo was created by SINTEF in advance of the project’s start date. The concept behind it was evolution, adaptation to the environment/context, and the need for different tools. The idea of the tool (initially a screwdriver, then a hammer), was that the guidelines will provide different set of tools. Feedback from partners during the kick-off meeting was that the logo would be noticed and stand out.
This mirrors the wishes of the consortium that at the end of DARWIN the results will be noticed and used, and that they will contribute to improvements in terms of understanding and enhancing resilience. Once the logo was agreed, CARR’s in-house design team reproduced the original in a suitable format for print and use in design materials.

They also developed different font styles, a stylised logo with the project tag line and alternative backgrounds (see D6.2, Appendix 6.1). The objective was to create a simple, clean image that represents the project and is scalable in size to adapt to different communications channels (presentation slides, posters, brochures, online communications, etc.).

CARR’s design team then developed a colour palette (Figure 4) based on the project’s primary colours used in the logo image – red and black. The palette colours have been used in all marketing and communications materials for the DARWIN project to ensure consistency in branding and style.

![DARWIN Colour Palette](image)

**Figure 4: DARWIN Colour Palette**

The palette also provided a guideline for partners when producing their own content and presentation materials within the DARWIN project.
Once the logo and colour palette were signed off, a project PowerPoint presentation template was designed (Figure 5), again using DARWIN’s primary colours.

Figure 5: DARWIN PowerPoint Presentation Template

The template was uploaded to the e-room for all partners’ use for presentations prepared for both internal and external events during the project. In all instances where the project is presented to external audiences, the EU funding acknowledgment has been included as follows: 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 no 653289.

2.2.2 Status at M39

The logo and branding (including colour palette) developed at the beginning of the DARWIN project were made available on the e-room for partners’ use throughout the lifetime of the project and have been used in all instances where the project was presented, both externally and internally. As demonstrated in this report, the DARWIN logo and branding is prominent in all communication and dissemination materials, including presentation template (Figure 5), project website (Figures 6-9), DARWIN’s social media profiles (Figures 11-13), project pull-up stand (Figure 25), leaflets (Figure 15), and videos (Figures 23-24). The EU funding acknowledgment appears prominently in all presentation materials.
2.3 Website

2.3.1 Overview

The DARWIN website (www.h2020darwin.eu) has been live since the beginning of the project. It was published on 18th August 2015, within 10 weeks of the project’s start date. In December 2017 (M31), the website underwent an extensive re-design to improve user-friendliness and tell the DARWIN story to external audiences in a more impactful way. Figures 6 to 9 on the following pages show screenshots of the revised website and some of the visuals designed. This new version has eight main sections, or tabs, available on the homepage:

- About DARWIN (with a sub-section on ‘DARWIN Questions & Answers)
- Project Partners
- Community of Practitioners
- DARWIN Blog
- News
- Project Deliverables
- Project Results
- DARWIN Wiki

There are links to DARWIN’s three social channels on the top left of each page – Twitter, LinkedIn, and YouTube. On every page there is a ‘Latest Updates’ bar to the right, providing a feed of the recent project news articles that have been uploaded, as well as a ‘Social Feed’ where the latest DARWIN Tweets are featured. Members of the DCoP can also log-in to the website using the username and password fields that appear on the right-hand side. This gives access to a ‘members only’ section of the website, with Community Forums on:

- Adaptation of Guidelines for Aviation and Healthcare
- DCoP Workshop 1
- Generic Guidelines
- DCoP Workshop 2
- EU Resilience Projects
- Feedback / Comments / Suggestions
- Photos
- Training
- Videos

Responsibility for the online DCoP Forum is shared between partners and work packages, e.g. WP2 Leader SINTEF (development of Wiki), WP6 Leader CARR (hosting and maintenance of the forum infrastructure) and WP5 Leader KMC (development of content and material for the Forum).

Although all DCoP members have been issued with login information, the Community Forums tool of the DARWIN website has not been actively used by the members. One reason for this may be having a separate login (i.e. not being a forum that they visit as part of their day-to-day work) and perhaps the website not being frequently visited by the DCoP members. Also, the DCoP membership is very broad and the Forum content was spread across a wide range of activities, which may have resulted in content not being targeted enough. However, the DCoP has been very active in other communication channels, e.g. face-to-face workshops and webinars, where members provide regular feedback and share experiences. It could be the case that these channels have been sufficient for the DCoP during the project and they do not see the need for an additional online forum.
In an ongoing questionnaire, members of the DCoP were asked to choose their preferred channels for future collaboration beyond the life of the DARWIN project. Interestingly, 11 of the 37 responses (as of 23rd August 2018) to this question identified the DCoP Forum on the DARWIN homepage as a preference. So, it may become a more useful tool after the project comes to an end.

2.3.2 Status at M39

Two versions of the DARWIN website have been designed and published online. The first was ready within 10 weeks of the project start date. This was re-designed and re-launched in M31 (3rd December 2017) to improve user-friendliness and visual attractiveness to visitors. In M39 it features:

- 54 news articles
- 15 blog posts
- Links to 3 social channels (Twitter, YouTube, LinkedIn)

Google Analytics (see Appendix 1) shows us that from September 2015 (M4) to the end of July 2018 (M38) there were 10,133 visits to the DARWIN website, by 6,270 users. The average duration of these website sessions was 3 minutes and 7 seconds and visitors tended to view 2.5 pages during this time. The total number of page views was 25,315. The highest number of visitors came from the United Kingdom, followed by Sweden, the United States, Italy, Germany, Norway, Ireland, Belgium, France, and Spain. Some of these countries in the top 10 did not have any DARWIN partners, for example the United Kingdom and United States. This shows that DARWIN reached a broad audience outside the countries represented in the consortium. The project’s online audience came primarily from organic search (via online search engine), followed by direct (using DARWIN’s web address), referral (linked from other websites), and social channels (e.g. Twitter, LinkedIn).

After the homepage, the most popular pages visited (according to Google Analytics) were:

- Project Deliverables
- About DARWIN
- Community of Practitioners
- Project Partners
- DARWIN Blog
- DARWIN FAQ
- Project News

The number of visits to the DARWIN Wiki is not available in Google Analytics as it is run by a different software and configured by SINTEF. However, since it was moved to CARR’s server in 2018, we can see that the number of times the front page of the Wiki has been accessed this year to-date is 2,325.

Table 3: Downloads of Project Deliverables Available on DARWIN Website

<table>
<thead>
<tr>
<th>Document / Month</th>
<th>2016</th>
<th>2017</th>
<th>2018 (to 20th August)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>DARWIN D1.1 - Consolidate resilience concepts and practices for crisis management</td>
<td>546</td>
<td>945</td>
<td>231</td>
<td>1,722</td>
</tr>
<tr>
<td>DARWIN D1.2 - Evaluation and selection of resilience concepts and approaches</td>
<td>138</td>
<td>336</td>
<td>125</td>
<td>599</td>
</tr>
<tr>
<td>DARWIN D1.3 - Practitioner and academic requirements for resilience management guidelines</td>
<td>157</td>
<td>269</td>
<td>128</td>
<td>554</td>
</tr>
</tbody>
</table>
D6.6 – Presentation of the project [final]

| DARWIN D2.1 - Generic Resilience Management Guidelines       | 1,094 | 2,371 | **3,465** |
| DARWIN D2.2 - Generic Resilience Management Guidelines Adapted to Healthcare |       |       | **111**   |
| DARWIN D2.3 - Generic Resilience Management Guidelines Adapted to Air Traffic Management Domain |       |       | **97**    |
| DARWIN D3.1 - Diverse representation and evolution of resilience guidelines support v1 | 25    | 288   | **383**   |
| DARWIN D3.2 - Diverse representation and evolution of resilience guidelines support FINAL | 222   | 106   | **328**   |
| DARWIN D3.3 - DARWIN resilience management guidelines toolkit |       |       | **75**    |
| DARWIN D3.4 - Resilience Management Concepts and Application Tutorials |       |       | **95**    |
| DARWIN D4.1 - Evaluation Plan | 104   | 495   | **724**   |
| DARWIN D4.2 - Initial Evaluation of the Guidelines | 685   | 79    | **764**   |
| DARWIN D5.1 - DARWIN Community of Resilience and Crisis Practitioners (DCoP) Terms of Reference | 161   | 6     | **240**   |
| DARWIN D5.2 - DARWIN Community of Resilience and Crisis Practitioner (DCoP) resilience concepts, users and academia interactive workshops (WS1) | 151   | 318   | **567**   |
| DARWIN D5.3 - DARWIN Community of Resilience and Crisis Practitioners (DCoP) resilience concepts, users and academia interactive workshops (WS2) |       |       | **165**   |
| DARWIN D6.1 - Dissemination, Exploitation and External Collaboration Strategy | 212   | 446   | **746**   |
| DARWIN D6.2 - Presentation of the project | 216   | 463   | **866**   |
DARWIN D6.4 - Plan for businesses and exploitation of results

DARWIN D7.3 - Initial data management plan

Total number of downloads:

<table>
<thead>
<tr>
<th>Section of DARWIN Website</th>
<th>Number of Page Views (to 31st July 2018)</th>
</tr>
</thead>
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<tr>
<td>Project Deliverables</td>
<td>1,798</td>
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<td>About DARWIN</td>
<td>1,158</td>
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<tr>
<td>Community of Practitioners</td>
<td>1,145</td>
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<td>Project Partners</td>
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<td>DARWIN Blog</td>
<td>624</td>
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<td>DARWIN FAQ</td>
<td>473</td>
</tr>
<tr>
<td>Project News</td>
<td>420</td>
</tr>
</tbody>
</table>

Figures 6-9 illustrate the new website design and layout, including sample visuals designed to tell the DARWIN story to external audiences (e.g. Figure 8).
D6.6 – Presentation of the project [final]

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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Figure 10: DARWIN Website – Project News and Project Results
2.4 Social media

2.4.1 Overview

Social media channels Twitter, YouTube and LinkedIn were used to regularly communicate the DARWIN concepts, outputs and results to target audiences during the project’s lifetime. Creating a large online community of interested parties through social media platforms is highly effective as it can create the momentum for exploitation and further development of project results. Social Media provided DARWIN with many opportunities to link and interact with members of the DCoP and other representative bodies from across the EU.

A digital and social media strategy was developed (see Appendix 4 of D6.3) to maximise the targeted use of social media platforms in disseminating DARWIN’s results, benefits and values.

In M28, WP6 requested an amendment to the KPI for the number of Twitter Followers DARWIN would achieve – revising the target from the original number of 1,000 to a new target of 600 Followers at a minimum. The reason being, at the stage of M28 the project Twitter account had 333 Followers and we were not on track to achieve the initial target set in the DoA. However, by implementing our digital / social media strategy and actively targeting multipliers, WP6 set out to achieve the highest following possible by the end of the project, with a minimum of 600 relevant followers.

2.4.2 Status at M39

The KPIs for both Twitter and YouTube have been exceeded by M39 in the DARWIN project. The KPI for LinkedIn had been exceeded in M33, however DARWIN’s presence on this channel had to be re-established in order to conform with LinkedIn restrictions.

The measurable results for social media in the DoA were:

- Creation of a LinkedIn Group and Twitter account: over 1,000 Twitter followers (revised to over 600 Twitter followers in M28), and over 100 members on LinkedIn Group;
- At least 5 project videos uploaded to YouTube;
- Social media links with at least 20 national and international representative groups from across the EU.

Twitter

A Twitter profile (Figure 11) was set up for DARWIN at the outset of the project and, as of 20th August 2018, the number of followers has exceeded the revised KPI set at M28 with a total of 712 Followers. Figure 10 offers a snapshot of this audience profile. The status of DARWIN’s presence on Twitter in M39 was as follows:

- 712 Followers
- 826 Tweets
- 3,049 Following
- 595 Likes
- 6 Lists
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 12: DARWIN Twitter Profile

Figure 11: Twitter Analytics - Audience Profile
YouTube
The KPI set for videos was at least 5 project videos uploaded to YouTube. As of M39 (15th August 2018) there were 17 videos uploaded to the DARWIN YouTube channel, with a total of 1,138 views to-date. An additional 17 videos are also in progress in M39. This new series of videos focus on the project outputs (e.g. DRMG, DCoP, Pilots, etc.), including video interviews with the DCoP members. WP6 Leader CARR is also exploring the possibility of producing video interviews in the final month of the project, based on the DARWIN Capability Cards. This footage would be recorded using the GoToMeeting software.

Figure 13: DARWIN YouTube Channel (M39)
LinkedIn
A LinkedIn profile was established for the DARWIN project and had reached 119 connections by M33 (February 2018). However, this was removed by LinkedIn in M33. The reason given was that this type of account was for individuals only. Due to the removal of the account, the connections were lost. A new LinkedIn group was established for the project shortly afterwards, with a total of 21 members at M39. Indications from DCoP members is that this channel may be of more interest to them after the project, with 10 of the 37 members who completed the ongoing WP5 questionnaire (as of 23rd August 2018), selecting it as a preferred channel for collaboration.

![LinkedIn Group](image)

**Figure 14: DCoP LinkedIn Group (re-established M33)**
2.5 DARWIN marketing materials

A range of marketing materials have been designed and produced by CARR’s design team since the beginning of the DARWIN project, to tell the story of the project to its different target audiences. These materials include a poster, leaflet, newsletters, videos, and pull-up stand. All marketing materials were designed in-line with the brand guidelines and colour palette developed at the beginning of the project. In section 2.5 we provide an overview of what was achieved under each of these channels, along with the current status at M39. 11 designed handouts based on the Capability Cards are being produced for use in workshops and demonstrations during the final 6 weeks of the project, and beyond. A sample of this design can be seen in Figure 15. The image in the header will be changed for each Capability Card to represent the different card. A grey filter is being used to keep a common look to all of the cards and adhere to the DARWIN branding.

2.5.1 Poster

2.5.1.1 Overview

The DARWIN poster is primarily aimed at academic audiences and the research community. The purpose of its creation was to increase awareness of the DARWIN project among the crisis and resilience community in Europe and share information on research findings. It can be used at conferences, workshops, and industry events.

The DARWIN poster template (Figure 16) was created and made available on the project e-room for partners to customise, depending on the specific event and message. The template has four clear sections: introduction, objectives, results and project partners. It is easily edited to allow partners to insert specific research results into the template. The poster was designed in keeping with DARWIN’s style guidelines and colour palette to ensure brand consistency.
D6.6 – Presentation of the project [final]

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.

2.5.1.2 Status at M39

The template for the DARWIN poster has been used by partners throughout the project. Its content has been edited by for display at many conferences and events. These events include IPRED V (2018), 6th HUMANIST Conference (2018), SESAR Innovation Days (2017), the Asset Final Event - Bringing SiS issues into Pandemic Preparedness and response (2017), NATO workshop (2016), IPRED IV (2016), 6th REA Symposium (2015), and the National Symposium on Technology and Methodology for Security and Crisis Management (2015).
2.5.2 Leaflet

2.5.2.1 Overview

The purpose of the DARWIN leaflet is to provide readers with a summary of the project, its objectives and outputs. On the reverse of the double-sided A5 leaflet is a description of the DARWIN Community of Practitioners (DCoP), the benefits of membership, and details of how to join the community. General contact information for the project is also provided, along with links to DARWIN’s website, Twitter profile, YouTube channel, and LinkedIn group.

The DARWIN leaflet has been distributed widely, at workshops, conferences and events to disseminate key messages about the project to the crisis and resilience community. There are three main objectives of this dissemination – to inform and raise awareness about the project and its outputs, to recruit new DCoP members, and to encourage readers to connect with the project via its online presence.

Figure 17: DARWIN Leaflet (front and back)

2.5.2.2 Status at M39

The initial DARWIN leaflet was produced in April 2016, in advance of the project’s first DCoP workshop in Sweden. As with the other marketing materials, it followed the brand guidelines and colour palette set out for the project. A print-ready version of the leaflet was made available to all DARWIN partners on the project’s e-room, so partners could arrange local printing for conferences and events. Some partners have also displayed it in their office reception areas, such as ENAV’s Headquarters in Rome.
The leaflet has undergone a number of edits since April 2016, including an update in August 2017 in advance of the CoU event and joint DRS-7 and DRS-14 workshop in Brussels in September. At this event the leaflets were displayed at an information stand and proved a useful tool for DCoP recruitment, with almost 20 new members signing up to join the community at the stand. In March 2018 the content was again updated and made more specific to the DARWIN outputs (Figure 17). This was necessary for the events partners are participating in during the final months of the project, such as the joint final DRS-7 event ‘Critical Infrastructure Resilience,’ which was held in Brussels on 10th April 2018.

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.
2.5.3 Newsletter

2.5.3.1 Overview

The DARWIN newsletter was a useful direct marketing tool for the project. The primary target audience for the newsletter was the DARWIN Community of Practitioners (DCoP) and the purpose was to update readers on news and developments in the project.

A newsletter template (Figure 18) was originally designed by an external design agency, in keeping with DARWIN’s logo and branding. The layout of the two-page template is editable, to accommodate articles of varying size and design.

For the first newsletter, KMC (as WP5 leader) was responsible for gathering partner articles and CARR had responsibility for editing and proofreading content, as well as organising the layout and structure. The final draft of the newsletter was approved by SINTEF and distributed to all project partners. Each project partner was then responsible for distributing the newsletter to their relevant stakeholder list. This method of distribution was chosen to respect the data privacy of all newsletter recipients. It also increased the likelihood that newsletter recipients will open the email, as it was sent from a recognised contact. Production of the second newsletter was coordinated by CARR.

A sign-up option was added to the DARWIN website, allowing visitors to subscribe to the newsletter directly. WP6 leader CARR provided updates to partners on newsletter progress at monthly teleconferences.

Once the newsletters were syndicated, they were published on the project website and promoted across social media channels.

The DARWIN newsletter included the following sections:

- DARWIN project updates
- Upcoming events
- Information on joining the DCoP
- Contact information

As the project progressed, collaboration with the other four DRS-7 projects (IMPROVER, RESILENS, RESOLUTE, and Smart Mature Resilience (SMR)) increased significantly. The five projects decided to release regular joint newsletters, which were coordinated by the SMR project.
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.

2.5.3.2 Status at M39

As described in D6.2, the DARWIN newsletter was originally intended to be syndicated bi-annually to a list of subscribers in the crisis and resilience community. Two editions of the DARWIN newsletter have been produced and syndicated during the project. The first issue of the DARWIN newsletter was distributed in autumn 2016 (Figure 20), featuring articles on:

- The first DCOP workshop
- DARWIN at the 4th CoU event, run by the EU
- Evaluating the DRMG
- Updates on DARWIN research
- Upcoming events
- A special focus on international resilience

The second issue was released in early 2018 (Figure 19) and focused on updates and announcements, such as:

- Project update from the coordinator
- Webinar on the practical adaptation of the concept cards
- IPRED V conference
- New DCOP LinkedIn group
- Re-designed DARWIN website
- Upcoming events
- How to become a DCOP member

WP6 is planning to produce a third newsletter that will be syndicated in the final month of the project (September 2018), focusing on the final DARWIN outputs, the legacy of the DCOP beyond the life of the project, and future plans.
Although the official DARWIN newsletters were not distributed as frequently as initially planned, the project participated in three additional editions of the ‘Resilience Newsletter’. Produced in collaboration with the other four DRS-7 projects (coordinated by SMR), each of these editions included a specific article focused on DARWIN (e.g. figures 21-23).

DARWIN also promoted the newsletters of other EU-funded projects operating in the resilience field, such as IMPROVER, SMR, and FORTRESS (FP7), through its website and social channels.

The measurable results in the DoA related to the newsletter were:

- At least 20 individuals / organisations signed up to receive email updates on project achievements and results by M12
- At least 100 individuals / organisations signed up to receive email updates on project achievements and results by M18

By M29, there were 139 individuals and organisations signed up to receive email updates on project achievements and results. This figure included DARWIN partners and DCoP members. Since the website was redesigned in late 2017, an additional 12 subscriptions have come through the website sign-up function. DARWIN partners were also encouraged to share all newsletters with their networks, expanding the reach beyond official subscriptions. The two DARWIN newsletters were uploaded to the project website, where they were viewed 109 times (the most recent was viewed 91 times and the first edition was viewed 18 times).
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 19: Second Edition DARWIN Newsletter
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.
Dear reader,

We are happy to share with you the third collaborative edition of the Resilience newsletter to present the work of European-funded projects working towards the shared objective of building resilience in Europe.

Save the Date: Critical Infrastructure Resilience Conference 2018
10th April 2018
Convent Garden 2 (REA building)
Auditorium Nowodw. 20th floor
Place Rogier 10, Brussels

The Critical Infrastructure Resilience Conference 2018, which will showcase Europe’s foremost research into resilience of critical infrastructures and resilience in cities, will take place on 10th April 2018. Six European-funded projects, Smart Mature, ResilEase, RESILES, IMPROVER, DARWIN and Smart Resilience are co-organising this event.

Figure 21: Third Edition Resilience Newsletter

DARWIN Webinar – ‘Resilience Management – From Theory to Practice: A Practical Adoption of Concept Cards’

On 4 December 2017, the DARWIN project held its latest webinar, ‘Resilience Management – From Theory to Practice: A Practical Adoption of Concept Cards’. Project partners Valentina Cedrini from ENAV S.p.A., Italy, and Giuseppina Mandarino from ISSE, Italy, shared their expert knowledge on how specific concept cards developed in DARWIN can be adapted and utilised within the healthcare and air traffic management (ATM) sectors. View their joint presentation here.

Read Giuseppina’s blog examining the benefits of the DARWIN Resilience Management Guidelines (DRMG) from a healthcare perspective here. Valentina’s blog discussing how the DRMG can be adapted to ATM is available here.

DARWIN Community of Practitioners (DCoP) – Upcoming Events

The next DCoP workshop will take place in Linköping, Sweden from 5 to 8 March 2018. The workshop will focus on experiments with different solutions associated with the DRMG, training, rapid-prototyping of concept cards and evaluation. While co-creating a resilient virtual city, the DCoP members will be asked to reflect on the usability of the Concept Cards within their own domain.

DARWIN will hold webinars for the DCoP in February, May and September 2018. The next webinar will take place on 27 February.

About the DCoP

The DARWIN Community of Practice (DCoP) is an active international community that brings together more than 140 end-users in the fields of resilience, crisis management and emergency response, as well as healthcare and air traffic management. More information on the DCoP and how to join is available here: h2020darwin.eu/community-of-practitioners/

Visit the project website
Follow us on Twitter
Find us on YouTube
Connect with us on LinkedIn

Read more >
Dear reader,

We are happy to share with you the second collaborative edition of the Smart Mature Resilience newsletter to present the work of European-funded projects working towards the shared objective of building resilience in Europe.

About Smart Mature Resilience

Smart Mature Resilience is a multi-disciplinary research project working for more resilient cities in Europe. Researchers and cities come together to enhance cities’ capacity to resist, absorb and recover from the hazardous effects of climate change. A Resilience Management Guideline and a set of practical tools are piloted in a core group of cities and shared with a wider group of cities, strengthening the nexus of Europe’s resilient cities. Cooperation between researchers and cities functions in a cycle of development, pilot trials and evaluation. Researchers work with the project cities to co-create and pilot tools which help cities assess their resilience maturity, identify and implement resilience building policies and cooperate with stakeholders.

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 22: Second Edition Resilience Newsletter
Dear reader,

We are happy to share with you the first collaborative edition of the Smart Mature Resilience newsletter to present the work of European-funded projects working toward the shared objective of building resilience in Europe.

About Smart Mature Resilience

Smart Mature Resilience is a multi-disciplinary research project working for more resilient cities in Europe. Researchers and cities come together to enhance cities' capacity to resist, absorb and recover from the hazardous effects of climate change. A Resilience Management Guideline and a set of practical tools are piloted in a cohort of cities and shared with a wider group of cities, strengthening the nexus of Europe’s resilient cities. Cooperation between researchers and cities functions in a cycle of development, pilot trials and evaluation. Researchers work with the project cities to co-create and pilot tools which help cities assess their resilience maturity, identify and implement resilience building policies and cooperate with stakeholders.

Figure 23: First Edition Resilience Newsletter

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.
2.5.4 Videos

2.5.4.1 Overview

Video has been an important story-telling tool for DARWIN, and has been used extensively since D6.2. It is an effective means of communicating the project in an interesting, short and easy-to-understand way. There are a range of videos available on both the DARWIN website and YouTube channel. These mainly consist of interview-style testimonial videos where interviewees share their experiences of the DARWIN tools, the benefits of adapting and adopting the tools, and how the tools will affect critical infrastructure resilience.

In April 2018, WP6 Leaders CARR managed the filming and editing of a video to document the joint DRS-7 event, ‘Critical Infrastructure Resilience 2018,’ held in Brussels. This event featured the launch of a joint white paper by the projects on critical infrastructure resilience, aimed at policy makers. The video acts as an important record of the event itself, the relevance of the five DRS-7 projects, and future plans. Each of the five project coordinators participated in in-depth interviews where they were asked to respond to a series of questions, such as:

1) Which sectors has your project focused on and why is resilience so important for these sectors?
2) How can your European Resilience Management Guidelines support resilience building in Europe?
3) Who can use the tools you have developed?
4) What is different about your project, compared to the other four DRS-7 projects?
5) What has been the most impactful outcome from your project?
6) A white paper on critical infrastructure resilience has been published today. What was your project’s contribution to the white paper?
7) Looking to the future, what are your thoughts on integrating the outcomes of the five projects?

Two versions of the video were produced – a short ‘highlights’ video, and a longer video with in-depth results from the coordinators’ interviews and featuring feedback from European Commission representatives in attendance. The videos were published across the DRS-7 projects, on their websites and social channels.

Figure 24: Critical Infrastructure Resilience Video
2.5.4.2 Status at M39

Since May 2017, there have been a total of 17 videos produced and uploaded to the DARWIN YouTube channel. At Month 39, there are a further series of 17 videos planned for the remainder of the project. These focus mainly on interviews filmed at the last DCoP workshop in March 2018. Approximately 10 of the videos are interviews with partners, each covering a different result of the project, e.g. DRMG, DCoP, simulation tool, Wiki. The other seven videos are interviews with DCoP members about their feedback on the project and its results, whether the outputs are useful for their work and whether they will implement the Capability Cards in the future.

The measurable result set for videos in the DoA was at least 5 project Videos uploaded to YouTube. This target has been exceeded by more than three times as of M39, and the figure will double again by the end of the project.

Figure 25: DARWIN DCoP Workshop Video

As well as interview-style videos and highlights from workshops and events, DARWIN has also produced videos of webinars held online. These are recorded ‘live’ using the GoToMeeting function, and are useful for those who are interested in the project outputs and webinar topics but are unavailable to attend the webinars. A large percentage of the DCoP members who responded to a WP5 questionnaire recently, highlighted webinars as a preferred channel for collaboration beyond the project’s end.

Figure 26: DARWIN Webinar Videos
2.5.5 Pull-Up Stand

2.5.5.1 Overview

The DARWIN pull-up stand was designed and produced as a marketing tool for partners to use at workshops, conferences and events. It features the project logo and branding, the full title of the project, a description of what the project is setting out to achieve, contact information, and partner information. The EU funding acknowledgement is also included on the pull-up stand. The stand was used to raise awareness of the project among crisis and resilience audiences. In early 2018, the pull-up stand was re-designed to include all of the nine partner logos (Figure 27). Brighter colours were also used to improve the stand’s visibility at events.

Figure 27: DARWIN Pull-Up Stand (original on left, re-design 2018 on right)
2.5.5.2 Status at M39

The DARWIN pull-up stand has been displayed at many workshops (both internal and external), conferences and events since it was designed. The stand forms an important element of information booths about the project and was used as such at the DRS-7 ‘Critical Infrastructure Resilience 2018’ event, and the CoU event in Brussels in September 2017. The pull-up stand was updated in March 2018 to include each of the partner logos.

The pull-up stand has also been featured in the background of interview videos filmed throughout DARWIN to provide essential project branding (e.g. Figure 28). It has been available to all project partners to exhibit at academic and professional events and conferences for the lifetime of the project. It is also available on the e-room in print-ready format, should partners need to produce it locally.

Figure 28: DARWIN Pull-Up Stand in Use
3 Key Performance Indicators (KPIs)

This chapter presents performance of the channels described in the Chapter 2 against the initial KPIs set out in the DoA. Key Performance Indicators (KPIs) were used by WP6 to monitor progress towards the dissemination targets set in the DoA and decide where efforts should be focussed for the remainder of the project. The regular review of KPIs ensured momentum continued against each of the project objectives to achieve impact. WP6 Leader CARR worked closely with other partners to coordinate, plan, deliver and monitor these activities in a systematic way.

A Dissemination and Exploitation Taskforce was established in 2017 to:
- Ensure commitment from all partners to deliver on communication, dissemination and exploitation activities
- Monitor progress on KPIs and ensure impact is achieved

The taskforce participated in regular teleconferences to review dissemination and exploitation activities, using the WP6 Action Plan from D6.3 as a basis. Monitoring of KPIs also allowed the taskforce to keep track of partners’ efforts in dissemination, communication and exploitation.

In the revised version of D6.3 (submitted in M29), some amendments to KPIs were requested. In Table 5 below we have included the KPIs relating to presentation of the project and the channels featured in chapter 2 of this report, along with any requested amendments.

Table 5: KPIs Table Extracted from D6.3 with Requested Amendments

<table>
<thead>
<tr>
<th>Dissemination Activity</th>
<th>Measurable Result / KPI</th>
<th>Requested Amendments to KPIs (M25-project end) and Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logo, videos, brochures, common templates for presentations, and other actions that create identity, consistency and awareness of the project</td>
<td>Project logo (M1), communication templates (M2), first brochure and poster (M3) with continuous updates, report brochure (M4)</td>
<td>No change.</td>
</tr>
<tr>
<td>Dedicated website with project information, objectives, results, partners and events</td>
<td>Project website (M3 with continuous updates), at least four project blog entries every month throughout the project, 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>We request an amendment to the KPI of publishing 4 blog entries every month, to a minimum of 20 blog articles across the project. Reason: There is not sufficient material to justify 4 blog entries each month. This was an error in drafting the proposal and DoA. We propose a more realistic figure of a minimum of 20 blog entries across the project.</td>
</tr>
<tr>
<td>Social media channels and existing channels of communication – including Twitter and LinkedIn – will be used to communicate the</td>
<td>Creation of a LinkedIn Group and Twitter account: over 1,000 Twitter followers, and over 100 members on LinkedIn Group; at least 5 project videos uploaded to</td>
<td>We request an amendment to the KPI of creating a Twitter account with over 1000 Followers, changing the target to a minimum of 600 Followers.</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.

### 3.1 Logo and Branding KPIs

A logo and brand were required at the outset of the project to create an identity for the DARWIN project, as well as ensuring consistency across all presentation opportunities. This task involved designing a project logo in Month 1. Once the logo and associated colour palette was agreed, communication templates (e.g. PowerPoint presentation template and poster template) were designed. These KPIs were achieved, as shown in Table 6.

**Table 6: KPIs - Logo and Branding**

<table>
<thead>
<tr>
<th>Objectives</th>
<th>KPIs</th>
<th>Target (over lifetime of project)</th>
<th>Status at M39 (result achieved)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish logo and brand to create identity, consistency and awareness of the project</td>
<td>Create project logo (M1)</td>
<td>Achieve KPI</td>
<td>Target achieved</td>
</tr>
<tr>
<td></td>
<td>Design communication templates (M2), e.g. PowerPoint presentation templates, poster templates</td>
<td>Achieve KPI</td>
<td>Target achieved</td>
</tr>
</tbody>
</table>

**DARWIN concepts, outputs and results and all project videos will be uploaded in YouTube. Creating a large online community of interested parties through social media platforms can be highly effective as it can create momentum for the exploitation and further development of project results. Social Media will also provide many opportunities to link and interact with members of the CoCRP and other representative bodies from across the EU. DARWIN will use existing partner links to maintain communication, e.g. ERCC, Red Cross, ECHO, UNISDIR, EASA, EUROCONTROL, SESAR, SME associations.**

**Reason:** At M28 we are not currently on track to achieve the initial target that was set in the DoA. However, by implementing our digital/social media strategy and actively targeting multipliers, we aim to achieve the highest following possible by the end of the project, with a minimum of 600 relevant followers.

<table>
<thead>
<tr>
<th>Dissemination Activity</th>
<th>Measurable Result / KPI</th>
<th>Requested Amendments to KPIs (M25-project end) and Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>DARWIN concepts, outputs and results and all project videos will be uploaded in YouTube. Creating a large online community of interested parties through social media platforms can be highly effective as it can create momentum for the exploitation and further development of project results. Social Media will also provide many opportunities to link and interact with members of the CoCRP and other representative bodies from across the EU. DARWIN will use existing partner links to maintain communication, e.g. ERCC, Red Cross, ECHO, UNISDIR, EASA, EUROCONTROL, SESAR, SME associations.</td>
<td>YouTube; social media links with at least 20 national and international representative groups from across the EU</td>
<td><strong>Reason:</strong> At M28 we are not currently on track to achieve the initial target that was set in the DoA. However, by implementing our digital/social media strategy and actively targeting multipliers, we aim to achieve the highest following possible by the end of the project, with a minimum of 600 relevant followers.</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.

3.2 DARWIN Website KPIs

The DARWIN website is the central channel for presentation of the project. It was launched within 10 weeks of the start date, with regular content updates and news articles uploaded. At the end of 2017, the website underwent an extensive re-design to improve user-friendliness and ease of navigation. This was particularly important as the project entered its final phase of dissemination and exploitation. Table 7 shows how performance fared against the initial KPIs and it is very positive overall. Two of the three KPIs have been exceeded substantially – continuous updates by approximately 35% and number of recipients signed up to receive email updates by 50%. As of M39 we are currently only 25% short on the number of blog entries created. However, over the coming months, WP6 is confident that this target can at least be reached, if not exceeded. WP6 is also planning a third newsletter that will be syndicated in the final month of the project (September 2018), focusing on the final DARWIN outputs, the legacy of the DCoP beyond the life of the project, and future plans.

Table 7: KPIs - DARWIN Website

<table>
<thead>
<tr>
<th>Objectives</th>
<th>KPIs</th>
<th>Target (over lifetime of project)</th>
<th>Status at M39 (result achieved)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create project website (M3 with continuous updates)</td>
<td>Publish continuous (monthly) content updates during project</td>
<td>40</td>
<td>54</td>
</tr>
<tr>
<td></td>
<td>Number of individuals / organisations signed up to receive email updates on project achievements and results</td>
<td>100</td>
<td>151</td>
</tr>
<tr>
<td>Create a DARWIN blog and update it regularly</td>
<td>Publish at least 20 blog entries during project</td>
<td>20</td>
<td>15</td>
</tr>
</tbody>
</table>

3.3 Social Media KPIs

Table 8 summarises the performance of social media channels in the DARWIN project. The platforms of Twitter, YouTube and LinkedIn were selected at the outset as the most relevant channels to reach the project’s external audiences online. These channels have been very successful in presenting the project, engaging external audiences, and networking with international groups and projects. The majority of KPIs have been exceeded by M39 with positive results. For example, the number of Followers achieved on Twitter and the number of videos uploaded to YouTube have already exceeded the target. Following implementation of the social media and digital strategy created, the project’s Twitter following more than doubled from 333 at M28 to 712 at M39 (to 20th August 2018). 17 additional videos are currently in production, which will bring the total number of videos uploaded to YouTube to 34. Earlier in 2018, the DARWIN LinkedIn profile had exceeded the target of 100 connections. Due to restrictions on the type of account allowed by projects as opposed to individuals, the profile had to be deleted and re-established as a group. At 21, the membership of this group at M39 is lower than the KPI of 100 as set in the DoA. However, LinkedIn is a channel that DCoP members have expressed an interest in utilising following the end of the project, so this is a platform where DARWIN’s presence may continue to grow.
Table 8: KPIs - Social Media

<table>
<thead>
<tr>
<th>Objectives</th>
<th>KPIs</th>
<th>Target (over lifetime of project)</th>
<th>Status at M39 (result achieved)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish social media channels to communicate DARWIN concepts, outputs and results</td>
<td>Set up and manage Twitter account with over 600 Followers (revised KPI from M28)</td>
<td>600</td>
<td>712</td>
</tr>
<tr>
<td>Create and network with an online community of interested stakeholders</td>
<td>Establish LinkedIn Group with over 100 members</td>
<td>100</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>Create social media links with at least 20 national and international groups from across the EU (analysis of the accounts following DARWIN on Twitter show 160 EU-funded projects and 31 national and international groups. This number would be far greater if the 3,050 Twitter accounts followed by DARWIN were analysed)</td>
<td>20</td>
<td>191</td>
</tr>
<tr>
<td>Inform, engage and promote take-up of the DARWIN results</td>
<td>Produce at least 5 project videos for YouTube channel</td>
<td>5</td>
<td>17</td>
</tr>
</tbody>
</table>

3.4 Marketing Materials KPIs

A range of marketing materials have been designed and produced during the DARWIN project and all targets have been reached as of M39, although some timings were a little later than initially planned. The leaflet has undergone a number of edits since it was first produced in April 2016, including an update in August 2017, and another in March 2018. A target for WP6 was the active distribution of at least 300 project leaflets at international workshops and events. At M28 at least 400 leaflets had been distributed to key audiences, such as DCoP members, participants at workshops and conferences, and key stakeholders in pilot exercises. At M39 this figure has increased to an estimated 800 leaflets printed and distributed to external audiences. Additional leaflets will be distributed at events over the remainder of the project, and beyond. The academic poster has also been used by partners throughout the project. Produced in editable format, its content has been tailored by DARWIN partners for display at seven conferences and events by M39.

Additional materials described in Chapter 2, such as videos, newsletter and project pull-up stand, were also created and utilised to share information and updates about DARWIN’s developments. A series of Capability Card handouts are currently being re-designed in M39 and will act as an important marketing tool for the project over the coming months. A final project brochure will also be produced in the final month of the project to report on the project’s results.
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 9: KPIs - Marketing Materials

<table>
<thead>
<tr>
<th>Objectives</th>
<th>KPIs</th>
<th>Target (over lifetime of project)</th>
<th>Status at M39 (result achieved)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create marketing materials that raise awareness of the project</td>
<td>Produce first brochure (M3 with continuous updates) – 1 version in M6, updated M28 and M35</td>
<td>Achieve KPI</td>
<td>Target achieved</td>
</tr>
<tr>
<td></td>
<td>Produce first poster (M3 with continuous updates)</td>
<td>Achieve KPI</td>
<td>Target achieved</td>
</tr>
<tr>
<td></td>
<td>Produce report brochure (M4) – 1 version in M6, update planned</td>
<td>Achieve KPI</td>
<td>Target achieved</td>
</tr>
<tr>
<td></td>
<td>Active distribution of at least 300 leaflets at international events (at least 400 leaflets had been distributed by M28)</td>
<td>300</td>
<td>Approx. 800</td>
</tr>
</tbody>
</table>
4 Maintenance and Updates for Presentation of the Project

4.1 Maintenance

The content and materials created to present the DARWIN project required regular updating and maintenance during the project to ensure continued relevance to external audiences. Feedback and input from project partners and other WPs were gathered at monthly Executive Board (EB) meetings. At project plenary meetings, WP6 presented the status of each of the selected dissemination and exploitation channels to the consortium.

In October 2017 (M29), a Dissemination and Exploitation Taskforce was established by WP6 to monitor the performance and progress of activities against the original objectives, including presentation of the project, to ensure impact is achieved. KPIs were regularly reviewed at the taskforce’s online meetings, as well as being reported in WP6 deliverables. There were also bi-monthly phone calls held between WP6 Leader CARR and project coordinator SINTEF to review work in progress.

The monitoring of progress in presentation of the project, particularly the performance of KPIs, will continue over the remainder of DARWIN and beyond.

4.2 Updates

Communication and dissemination materials for DARWIN were updated on a regular basis throughout the project, as results became available from the other WPs. Where possible, presentation templates were created in editable formats (e.g. poster), so partners could customise the content depending on the event, target audience(s) and key messages.

Regular project meetings gave partners an opportunity to request any necessary updates of information and content contained in presentation resources. The website and social media channels were frequently updated with relevant project news and developments. As of 20th August 2018, there were 54 news articles and 15 blog posts on the DARWIN website, and the project’s Twitter profile has featured 826 Tweets, including ‘live tweeting’ from events such as the Critical Infrastructure Resilience 2018 conference that was jointly organised with the other DRS-7 projects.

There were 17 videos produced and uploaded to the DARWIN YouTube channel at different stages of the project, and there are another 17 videos in production as of M39. Newsletters, although not frequent, provided updates on important project developments as they unfolded. Updates will continue over the coming months to promote the final results and future opportunities.
5 Conclusions and Future Plans

5.1 Conclusions
As demonstrated in this deliverable, over the past 39 months there has been continuous communication and dissemination activity taking place under the umbrella term of ‘presentation of the project’. A wide range of marketing materials were designed to promote DARWIN and tell its story to those who need to know. High levels of engagement have taken place with external audiences through online channels, such as the website and social media. All partners and work packages were involved in this activity.

Chapter 3 presents a review of achievements against the original KPIs set in the DoA. It is evident that the majority of KPIs have been reached, and many exceeded, by M39. Work is ongoing, and WP6 is confident that significant progress can be made towards any outstanding KPIs over the remainder of the project and beyond.

Importantly, the activities that have taken place in presentation of the project to external audiences will continue over the coming months. This is necessary to facilitate exploitation of the final project results and ensure lasting impact for DARWIN.

5.2 Future Plans
As mentioned, work is ongoing for presentation of the project. Promotion of the final results will continue in the months following the project’s end. The website and social media channels will remain online and updated, with additional blog entries created by partners. WP6 is planning to produce a third newsletter that will be syndicated in September 2018, focusing on the final DARWIN outputs, the legacy of the DCoP beyond the life of the project, and future plans. A series of Capability Card handouts are currently being designed and will be an important marketing tool for the project over the coming months. A final project leaflet will also be produced in M40 to summarise the project’s results. 17 videos are in post-production and will bring the total number of videos produced in DARWIN to 34.

The DCoP will continue to collaborate. In a current WP5 questionnaire, 97% of members who responded said they would like to stay involved in the community beyond the end of the DARWIN project (Appendix B). In the responses of 37 members to the question ‘Apart from the DARWIN-homepage, please specify the two main sources of information platforms that you would prefer for future collaboration within the DCoP’, feedback was as follows:

- Email updates: 26
- Webinars: 14
- Other social media (e.g. Facebook): 12
- DCoP Forum on the DARWIN homepage: 11
- DCoP LinkedIn group: 10
- DARWIN Wiki: 1

This feedback is extremely valuable when selecting the most impactful channels to present the project in the future.
A Google Analytics (M1-M38)

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<table>
<thead>
<tr>
<th>Default Channel Grouping</th>
<th>Acquisition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Users</td>
</tr>
<tr>
<td></td>
<td>% of Total</td>
</tr>
<tr>
<td></td>
<td>(N)</td>
</tr>
<tr>
<td>1. (Other)</td>
<td>0</td>
</tr>
<tr>
<td>2. Direct</td>
<td>0</td>
</tr>
<tr>
<td>3. Organic Search</td>
<td>0</td>
</tr>
<tr>
<td>4. Referral</td>
<td>0</td>
</tr>
<tr>
<td>5. Social</td>
<td>0</td>
</tr>
</tbody>
</table>
B  Extracts from WP5 DCoP Questionnaire

Note that these questionnaire results were accessed on 23rd August 2018, when a total of 39 DCoP members had responded. The questionnaire is ongoing and will remain open until 30th September 2018. These results are not final.

**Represented Countries**

![Bar chart showing represented countries](chart1)

**Sector level of work**

![Bar chart showing sector level of work](chart2)
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Critical Infrastructure

Would you like to be part of the DCoP after the end of the DARWIN-project?

How often do you seek information on the results and deliverables coming from the DARWIN-project via the DARWIN-homepage?
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How often do you visit the DARWIN Wiki?

- 46% Never
- 18% Less than once a month
- 26% Once a month
- 10% More than once a month

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