IN-PREP

"An INtegrated next generation PREParedness programme for improving effective inter-organisational response capacity in complex environments of disasters and causes of crises"

D8.2 Communication Strategy and Plan

Document Summary Information

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1.00	11/05/2018	Sixth Draft	Final Version consolidating all comments	Johanna Varghese (CARR), Evangelos Sdongos (ICCS)	Accountable partners and PC Final review

Executive Summary

The objective of Work package 8 'High Impact Communications & Networking' is 'to inform engage, create awareness and promote information about the Action and achieve a high level of impact for the project and its results. **This deliverable D8.2 Communication Strategy and Plan outlines the communication strategy we have devised for IN-PREP along with the plan to ensure significant engagement with key stakeholders and audiences during the project.** The deliverable is an output of Task 8.2 'to design and create first class communications collateral' and is to be consistent with the Brand strategy (deliverable 8.1) developed in Task 8.1.

Currently no comprehensive training system exists to prepare different agencies across countries to collaborate during transboundary crises. While many national agencies are well-organized at responding to crises within their countries, when crisis moves across borders, preparing and orchestrating an international response poses serious challenges.

IN-PREP brings together experts in the crisis management sector, civil protection agencies, engineering, human behaviour and social sciences. They are collaborating to create a training platform targeted to civil protection agencies and first responders to meet the following objectives:

- Share response planning across borders and agencies
- Communicate relevant information in real time
- Coordinate critical resources
- Train and plan collaboratively for future crisis events

The project's communication strategy and plan, is a step-wise process that includes all incremental steps, such as: definition of main objectives for communication and dissemination identification of the project key audiences and the messages to be used to reach out to them, the means and channels to be used, the dissemination processes to be followed by individual partners and the initial communication and dissemination tools that are created for maximizing awareness about the project and communicating the proper messages across stakeholders.

When IN-PREP achieves results, **targeted audiences** need to know about them, such as:
- Civil protection agencies and first responders
- Communities of interest- trained volunteers and people living in areas affected by disasters
- Policy influencers, policy makers and organisations like CEU, CERCC, ECHO and CoU
- Researchers and system developers from Research and Technological Organisations (RTO) and Universities
- Industry and SMEs
- A wide audience

Consortium partners participated to craft key messages about In-PREP that will be directed through the most appropriate communication channels.

The document outlines the building blocks to the Communication Strategy:

- Project vision and brand core - from deliverable 8.1 'Brand Strategy'
- IN-PREP communication objectives – aligned with EU Horizon 2020 communication definitions and objectives
- State-of-Art technology that IN-PREP system components will build on and make breakthroughs
- Targeted audiences
- Key messages relevant to them
- Most appropriate channels for communicating them
- Key performance indicators (KPIs)
- Work plan indicating the timing for deliverables, activities and staged KPIs

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Glossary of terms and abbreviations used

Abbreviation / Term	Description
C&C	Command & Control
CI	Critical Infrastructures
CM	Crisis Management
CP	Civil Protection
DoA	Description of Action
Demos	Demonstrations
DSS	Decision Support System
ECH2020	European Commission Horizon 2020
EO	Earth Observation
IS	Information Systems
KPIs	Key Performance Indicators
MRPP	Mixed Reality Preparedness Platform
NRT	Near Real Time
R&D	Research and Development
RRI	Responsible Research and Innovation[1]
RT	Real Time
RTO	Research and Technological Organisation
SoA	State of Art
SSH	Social Sciences and Humanities[2]
TTX	Table Top Exercises
UAV	Unmanned Aerial Vehicle
UNISDR	United Nations Office for Disaster Risk Reduction https://www.unisdr.org/

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[1] Responsible research and innovation is an approach that engages societal groups early in the design process to assess potential implications and societal expectations within the subject matter. The aim is to foster the design of inclusive and sustainable research and innovation to align outcomes with the values of society.
https://ec.europa.eu/programmes/horizon2020/en/h2020-section/responsible-research-innovation

[2] Under Horizon 2020, the social sciences and humanities (*SSH*) are given an enhanced role as a cross-cutting issue aimed at improving our assessment of and response to complex societal issues
http://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/ssh_en.htm

1   Introduction

This document is a key deliverable within WP8 High Impact Communications and Networking and it sets out the strategy and plan we shall follow to communicate successfully throughout the project. CARR, with the contribution of the IN-PREP partners, is the author and the lead partner for task 8.2 'Design and create first class communication collateral' of which deliverable 8.2 Communication Strategy and Plan is part of.

IN-PREP is a project that will improve preparedness for organisational response capacity in complex environments of disasters and causes of crises. The importance of preparedness is reflected in the UNISDR Sendai Framework 2015-2030 – priority 4 'Enhancing disaster preparedness for effective response' (UN 2015). Furthermore the 2017 EC proposal, rescEU a new European system to tackle natural disasters is *"placing disaster and preparedness at the heart of disaster management"* and focuses on two strands of action

- Strengthening European response capacities: rescEU
- Stepping up disaster prevention and preparedness (EC 2017)

Against this backdrop the work of IN-PREP is to provide a training system for collaborative preparedness for tackling transboundary crises across agencies and countries. IN-PREP vision is to save more lives through better prepared responders and its mission is to improve ways responders collaborate across agencies and boundaries through the

1. IN-PREP Mixed Reality Preparedness Platform (MRPP) a novel IT based training platform
2. Training modules to facilitate transboundary preparedness between agencies from different policies and countries
3. Crisis Management Handbook that can be used by all agencies for both national and international crisis management

The aim of the communication strategy is to engage as much civil protection, first responder agencies and policy makers to make them aware that IN-PREP is creating an inter-agency and inter-border collaborative training system for effective transboundary crises preparedness.

Such system, namely the Mixed Reality Preparedness Platform (MRPP), will be interoperable, connecting with existing systems used by civil protection agencies across Europe. It will be the first end to end crisis management training system facilitating virtual scenarios on multiple levels and will feature:

- Decision support capabilities with built in situational awareness
- Resource allocation in real time
- Rapid remote sensing for quicker response actions
- Large scale evacuation simulation
- Coordinated C3 systems and vulnerability and risk assessment

Training modules will be introduced and tailored to different types and levels of crisis management agencies and practitioners:

- Civil Protection (CP)
- Fire Fighters
- Law Enforcement
- Health
- Command and Control (C&C) unit

The IN-PREP Crisis Management Handbook (milestone 4) will enable agencies to implement the MRPP in practice. It will include success and failure factors, recommendations on organisational and legal issues, and human factors in Command and Control rooms.

IN-PREP is an interdisciplinary project with experts from the fields of Responsible Research & Innovation (RRI), Social Sciences & Humanities (SSH), Information Systems (IS), Engineering, Crisis Management and real world experience from civil protection agencies (CP). Part of the communication strategy includes making defining the

State-of-Art IN-PREP components and their breakthroughs in the different subject fields and linking them to targeted audiences.

There are two main challenges for communications
1. to communicate the perceived impact that IN-PREP will have, tailoring messages to suit the relevant targeted audiences at the most opportune times through channels they use
2. to communicate the project to CP end users who have no time for project updates

Target audiences have been identified as:
- civil protection agencies and first responders
- communities of interest- trained volunteers and people living in areas affected by disasters
- policy influencers, policy makers and organisations such as CEU, CERCC, ECHO and CoU
- technical communities and researchers
- industry and SME
- a wide audience

In creating this strategy, we combined input from consortium partners (section 2.4), Key Performance Indicators (section 3) and include both traditional and contemporary elements of print and digital media. Following this document, deliverables 8.3 'intermediate report – Plan for dissemination of project's results' and 8.5 ' Final report – Plan for dissemination of project's results', will document communication activities implemented at the interim and final phase.

1.1   Addressing the IN-PREP Description of Action

IN-PREP GA requirements	Section(s) of present deliverable addressing IN-PREP GA	Description
D.8.2, Communication Strategy and Plan - part of Task 8.2 and led by CARR with the input of all work packages	D8.2 Communication Strategy and Plan, is a strategy for creation of first class communication collateral consistent with the brand strategy developed in Task8.1. and contribute to WP8 objectives: • Generate a significant interest and engagement with all actors involved in disaster risk management • Deliver high impact communication activities to all relevant key stakeholders and impact their attitude and behaviours in relation to the use of IN-PREP results • Design and create first class communications collateral for implementation across multiple channels	D8.2 shall include a strategy and plan to 'to inform, engage, create awareness and to promote information about the IN-PREP Action' The strategy and plan identifies: • The main objectives for communication and dissemination • Target audiences • Key messages (aligned with brand strategy D8.1.) • Appropriate dissemination channels (inclusive of social and digital media) • Initial Communications Strategy Grid - that will form the foundation for the Social Media Grid in Task 8.3, Deliverables 8.3 and 8.5 • Outline work-plan which includes deliverables, dissemination activities and staged KPIs

Table 1 - Deliverable's adherence to IN-PREP objectives and Work Plan

1.2   Document outline & purpose

This deliverable describes the development of the IN-PREP communication strategy and plan that will guide the development and implementation of the IN-PREP communications during the project life time (September 2017 – August 2020). The purpose is to define initially the objectives to be achieved, identify target audiences with key messages about IN-PREP, identify the main channels to be used that will 'inform, engage, create awareness and promote information about the Action and achieve a high level of impact for the project and its results. In addition, messages from IN-PREP communications will:

- demonstrate that EU funding contributes to projects that tackle societal challenges
- use communication channels for knowledge transfer of IN-PREP research and results so that it benefits others
- maximize the impact of the research so that results of the project have a wider focus (Ala-Mutka, 2016)

1.3   Six Components of the Communication Strategy and Plan

The Communication Strategy and Plan consists of **6 main components:**

1. Project vision & brand core
2. Outcomes, activities and breakthroughs
3. Communication objectives
4. Communication Strategy Grid that links
   - IN-PREP breakthroughs
   - key audiences
   - key messages
   - communication channels
5. Key performance indicators (KPIs)
6. Initial work plan

The work plan outlines key moments during different phases of IN-PREP project, (such as deliverables, events, publications) when it should be communicated, results broadcasted or project results disseminated (Appendix1)

1.4   European Commission definitions

European Commission H2020 definitions for communication (informing about project and results), dissemination (making results available for use) and exploitation (facilitating further use of results and making use of results) are shown below (Fig.1).
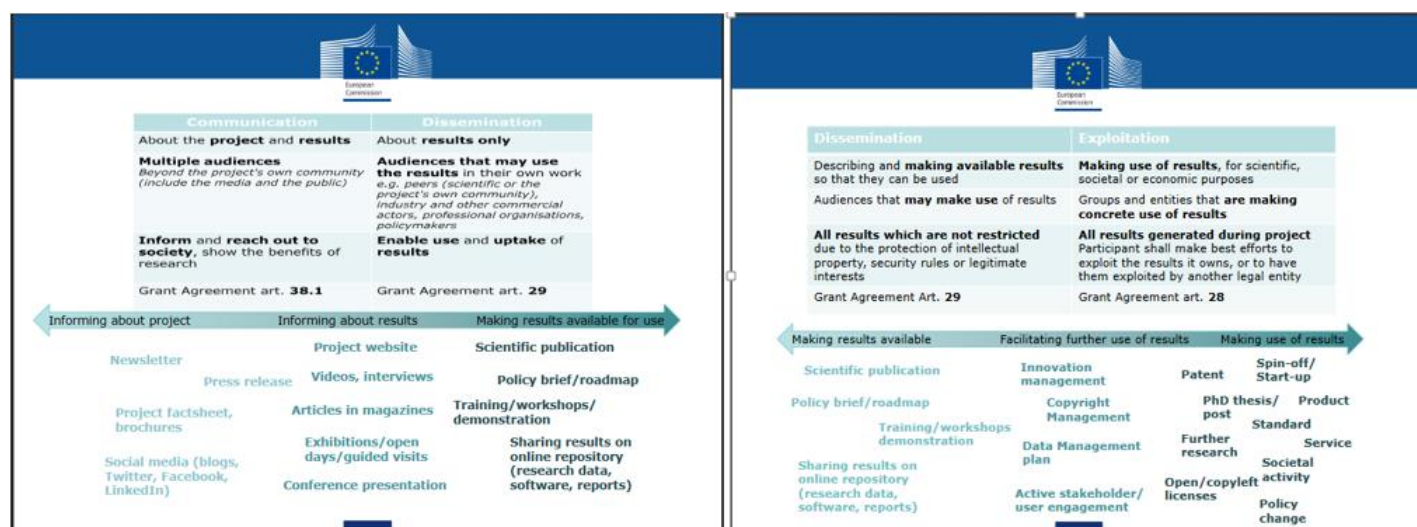
Figure 1 : EC definition of communication, dissemination and exploitation
source   http://ec.europa.eu/research/participants/data/ref/h2020/other/events/2017-03-01/8_result-dissemination-exploitation.pdf

1.5 Situating the Communication Strategy and Plan within IN-PREP activities

IN-PREP Communication Strategy and Plan comes after the following activities:

- Kick - off meeting (Athens 27th-28th September 2017)
  https://www.in-prep.eu/
- First end-user workshop (Leiden 23rd-24th November 2017)
  Tweet end-user workshop
- IN-PREP Website (30th November 2017)
  https://www.in-prep.eu/
- Blog articles
  e.g. Finding the gaps in crises management
- 1st literature review on end-user requirements
- 1st and 2nd end-user workshops (22rd November 2017 and 21st - 22nd February 2018)
- Plenary meeting (Berlin 19th -21st February 2018)
- Ethics Impact Assessment with end users

And precedes the following activities:

- IN-PREP system design and development
- IN-PREP technical system integration
- Technology Watch - realisation of micro-projects to feed into the MRPP
- Realisation of the Mixed Reality Preparedness Platform MRPP
- 3 Table-top exercises
- 3 Demonstrations
- IN-PREP Crisis Management Handbook
- White paper to influence policy makers
- IN-PREP International Workshop on Disaster Recovery
- IN-PREP training modules for collaborative preparedness

1.6 Relationship of this document with other deliverables and tasks

This deliverable directly relates to the following deliverables and tasks

Deliverable or Task	Relationship	Example
D8.1 Brand Strategy	The Communication Strategy and Plan builds on the Brand Strategy using the Brand core (vision, mission and values and essence) as its core organisational objective	Brand vision and mission provide the core organisational objective for all communication and dissemination activities
T8.2 Design and create first class communications collateral	Provides a work plan when messages will be ready to be delivered in print and digital format	Posters, pull ups, leaflets for workshops or exhibitions. Updates for website
D8.3 Plan for Dissemination of projects results D8.5 Plan for dissemination	The Communication Strategy and Plan provides the context and foundation for the dissemination plans	Key audiences and messages shall be aligned to activities such as research results, exercise and demo results, training, workshops and the State of the Art IN-PREP component breakthroughs

D8.4 Information Packs for referenced and networked communication amplifiers T8.5 Proactive reference and networking with key actors in disaster risk management and other relevant national, EU and Global projects	The Communication Strategy and Plan provides communications resources, links to stakeholder lists and events for partners websites and social media channels	The reference and networking list will start with the Communication Strategy and Plan
T8.4 Outreaching Events (Workshops, Conferences, Demos, Seminars) (M1-M36)	Initial list of events to form part of the Communication Strategy and Plan and to be updated	Outreaching Events would be a communication channel for IN-PREP, as there would be an audience and tailored messages of IN-PREP will be delivered

Table 2 : D 8.2 relationship with other deliverables and tasks

Approximately 75% of the IN-PREP deliverables are confidential. Therefore communication of IN-PREP will focus on the tangible elements of the research and development process instead of purely technical information. An example where we used the opportunity of a confidential deliverable D10.1 Ethics Requirements to communicate a relevant aspect on the project was through a blog about ethical implications within EU projects. https://www.in-prep.eu/2017/12/08/tailoring-solutions-to-meet-ethical-implications-within-eu-projects

2 Communication strategy

2.1 Project vision and brand core

What does the world that IN-PREP wants to see look like?

IN-PREP would like to see a world of well-prepared responders ready to collaborate with other agencies and other countries so that more lives can be saved during crises. IN-PREP is working towards a Europe where CP agencies and responders collaborate effectively during transboundary crises. The brand core (Fig.2) underpins the Communication Strategy as it contains the overarching goal and core objective of the IN-PREP project.

- **Vision** - to save more lives during crises through better prepared responders
- **Mission** - to improve ways responders collaborate across agencies and boundaries
- **Values** - innovate, collaborate and end user led
- **Essence** - 'Crossing New Frontiers in Disaster Preparedness' which is the IN-PREP tagline and reflects both the interdisciplinary nature and State-of-Art technologies that the IN-PREP system will make breakthroughs on

Figure 2 : IN-PREP brand core (D8.1, December 2017)

2.2 The IN-PREP outcomes, activities and breakthroughs

Both IN-PREP outcomes, activities and State-of-Art (SoA) technology breakthroughs will be used as opportunities to communicate the project:

1. **Mixed Reality Preparedness Platform** (MRPP) for cross agency - cross border preparedness, planning and training
2. **Crisis Management Handbook** for Transboundary Preparedness would be generic and used by different crisis management agencies in the preparedness phase
3. **Technology Watch** yielding micro-projects used in the MRPP
4. **Table Top Exercises** (TTX) and **Demonstrations** (Demos) which test collaborative efforts and plans of different agencies through the MRPP
5. **Literature Reviews** provide information used in the Handbook, training modules and white paper
6. **End user workshops** provide information that feeds into the Literature review, MRPP and training modules
7. **International Workshop** on Disaster Resilience and Preparedness to demonstrate IN-PREP results and the support of its viability
8. **White paper** to influence policy makers on the importance and effectiveness of the training program for Transboundary Crises and support for rescEU
9. **Training modules** for collaborative exercises and demonstrations using the MRPP prototype
10. **IN-PREP builds on State of Art technologies** and will create breakthroughs in 15 system components which include technologies used in the MRPP, collaboration exercises and results from TTX and demos, research in the literature reviews and interviews that form part of the Handbook
11. **Events and Publications** about IN-PREP activities and results

The diagram (Fig.3) shows how the activites in IN-PREP are underpinned by the vision of 'better prepared responders'.

Figure 3 : IN-PREP vision of 'better prepared responders' and contributing activities

Key concepts from IN-PREP, the usefulness of the MRPP and research topics such as 'Success and Failure factors in the current practice of crisis management' will be of interest to a wide audience. Topics such as 'Space borne Earth Observation to support Scenario building' will interest niche audiences in research and technology, therefore specific communication channels will be used to reach each of them. CP agencies and first responder audiences have indicated their main interest is in IN-PREP results and outcomes (not project updates)[3].

2.3   Communication Objectives

The key communication objectives and general activities are listed below. We will capitalize on events, publications and activities by ensuring the partners who are involved in them communicate the relevant aspects of the project.

A detailed **work plan in Appendix 1** outlines communication and dissemination activities, deliverables and proposed stages of KPIs. Each event, meeting, deliverable or publication shall be used as an opportunity to communicate the project. Exploitation shall be covered in Work Package 9.

Communication Objectives:

- Build Awareness related to collaborative response planning
- Generate Connection and Promotion
- Foster Networking and Engagement

Communication Activities:

- IN-PREP Branding, IN-PREP Online Presence, IN-PREP Promotional Material, IN-PREP Educational and Training Material, IN-PREP Publications
- IN-PREP Workshops, IN-PREP Participation in Conferences and Seminars, IN-PREP Participation in Exhibitions and Events
- Meetings with relevant stakeholders, Working Groups, Associations and Fora, Cross-fertilisation Activities, IN-PREP Demonstrations, IN-PREP App Challenges/Technology Watch

Communication will be constant throughout and creation of content will align to information of the research results, technology breakthroughs and deliverables for targeted audiences. Ongoing communication will involve explanation about the context in which IN-PREP is situated, the gaps in training, the importance of preparedness setting the scene for project results when they come to fruition for dissemination.

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[3] based on feedback from the User Advisory Board members November 2017 and February 2018

2.4 Communication Strategy Grid

IN-PREP is creating a system for transboundary crises preparedness. The project builds on State-of-Art technologies to create breakthroughs in IN-PREP system components. The Communication Strategy Grid brings together the breakthroughs, audiences, messages and communication channels. Refining the key audiences, messages and channels were done with the consortium partners. The 150 participants in the IN-PREP User Advisory Board will form the initial list of stakeholders (confidential) for communicating the project results.

Field or sub-discipline	A Human Factors in C&C rooms	B Situational Awareness [SA]	C Optimal Resource Allocation	D Forecasting
Existing situation	Lack of research on Human impact in C&C rooms. Human factors is one of the top 3 causes for disruption in Critical Infrastructure (CI).	Little capacity to make sense of *'Multiple Threats'* across policy or national domains. Difficulty in joint sense-making.	Resource allocation relies on references of previous occurrences (historical data).	Scenario forecasting and assessment are objectively limited and can be improved.
SoA Break-through	Identification & Recommendations for considering human factors in C&C rooms. Bringing best practice from C2 for use in CI into IN-PREP using C2 for disaster management..	Decision Support System (DSS) coupled with MRPP to extend SA Capabilities for *'Multiple Threats'* (CIRP, Touchstone etc.) will enhance this process.	Evidence based scenario *'now-casting'* information fed into the Decision Support System work flow engine in real time.	IN-PREP will build on SoA technologies to deliver Dynamic forecasting models.
Audiences	**1, 2, 3, 4, 5, 6, 7, 8, 9**	**1, 2, 3, 4, 5, 6, 7, 8, 9**	**1, 2, 7, 9**	**1, 2, 3, 5, 6, 10, 4**
Messages	**IN-PREP develops recommendations how to reduce human errors in C&C rooms by considering human factors in system development.**	**IN-PREP will develop, implement and demonstrate the MRPP; a novel system based on the interaction between the operational systems that provide an accurate and customizable situation awareness with a powerful training capability based on realistic multi-level simulation and relevant decision support modules.**	**IN-PREP will increase the overall efficiency of the response mechanism through scenario *'now casting'* into Decision Support System in real time.**	**Thanks to its enabling technologies, IN-PREP will provide users with ever-changing pictures of the expected disaster scenarios.**
Channels	Events – conferences End user workshops Face-face Launch of MRPP Meetings Newsletter Publications - journal papers Social media Website info TTX +Demos	Events – conferences End-user workshops Face-face Handbook launch Meetings Newsletter Publications - journal papers + Industry magazines Social media -Twitter TTX +Demos Targeted invitations + emails Website info	Publications - Journal papers Targeted invitations + emails	Demos End user workshops Launch of MRPP Social media Targeted invitations
Vision	*To save more lives during crises through better prepared responders*			

Table 3 : Part 1 of 4- Communication Strategy Grid

1 Civil protection agencies	**4** Communities living in areas affected by disasters	**7** Research and Technical Communities
2 First responders	**5** Policy influencers/makers	**8** Industry
3 Trained volunteers	**6** organisations like CEU, CERCC, ECHO + CoU	**9** SMEs
		10 Wide audience

Field or sub-discipline	E Decision Support System	F Global Scenario Building	G Near Real Time	H Rapid Remote Sensing
Existing situation	DSS assessment relies on individuals' expertise.	There is no end- to-end crisis management tool. Current tools specialise in specific crisis types or crisis management activities (only logistics, only risks, only planning).	No unified set of services exists. When assessing damage and related needs for natural and manmade disasters several approaches can be found with respect to assessment time and accuracy of information.	Difficult to deploy unmanned aircraft in European disaster management context. Safety concerns may hinder manned aviation for sensing (dangerous gases, radioactivity). Satellite imagery alone does not allow for change detection in smaller time frames. Also, current satellite program takes up to 2 days.
SoA Break-through	IN-PREP system connects multiple sources and parameters to validate real time outputs accurately.	IN-PREP system will produce end –to-end scenarios on multiple levels.	Exploitation of various assessment tools towards improving the assessment process through time and accuracy. IN-PREP provides recommendations towards a unified assessment process as a function of time. Accurate information from relevant reports are utilised and delivered to CP users.	Integration of airborne data will offer rapid surveillance capabilities and quick access to information of the scenario. Airborne imagery gives input to a common operational picture. Mission (re)-planning during flight execution is possible in real time.
Audiences	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 3, 4, 5, 6	1, 2, 7, 8
Messages	**IN-PREP facilitates accuracy by connecting multiple sources to validate real time outputs.**	**IN-PREP defines end-to-end preparedness scenarios from planning to the field. The system will handle large sets of parameters + transform 'what if' to 'what is' scenarios. Impacts on multiple levels (operational, procedural, logistics and technical) will be measurable.**	**IN-PREP innovates by exploiting the results of various assessment means (remote sensing, simulators, modelling tools) for various causes of crises. The aim is to unify the basics of the assessment procedure that enhances situational awareness and guides effective response planning.**	**The IN-PREP system will integrate imagery from different services to enable rescuers and first responders to have better situational awareness and respond efficiently in a coordinated way. Airborne data is collected, displayed in near-real time, and enhanced with satellite imagery and map products accessed through available satellite programs.**
Channels	End-user workshops Face-face Newsletter Meetings Social media -Twitter + LinkedIn Targeted invitations + emails Website info	End-user workshops Face-face Newsletter Meetings Social media -Twitter + LinkedIn Targeted invitations + emails Website info	End user workshops Events - Conferences Face to face events Handbook Launch Launch of the MRPP Newsletter Meetings Publications -Journal papers + Industry magazines Social media TTX + Demos Targeted invitations /emails Website info	Events - Conferences Launch of the MRPP Newsletter TTX + Demos Targeted invitations /emails Website info Partners' websites and reports
Vision	*To save more lives during crises through better prepared responders*			

Table 4 : Part 2 of 4 - Communication Strategy Grid

1 Civil protection agencies	**4** Communities living in areas affected by disasters	**7** Research and Technical Communities
2 First responders	**5** Policy influencers/makers	**8** Industry
3 Trained volunteers	**6** organisations like CEU, CERCC, ECHO + CoU	**9** SMEs
		10 Wide audience

Field / sub-discipline	I Evacuation	J C3 system coordination of C&C	K Catastrophe modelling	L Training tool for entire chain of command - strategic / tactical
Existing situation	Current evacuation simulation models are limits in their ability to run large scale evacuation simulations at real time while taking into account live events or coupling with C2 systems.	There are no coordination systems facilitating real time transboundary crisis management operations. Very few standards exist, even for messages.	*'What if?'* catastrophe modelling scenarios not used in training platforms.	No training system dedicated for transboundary crises management.
SoA Break-through	The large scale evacuation simulation will read terrain information and use this information to allow evacuating agents to utilise appropriate movement rates + behaviours during the evacuation process.	Create the first transboundary crisis coordination system that can be used in real time by a wide variety of actors (each using their own command and control practices).	Different catastrophe models incorporated into the MRPP platform (wildfire, earthquake, terrorism) to help imagine and define unprecedented events and understand potential damage and loss.	MRPP planning + training. The MRPP uses different layers + DSS which will be part of the training tool used for the entire chain of command. The software platform enhances cross agency and transboundary preparedness for strategic and tactical training.
Audiences	**1, 2, 7, 8**	**1, 2, 5, 6, 8, 9**	**1, 2, 5, 6, 7**	**1, 2, 5, 6**
Messages	**The integration of the MRPP with the evacuation simulation layer will provide scenario specific predictions on peoples' movement and behaviour offering unique benefits and insights to incident commanders for training purposes and incident management.**	**IN-PREP will create the first transboundary crisis coordination system that can be used in real time by a wide variety of actors (each using their own command and control practices). This will be possible through the development of the strategic/operative planning capabilities of the C3 (multi-agency collaborative planning module) with a loose integration of the various legacy C2s + Information systems.**	**The MRPP will define the extent of hazards of 'what if' scenarios as well as the resulting damage to the built environment.**	**The IN-PREP system will provide a new planning + training tool enabling all actors to collectively create plans and train against them for transboundary crises. The system connects to operational field response equipment promoting the use of CP agencies standard tools and reduces the ratio of trainers to trainees, reducing the cost of large scale exercises.**
Channels	TTX + Demos End user workshops Conferences Publications -Journal papers University courses Face to face Events Meetings Social media Website	End user workshops Events - Conferences Face to face events Handbook Launch Launch of the MRPP Newsletter Meetings Publications -Journal papers + Industry magazines Social media - LinkedIn TTX + Demos Targeted invitations /emails Website info	Face to face events Meetings Events – Conferences Targeted invitations /emails Publications – Journal papers Website info End user workshops Launch of the MRPP Social media – Twitter + LinkedIn Publications - Industry magazines	Events - Conferences Face to face events End user workshops Launch of the MRPP TTX + Demos Targeted invitations /emails Website info
Vision	*To save more lives during crises through better prepared responders*			

Table 5 : Part 3 of 4 - Communication Strategy Grid

1 Civil protection agencies	**4** Communities living in areas affected by disasters	**7** Research and Technical Communities
2 First responders	**5** Policy influencers/makers	**8** Industry
3 Trained volunteers	**6** organisations like CEU, CERCC, ECHO + CoU	**9** SMEs
		10 Wide audience

Field / sub-discipline	M Interoperability	N Dynamic Planning	O Handbook
Existing situation	Lack of interoperability between preparedness and response tools used by agencies and countries.	No dynamic, collaborative planning tool exists for preparing for transboundary crises.	No uniform procedures or checklist for transboundary response to complex crises.
SoA Break-through	MRPP will use Data Distribution Service for Real time (large) Systems framework enabling accessible, scalable, real time, high performance + data exchanges between first responders & deployed forces, coordination centres (local & central), various sensing devices and actuators that use proprietary protocols +legacy information systems.	IN-PREP system can be used as a collaborative planning tool for transboundary crises.	Handbook of Crisis Management that can be used by different stakeholders across agencies and borders in the area of crisis management in the context of transboundary crises. It will enhance the collaborative preparedness at transboundary level.
Audiences	1, 2, 7, 8, 9	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 5, 6, 7, 8, 9
Messages	**IN-PREP will define an architecture for sending and receiving voice, video, data, events and commands among different kinds of preparedness and response tools (information systems, C&C centres, situational awareness systems).**	**IN-PREP system can be used a s a collaborative planning system at European level – multi-agency, multi-national (instead of peer-peer).**	**IN-PREP Crisis Management Handbook is cross organisational and will explain how collaboration can be enhanced at the transboundary level.**
Channels	End user workshops Events - Conferences Face to face events Handbook Launch Launch of the MRPP Newsletter Meetings Publications -Journal papers + Industry magazines Social media - LinkedIn TTX + Demos Targeted invitations /emails Website info	End-user workshops Face-face Newsletter Meetings Social media -Twitter + LinkedIn Targeted invitations + emails Website info	Events – conferences End user workshops Face-face Launch of MRPP Meetings Newsletter Publications - journal papers + Industry magazines Social media Website info TTX +Demos
Vision	*To save more lives during crises through better prepared responders*		

Table 6 : Part 4 of 4 - Communication Strategy Grid

1 Civil protection agencies	**4** Communities living in areas affected by disasters	**7** Research and Technical Communities
2 First responders	**5** Policy influencers/makers	**8** Industry
3 Trained volunteers	**6** organisations like CEU, CERCC, ECHO + CoU	**9** SMEs
		10 Wide audience

Partners took part in a workshop on refining messages for IN-PREP component breakthroughs and also answered a questionnaire (feedback in **Appendix 4**) on 'Audiences. Messages and Channels.

Figure 4 : Communication strategy workshop with consortium partners (Berlin 20th February 2018)

2.5   Relationship between target audience and project outputs

Table 7 below shows the relationship between IN-PREP outcomes and particular target audiences that they would be most relevant to.

Audience/ IN-PREP activities	1 Civil Protection agencies	2 First respond-ers	3 Trained volunte-ers	4 Communities in areas affected by disasters	5 Policy influencers /makers	6 CEU, CERC ECHO + CoU	7 Research + Technical Communiti es	8 Industry	9 SME	10 Wide audience
Research M1 - M16							X			
End user work Shops M3 - M6	X	X					X			
System Design M5 - M31							X			
System Development M13 - M31							X			
System Integration M13 - M31	X						X	X	X	
Technology Watch M9 – M27							X	X	X	
MRPP M12 – M36	X	X		X	X	X				X
TTX and Demos M15 – M32	X	X			X	X	X	X	X	
Training program M16 - M36	X	X	X			X		X		
Internat-ional work Shop M33 - M36	X	X	X		X	X				
Hand Book M36	X	X	X	X	X	X				X
White paper M33 - M36	X	X	X		X	X				X
IN-PREP concepts and benefits M3– M36	X	X	X	X	X		X			X

Table 7 : Relationship between target audience and project outputs

3   Communication Key Performance Indicators (KPIs)

This section describes communication KPIs, purpose and the strategy for arriving at targets set in the IN-PREP. The work plan in Appendix 1 shows how they will be reached in a staged way throughout the 36 months of the project

3.1   Website

https://www.in-prep.eu/
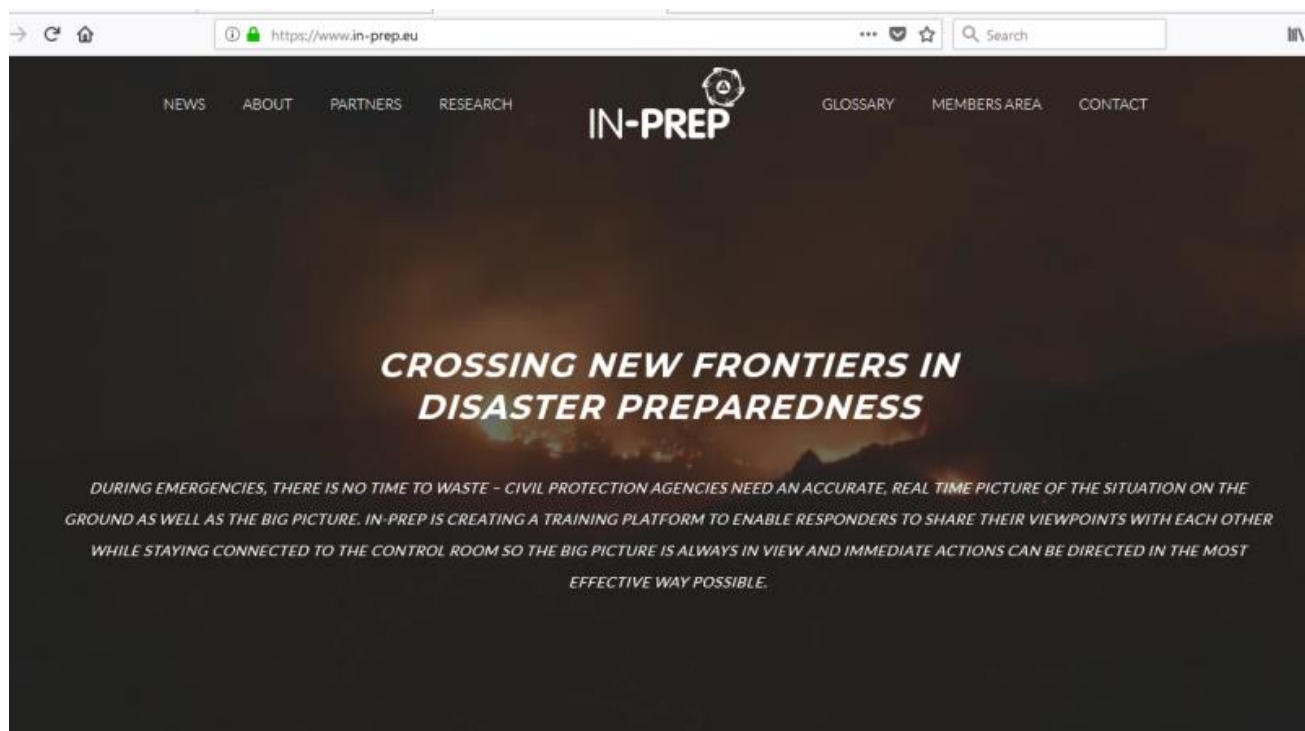
Figure 5 : IN-PREP website home page (December 2017)

KPI:

Purpose:

- Communicate the project brand and information about IN-PREP
- Provide a timeline and link to project deliverables
- Introduce the interdisciplinary subject fields of IN-PREP
- Contextualise the project with world news and other H2020 'Secure Societies' EU projects
- Provide a virtual space for common understanding on terminology used in the project
- Create opportunity for web users to make queries about the project

The strategy will be to create content to connect web users and draw traffic through:

- Links to deliverables, articles and blogs related to crisis management M3 – M36
- Infographics related to how IN-PREP system works M10 –M 36
- Project news on conferences, events and publications M3 –M36
- World news to show how IN-PREP is situated M3-M36
- Glossary for common understanding on terminology of the project M9 –M36

3.2   Twitter

https://twitter.com/INPREP_EU

Figure 6 : Twitter page (January 2018)

KPI:

Purpose:
- Reach a wide audience
- Build new relationships
- Find /share the latest news on the interdisciplinary fields of crisis management
- Connect with other users with similar interests
- Build an audience for the IN-PREP system

The strategy will be to increase IN-PREP twitter following through:

- Introducing IN-PREP to potential groups and engaging with their tweets
- Engage with background twitter followers
- Following relevant groups that are pertinent to IN-PREP working towards deeper engagement
- Ensuring tweets are visual, there is a 247% increase in engagement in tweets sent with images[4] (Fletcher 2016)
- Tweeting or Re-tweeting a minimum of twice a day, 5 days a week (M2 –M36)

Groups that are following IN-PREP twitter so far are

- Civil protection agencies: Dublin Fire brigade, Berlin Fire brigade, Irish Red Cross Limerick, National Ambulance, ENSOSP and our CP partners, CNVVF, DHPol, PSNI, HSE, SRIJ

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[4] *https://www.quora.com/profile/Kirk-Fletcher-2*

- H2020 EU projects: Heimdall, Hermeneut, Firein, Carismand, GEO-SAFE Rise, ReCred, Auggmed, DARWIN, DRIVER, SAYSO, RANGER
- Crisis management organisations: Crisislab, Emergency Times, Safe Greece, HUKM, DUZS HR, Fire Safe Europe, Emergency Management, EPS London, Forest Fire Research Center
- SME: Aquobex, Flood Resilience, Resilience Advisors, DisasterTechLab
- Institutional agencies such as EUR-Lex, VOST Europe, CORDIS-EU, ENI CBC Med, ICE London
- Individual researchers from academic institutions and individuals from CP agencies
- Background followers interested in IN-PREP's tweets and Re-tweets

3.2.1   Impressions and Engagements[5]

In February the top two tweets were the IN-PREP video 'Key Gaps in Crisis Management' (4028 impressions and 60 engagements) and images from the IN-PREP plenary in Berlin (2814 impressions and 108 engagements).

Figure 7 : Top two tweets for February 2018 - IN-PREP video and IN-PREP plenary

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[5] 'Impressions' refers to the number of people that had a chance to see the tweet as they scrolled through. 'Engagements' refers to the number of times people click on hashtags, links or re-tweet. (Trappe 2017)

3.3   Video

https://www.youtube.com/watch?v=_czjUvWm3Ow

Figure 8: Stills from YouTube short 'Key gaps in Crisis Management'(February 2018)

KPI:

Purpose:

- To build a narrative about IN-PREP, it's context, concepts and relevance to everyday life

The strategy will be to create a narrative of IN-PREP through:

- Videos about the project, the context and concepts of crisis management, not only to inform but also to educate (M6 -36)

The Communications team intend to create a narrative that acknowledges the bigger picture, including key concepts of transboundary crises management (rather than focusing only on the project). This situates the project in the larger context and has the potential to be useful after the project is over, as its legacy.

For the first video, 'Key Gaps in Crisis Management', we set the scene about the context to peak the viewer's interest about the world of crisis management. This will be followed by videos on 'preparedness', 'collaborative planning' and 'IN-PREP' to build the understanding of key concepts in transboundary crises management and the relevance of IN-PREP.

3.4   Publications

KPI:

Publications

15 papers in Scientific Journals and Conferences
3 project brochures
6 digital newsletters
500 recipients average/issue
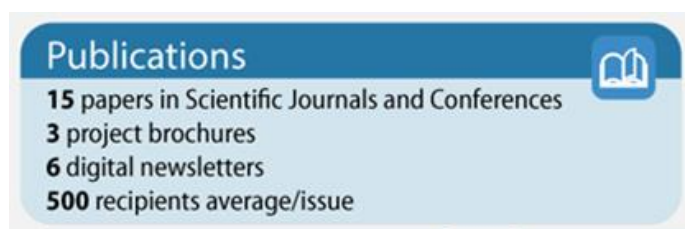
Purpose:

- Engage audiences with the innovation within the IN-PREP system
- Provide audiences with contextual and up-to-date information

The strategy is to create awareness about the innovation of IN-PREP by:

- Identifying the audience type so that relevant information can be tailored to suit them
- Ensuring that partners attending conferences and events have project brochures and leaflets for promotion (make it downloadable from the website) (M2 –M36)

3.4.1   Scientific Journals and Conference papers

All partners of IN-PREP Consortium are scheduled to write journal papers, attend conferences and industry events. The IN-PREP dissemination list is to be updated as the project evolves and shall be uploaded on the project shared onlined workspace Redmine. Refer to **Appendix 2** for a list of conferences and potential events that partners may produce publications for and **Appendix 3** for potential journals and on-line sources that may feature news about IN-PREP results.

3.4.1.1   Dissemination procedures

If partners intend to use data or information from the IN-PREP project, the consortium partners are in agreement to give prior notice of a minimum of 10 working days before the intention to publish. Objections shall be made to the project coordinator and author of the proposed journal article within a minimum of 5 working days. These are changes to Article 29 of 45 and 30 days respectively. Lists of events and publications shall be stored in Redmine - shared work space.

3.4.1.2   Open access publishing for non-confidential information

Open access is required for peer reviewed journal articles / publications relating to the project results that are not confidential. IN-PREP publications will be made available through the IN-PREP website, and one of the following two practices of open access shall be followed (evaluated on a case by case basis):

Gold open access – an article is immediately published in open access mode. In this model, the payment of publication costs is shifted away from subscribing readers. The most common business model is based on one-off payments by authors/partners.
Green access – the author, or a representative, archives deposits) the published article or the final peer reviewed manuscript in an online repository before, at the same time as, or after publication.
The legal basis for open access is laid down in the rules for participation in H2020 (Regulation 1290/2013/EU).
These have the potential to be linked to Zenodo (an OpenAIRE project)

3.4.2   Project brochures

 Purpose:

- Communicate the project results to target audiences (CP agencies, SME Industry, policy influencers /policy makers) so that project results can be exploited

The strategy is to add value to project exploitation:

- Identify which audiences a brochure would be useful to
- Tailor information and language to suit them based on most exploitable results

Brochures would be important during the exploitation phase of the project and will be planned alongside the identification of stakeholders; business cases; and exploitation plans in Deliverable 9.1 and 9.2 'Exploitation Plans' (intermediate and final) in month 24 and 36.

3.4.3   Newsletter

Purpose:

- Provide updates on the project (two per year)

The strategy is to build interest in the project by:

- Identifying what type of news our audiences would like to read about
- Providing a variety of news to suit the interdisciplinary nature of the project
- Showcasing the involvement of consortium partners in IN-PREP
- Providing links to related news of organisations such as CEU, CERCC, ECHO, CoU

The newsletter shall be planned every 6 months beginning in month 8. The opportunity shall be used to create content that is relevant to our identified audiences. The first newsletter shall include results of the literature review, images of the Kick off Meeting, progress at the plenary meeting, Insights from the 1st and 2nd end user workshop, developments in the MRPP design, news from other EU partner projects such as SAYSO, RESISTAND, FIRE-IN or HEIMDALL, elements of the branding core and individual partner news.

3.5   Facebook and LinkedIn

KPI:

500+ members on LinkedIn

Purpose:

- Link to existing communities of practice, communities of interest or citizen groups involved in disaster preparedness and response

Strategy:

Based on the questionnaires (January 2018) received back from consortium partners, Facebook may not be as useful a channel for dissemination for IN-PREP as initially proposed. It may be more effective if IN-PREP can be disseminated through partners' Facebook that interface directly with communities.

LinkedIn may be more useful to connect the network of both CP and Research & Technological agencies. However as it is not possible for IN-PREP to be an entity on LinkedIn, it would be set up through an individual of an IN-PREP partner organisation. The potential strategy is for one of our technical partners or CP partners (who is well networked) to convene an IN-PREP group. This will be further discussed with consortium partners and a decision reached by month 12 of the project.

3.6   Press coverage

KPI:

Purpose: make the IN-PREP an EU brand synonymous with disaster preparedness

The strategy is to pinpoint precise moments when news worthy information should be released:

- Create a media list in partner countries to be prepared (M12)
- Map out key moments in the project activities that would attract and be of interest to the press

Press releases should coincide with the IN-PREP demonstrations and exercises as that would provide the visual spectacle required to deliver the message to the press (demos months 26 - 32). Other opportunities include the launch of the MRPP, the Handbook, International workshop, Technology Watch and training program. A media list will be prepared in month 8 by the WP8 lead with the input of all consortium partners.

Press releases were uploaded onto partners' websites at the launch of the project, however was not picked up by the press. Project results that demonstrate the usefulness of IN-PREP to society and security will make newsworthy items when they are released. This strategy will be further developed in Month 12 of the project.

3.7   Events and leaflets
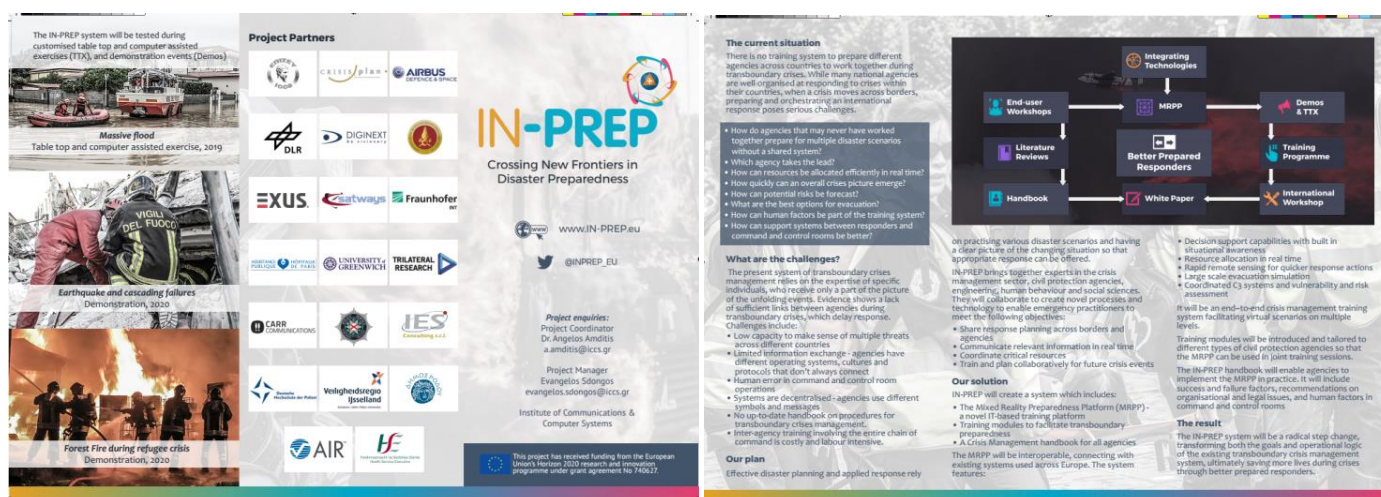
Figure 9 : Outer and Inner sides of IN-PREP tri-fold leaflet (February 2018)

KPI:
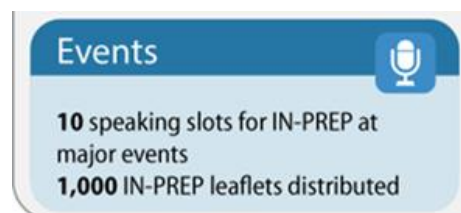
Purpose: to disseminate information about IN-PREP research results and State-of-Art component breakthroughs

The strategy is to attend and speak at events to disseminate project results or communicate the project:

IN-PREP Research & Technology Organisations (RTO), University, and SME partners are scheduled for both attending and speaking at events and conferences. The initial list in **Appendix 2** displays the agenda of events forecast. More opportunities for speaking slots will be added as the project develops.

3.8   TV/ Radio Coverage

KPI:

Purpose:

- Create awareness of IN-PREP and the value of collaborative preparedness to a wide audience

The strategy is to maximize opportunities when the project can aligned with EU agendas or IN-PREP events:

- Launch of the MRPP tool
- Launch of Handbook of Crisis Management
- IN-PREP Demonstrations
- International Workshop

This strategy will be developed in Month 12 of the project.

3.9   Mandatory text inclusions on communication activities

All IN-PREP communication activities shall include the statement: "This project has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 740627".

Infrastructure, equipment and major results shall include the statement: "This [infrastructure] [equipment] [type of result] is part of a project that has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 740627".

4   Conclusions

The deliverable presents an outline of the communications strategy and plan that will be delivered for IN-PREP in the next 29 months. It displays the approach WP8 lead, CARR will take for communicating and disseminating the project effectively. Six key components of the IN-PREP communication strategy have been identified and elaborated. The **work plan in Appendix 1** brings together events, deliverables, communication KPIs and phases.

Consortium partners participated in the Communication Strategy by providing input into the Communication Strategy Grid. Their messages in the grid will be refined and KPIs will be evaluated. Both elements will be adapted every 6 months within the 36 months of the project's life. The Communication strategy and plan will evolve as the project matures to ensure successful communications of IN-PREP.

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6   Appendix

Appendix 1 – Communications Work plan

Appendix 2 – Initial list of conferences/events

Appendix 3 – Initial list of relevant journal titles and on-line sources used by IN-PREP partners

Appendix 4 – Partner feedback on key message, target audience and channels

6.1   Appendix 1 – Communications Work Plan

M	Research	Design Phase A	Design Phase B	Develop-ment Phase	Integration Phase A	Integration Phase B	Training program	Manage-ment + Ethics	Communication Dissemination Exploitation Activities
1									Kick-off Meeting Twitter launch Business cards
2									Draft leaflet Press release on partners websites 2nd IFIP Conference on Information Technology in Disaster Risk Reduction (ITDRR 2018)
3	1st end user workshop *CPLAN*							**D1.1** Project management guidebook *ICCS*	MS 19 Website launch Upload World News +project news on website World Bosai Forum, International Disaster and Risk Conference 2017, Sendai, Japan Bushfire Standards Technical Group (BSTG) Meeting, Australia
4									**D8.1** Brand strategy *CARR* First Blog published TIEMS conference http://tiems.info/index.php/activities-events/current-events/2017-annual-meeting The 4th International Conference on Information and Communication Technologies for Disaster Management http://ict-dm2017.ercis.org/wp-content/uploads/2017/11/ICT-DM-Programm.pdf
5	**D2.1** Success/ Failure factors in crisis response *FhG*								Project website updated new images 5th Israeli International Conference on Preparedness & Response to Emergencies & Disasters, Tel Aviv, Israel, 14-17 January, 2018 Wildfire Research Workshop 2, London
6	2nd end user workshop *FhG*							**D9.7** Data management plan *ICCS*	Leaflet produced - 300 leaflets distributed Project video 1 uploaded to YouTube 300 views/1000 2nd plenary 200 **Twitter** followers 200/2500 Security Innovation and Info Group SMI2G https://www.tno.nl/media/10566/agendasmi2g_draft.pdf

Key : **M** - Month ; Events ; Confidential ; Public ; *Lead Partner* ; MS - milestone ; TTX or Demo

M	Research	Design Phase A	Design Phase B	Development Phase	Integration Phase A	Integration Phase B	Training program	Management + Ethics	Communication Dissemination Exploitation Activities
7	**MS1** Two end-user workshops realized **D2.5** Workshop proceedings **MS2** Draft **D2.5** *CPLAN*							D10.1 Ethics *TRI*	**D8.2** Comm. Strategy +plan *CARR* Timeline on website for public deliverables Upload dissemination procedures, lists for events + publications Database of journals Stakeholder list 6th European Civil Protection Forum, Brussels 20th International Conference on Emergency & Disaster Management, Rome Italy 3rd European Conf. on emergency and disaster studies http://www.needs2018.com/
8	**D2.4** Recommendations organisational, policy, social + human factor for system devpt *FhG*								Digital Newsletter 1 /6 Media list Potential of using LinkedIn to be explored 2 Speaking slots SAYSO and ResiSTAND events 2/10 EENA Conference 2018, Ljubljana, April 2018 Integrated Communications, Navigation and Surveillance Conference, ICNS 2018 VA, USA https://i-cns.org/2018-announce/
9									1st Intl Workshop on Intelligent Crisis Management Technologies for climate events – ICMT International Conference ISCRAM 2018, Rochester NY, USA PSCE Conference 2018, Brussels, Project video 2 IN-PREP concept animation Glossary Update leaflet and upload onto website
10	**D2.6** User requirements *CPLAN* First draft of handbook	**D4.1** Scenario tool design *STWS*						**D2.2** Legal ethical privacy impact assessment (Int) *TRI*	2 Industry events EU wide dissemination list First draft Handbook 6th Annual Conference on "Interagency Interaction in Crisis Management and Disaster Response" Petra 2018, Corfu, Greece, 14th European Congress on Disaster Management, Berlin 16th European Conference on Earthquake engineering http://www.16ecee.org/ AIR Conference http://www.air-worldwide.com/Facet-Search/Events/
11							Technology Watch Micro-projects		3rd plenary 2 scientific publications IN-PREP pull up IN-PREP poster Project video 3 on preparedness Contact press for tech watch micro-projects International Network of Disaster Studies Japan https://inds-iwate.org/en/ EASST Conference July https://easst.net/easst-2018/

M	Research	Design Phase A	Design Phase B	Development Phase	Integration Phase A	Integration Phase B	Training program	Management + Ethics	Communication Dissemination Exploitation Activities
12								D1.2 UAB management report (Int-1) CPLAN	500 **Twitter** followers 500/2500 500 tweets 500/500 Digital newsletter 2/6 200 leaflets iteration 2 500/1000 Update publications list and events Update website with developments Strategy for radio/TV and press coverage Project video 4 IDRC Davos 2018 International Disaster and Risk conference, Davos, Switzerland, 26-30 August 2018 https://idrc.info/
13									Update Events and publications list Draft Brochure 1 Review of WP8 activities 2 speaking slots at major event 4/10
14					Tech watch Micro-projects				Press coverage for 1st TTX 2/10 Update glossary Targeted emails about TTX
15	D2.7 Use case definitions CPLAN MS 3 submission of D2.6 CPLAN			D4.2 Scenario builder EXUS	1st TTX				1st **TTX industrial accident/CBRN Italy** + IN-PREP Review meeting Project video 5 CAP implementation workshop Hong Kong 2018 https://www.wmo.int/edistrib_exped/grp_prs/_en/02999-2018-WDS-SDD-CAP-2
16					D6.1 Integration +verification plan DLR				Digital newsletter 2/6 + targeted to stakeholders and CP agencies International Technical Rescue Symposium – ITRS 2018, Portland, 01-04 November, 2018 Update glossary
17					Tech watch Micro-projects				Contact Press for 2nd TTX Put on social media Targeted emails about TTX Project video 6
18		D3.1 Technology assessment Logical and physical archit (It 1) ICCS D3.3 C2 definitions & function (It 1) STWS D3.5 Preparedness platform and IN_PREP layers for response planning and scenario editing (It 1) DXT			2nd TTX				2nd **TTX massive flood – Netherlands** Press coverage for 2nd TTX 3/10 **D8.3** Plan for dissemination of project results (Int) CARR MS 20 **D8.4** Launch of communications prog - Info packs for referenced + networked disaster risk management actors/communication amplifiers CARR 700 **Twitter** followers 700/2500 Digital newsletter 3/6 2 Scientific publications (4/15) Update publications list and events Update website

M	Research	Design Phase A	Design Phase B	Development Phase	Integration Phase A	Integra-tion Phase B	Training Program	Management + Ethics	Communication Dissemination Exploitation Activities
19									Review of WP8 activities
20									2 speaking slots at major event 6/10
21									Contact Press for 3rd TTX Targeted emails
22		**D3.7** Communications Framework (It 1) *ICCS* **MS 5** INPREP logical, Physical Archit + Comm Framework		**D4.3** Scenario editor, workflow engine & MRPP interconnection (It 1) *EXUS* **MS 7** Scenario Builder+ planning layers prototyped in 2 iterations	3rd **TTX**				**3rd TTX Evacuation cruise ship – Italy** Press coverage for 3rd TTX 4/10 1000 tweets 2 Scientific publications (6/15) Update publications list and events Update website Update glossary Project video 7
23									Contact Press for IN-PREP Demo 1 Targeted emails
24					**D5.1** Interoperable communication adapters (It 1) *ICCS* **D5.3** Adaptations to IN-PREP preparedness layers (It 1) *DLR* **D5.5** C2s and COP (It 1) *STWS* **D5.7 MRPP prototype (It1)** *DXT* **MS 9 D5.7** MRPP prototype (It 1) **MS 11** Factory integration 3 phases before Demos (demo1)		**D7.2** Evaluation protocol & KPI *FHG* **D7.3** IN-PREP exercises *SRIJ* **MS 17** Completion of exercises using MRPP *SRIJ*	**D1.3** UAB Management report (Int-2) *CPLAN* **D2.3** legal ethical privacy impact assessment report (final) *TRI* **D1.5** Ethics legal, security approval (Int) *TRI* **D1.7** CP forces, assets, tools engagement plan *ICCS*	**D9.1** Exploitation Plan (Int) *ADS* **D9.3** IPRs and patent management report (Int) *ADS* **D9.5** Standardisation Action Plan & results (Int) *ICCS* 1000 **Twitter** followers 1000/2500 Digital newsletter 4/6 Project video 8
25					**MS 12** Field integration 3 phases **Demo 1**				**Demo 1 Terrorist attack - Northern Ireland** Press coverage for Demo 1 5/10 Digital newsletter 4/6 2 Scientific publications (8/15)

M	Research	Design Phase A	Design Phase B	Development Phase	Integrat-ion Phase A	Integration Phase B	Train-ing Prog.	Manage-ment + Ethics	Communication Dissemination Exploitation Activities
26									2 speaking slots at major event 8/10
27									
28						MS 13 Factory integration 3 phases before Demos (demo 2)			Project video 9
29						MS 14 Field Integration 3 phases before Demos (demo2)			Contact Press for IN-PREP Demo 2 Targeted emails
30						Demo 2			**Demo 2 Earthquake & cascading - Italy** **1600 Twitter** followers 1600/2500 Digital newsletter 5/6 Review of WP8 activities Press coverage for Demo 2 6/10
31			**D3.2** Tech assess-ment & logical, physical ref archit (It 2) *ICCS* **D3.4** C2 definitions & function (It 2) *STWS* **D3.6** Preparedness platform +layers for response planning scenario edit(It 2) *DXT* **D3.8** Communica-tions framework (It 2) *ICCS* MS 6 D3.2 + D3.8 logical, Physical Archit + Comm Framework *ICCS*	**D4.4** Scenario editor and workflow engine and MRPP interconnec-tion (It 2) MS 8 Scenario builder inc. all planning layers prototyped 2 iterations (It 2)		**D5.**2 Interoperable communication adapters (It 2) *ICCS* **D5.**4 Adaptations to IN-PREP preparedness layers (It 2) *DLR* **D5.6** IN-PREP C2s and COP (It 2) *STWS* **D5.8 MRPP Prototype** (It 2) *DXT* MS 10 **D5.8** MRPP Prototype (It 2) MS 15 Factory integration 3 phases before Demos (demo3)			4 Scientific publications (12/15) Update publications list and events Update website Update glossary Contact Press for IN-PREP Demo 3 Project video 10

M	Research	Design Phase A	Design Phase B	Development Phase	Integration Phase A	Integration Phase B	Training programme	Management + Ethics	Communication Dissemination Exploitation Activities
32						**D6.2** Factory integration tests for TTX and Demos *STWS* **MS 16** Field integration 3 phases before Demos (demo3)*ADS* **D6.3** Field integration test report *STWS*	**D6.4** Familiarisation on TTX & demos *CNVVF* **D7.1** Scenario Planning *CPLAN* **Demo 3** **MS 18** Completion of demos using MRPP *CNVVF* **D7.4** IN-PREP Demos submission *CNVVF*		**Demo 3 Forest Fire & Refugee Crisis – Rhodes, Greece** **1800 Twitter** Followers 1800/2500 3 Scientific publications (15/15) Update publications list and events Update website Update glossary 2 speaking slots at major event 10/10
33									Press coverage for Demo 3 7/10 5 slots/mentions on TV prog.
34									Contact press for Launch of Handbook Press coverage of handbook launch 8/10
35									**White paper** Contact press for International workshop event
36	**D2.8** report – experiencing/ implementing lessons learnt from Impact assessment *FhG* **MS 4** **D2.9 Launch of Handbook** downloadable on IN-PREP website in 6 languages *FhG, CPLAN, ICCS*						**D7.5** Training Programme Evaluation *CNVVF* **D7.6** Knowledge Capitalisation *CNVVF*	**D1.4** CP Forces Assets and Tools Engage-ment Plan (Final) *CPLAN* **D1.6** Ethics, legal security approval (Final) *TRI* **D1.8** CP forces assets tools engagement plan (Final) *ICCS*	**D8.5** Plan for dissemination of project's results (Final) *CARR* **D8.6** International Workshop on disaster resilience and Preparedness (EU Event) *ICCS* **D9.2** Exploitation Plan (Final) *ADS* **D9.4** IPRs and patent management report (Final) *ADS* **D9.6** Standardisation Action Plan & results *ICCS* **2500 Twitter** Followers 2500/2500 Digital newsletter 6/6 Press coverage of international workshop event 10/10 10 slots/ mentions radio programmes

6.2   Appendix 2 – Initial list of conferences/events

Date	Location	Name of event	Partner
2017 September			
2017 October			
2017 November			
21 November 2017	Melbourne Australia	Bushfire Standards Technical Group (BSTG) Meeting at the Australasian Fire and Emergency Service Authorities Council (AFAC)	UoG - FSEG
25th-28th November 2017	Sendai Japan	World Bosai Forum, International Disaster and Risk Conference 2017, Sendai, Japan http://www.worldbosaiforum.com/english/overview/ http://www.worldbosaiforum.com/english/overview/files/WBF_flyer_en.pdf	
2017 December			

Date	Location	Name of event	Partner
March			
5-6 March 2018	Brussels, Belgium	European Civil Protection Forum "Civil Protection in a Changing Risk Landscape" https://ec.europa.eu/echo/partnerships/civil-protection-partners/civil-protection-forum_en	ICCS
21-23 March 2018	Amsterdam, Netherlands	Third Northern European Conference on Emergency and Disaster Studies http://www.needs2018.com/	Fraunhofer Crisisplan
4-8 April 2018	Laval, France	Laval Virtual https://ex.laval-virtual.org/en/exhibitors/list-of-exhibitors/61-diginext.html	Diginext
25-27 April 2018	Ljubljana, Slovenia	EENA 2018 http://eena.org/events/EENA-Conference-Materials-18#.WvQNLH8h3IV	ICCS

2018 July			
25-28 July 2018	Leicester UK	EASST 2018 Making Science technology and Society Together https://easst2018.easst.net/	TRI
		2nd IFIP Conference on Information Technology in Disaster Risk Reduction (ITDRR 2018) TBA	ICCS
		The 4th International Conference on Information and Communication Technologies for Disaster Management - ICT-DM' 2018 Conference TBA	ICCS
2018 August			
26-30 August 2018	Davos Switzerland	IDRC Davos 2018 International Disaster and Risk conference	ICCS
2018 September			
2018 October			
TBC		TIEMS annual conference 2018	ICCS
31st October -1st November 2018	Hong Kong China	WMO's CAP implementation workshop 2018	CNVVF
2018 November			
01-04 November, 2018	Portland Oregon USA	International Technical Rescue Symposium – ITRS 2018	ICCS
14-16 November 2018	Lisbon, Portugal	8th International Conference on Building Resilience 2018 http://2018.buildresilience.org/	TRI

2018 December			
TBC		SMI2G https://www.tno.nl/smi2g/	EXUS
TBC		FIRE-IN events - http://fire-in.eu/	CNVVF
TBC		Conferences/seminars held or organised at the Instituto Superiore Antincendi	CNVVF
TBC		AIR client conferences	AIR

More to be added as attendance to events are arranged.

6.3   Appendix 3 - Relevant journal titles and on-line sources used by IN-PREP partners

1. AIR science: Natural Hazards, Risk Management
2. BBK Bevölkerungsschutz
3. Business Insurance
4. Crisis Response Journal http://www.crisis-response.com/
5. Emergency Management Magazine
6. Engaging Science, Technology, and Society (open access journal) http://estsjournal.org/
7. Fire Safety https://www.journals.elsevier.com/fire-safety-journal
8. Geomedia magazine (https://rivistageomedia.it/)
9. Insurance Insider
10. Insurance Journal
11. International Journal of Contingencies and Crisis management
12. International Journal of Disaster Risk Reduction
13. International Journal of Disaster Prevention and Management
14. International Journal of Emergency Management
15. ISPRS International Journal of Geo-Information
16. International Journal of Information Systems for Crisis Response and Management
17. International Journal on Protective Structures (IJPS)
18. International Journal of Risk Assessment and Management (IJRA)
19. Journal of Emergency Management
20. Journal of Fire Technology
21. Online Media – H2020 magazine
22. Polizeipraxis
23. Risk Analysis: An International Journal (Society of Risk Analysis Journal)
24. Safety Science Journal

Online sources
1. Civil Protection http://www.civil-protection.com/
2. Civil Protection Greece http://civilprotection.gr/el
3. DG ECHO https://ec.europa.eu/echo/what/civil-protection/emergency-response-coordination-centre-ercc_en
4. EKAB www.ekab.gr
5. EU project Transcrisis survey tool
6. https://www.transcrisis.eu/wp-content/uploads/2018/01/D7.1-Crisis-capital-management-development.pdf
7. Govtech Govtech.com
8. Hellenic Police http://www.hellenicpolice.gr
9. Horizon https://horizon-magazine.eu/
10. Kemea http://www.kemea.gr
11. LinkedIn
12. Nature nature.com
13. Prevention web preventionweb.net
14. Researchgate.com
15. SMI2G (https://www.tno.nl/smi2g/)
16. TIEMS http://tiems.info/
17. Open Geospatialhttp://www.opengeospatial.org/
18. UNISDR http://www.unisdr.org/
19. UNOCHA https://www.unocha.org/

6.4 Appendix 4 - Partner feedback on key message, target audience and channels

(taken from questionnaire January 2018)

Partner	Key message	Target audiences	Channels
1	IN-PREP will support the realisation of a shared transboundary response planning. A novel training platform will be developed enabling joint preparation through the creation of realistic scenarios, shared planning of critical resources and giving the opportunity to actors that have never worked together before to share information and coordinate their activities effectively and rapidly. Moreover, a cross-organisational Handbook of Transboundary Preparedness and Response Operations will be produced enhancing the assessment on a nation's overall preparedness capability to respond to transboundary crises and disasters.	Scientific and research community (Universities, Research Institutions) Relevant R&D initiatives, European/international organisations Civil protection authorities Policy makers First Responders organisations Government entities for crisis management Local authorities Civil protection authorities Control Centres In Response Planning Standardizations bodies Critical Infrastructures operators and owners including public and private companies managing and delivering critical resources and services such as energy, water, telecommunications etc Public administration authorities Public agencies (responsible for crisis management, disaster response, planning such as civil protection, fire brigade, health services, police administration etc) General public – EU citizens NGOs involved in assisting CP authorities Industry and SMEs in security domain and/or in development of C3s and DSS tools	Website Partners' website Press releases Printed material Newsletters Project videos Publications in Conference proceedings and journals Organisation of project's events TV, radio, press, digital media, newspapers and magazines Social media accounts EU dissemination resources, and the EU Horizon magazine
2	Transboundary crises pose great challenges to existing response and preparedness capabilities. TBCs response can be improved through training and preparedness activities. IN-PREP will deliver tools help organisations to aid in this process.	Safety regions in the Netherlands National police all possible stakeholders	Mailing lists, LinkedIn, expert meetings, events
4	State-of-the-art technology with beneficial collaboration among entities	THW (German Federal Agency for Technical Relief) Bundespolizei (German Federal Police) ISCRAM (Conference for Information Systems for Crisis Response and Management	-
5	Trans-organisational cooperation	Security/EU organisations	Direct communication
6		Public bodies involved in fire safety, technical rescue, medical rescue; (Associations of) professional involved in building and urban planning; Websites, publications concerning fire safety, technical rescue, medical rescue Fire safety and urban planning academics	Conferences Publications (also academic) Online information
7	Enable transboundary collaboration among civil protection agencies Every agency has a clear common operational picture during a crisis	Policy Makers – EU, ENISA etc Citizen Groups (also as technology testers/validators together with authorities) EU or local associations/public agencies like local ministries	Social media/Online sources due to high and real-time public penetration. EU Info Days, CoU

	Understand the crisis situation	Online Media – H2020 magazine	
	Results of demonstrations Handbook	personal contacts in several groups depending on the type of information, all stakeholder groups might be important (policy makers, academics, industry, politicians, planning authorities, citizen groups, international , EU or local associations or organisations, media, online and social media influencers)	Personalized Email Presentation at conferences Social Media groups (LinkedIn, Facebook) IN-PREP webpage Press releases
11	Without the use of evacuation simulation tools it is nearly impossible to assess the suitability of existing evacuation procedures, test what-if scenarios, and predict what is likely to happen during a natural or man-made disaster. With evacuation modelling you can achieve all this plus it allows you to go far beyond the crisis manager's experience. You can augment the operator's knowledge and experience with information that is very difficult, if not impossible, to obtain by any other means (evacuation times, dynamics of mass population movements, impact of hazards, etc). With evacuation modelling you can plan for future incidents and this can potentially save lives, time and resources. The public's confidence in the preparedness for a future incident is increased.	Evacuation managers at any level e.g. fire fighters, police, and incident commanders/controllers, first responders, ambulance service	-
12	Interoperability cannot be solved using technology, but technology – designed in key ways – can help promote the necessary insights, perspectives, and practices that can make interoperability possible.	Policy makers (EU and local), academics, civil authorities, citizen groups involved in international disaster response (e.g. red cross), protection agencies, emergency management magazines/journals, emergency management associations.	JRC news, preventionweb.net, connect into related CSA projects
16	Training is vital –with relevance to variety of actors working in context of crisis management and crisis prevention	Planning authorities, variety of actors in the public security sector (fire, rescue, police, …) General public	Online content (webpage, twitter, Facebook, …) Also more traditional media such as print, tv, radio Conferences Institutional Networks Leaflets, brochures, posters, adverts
19	A platform built to train and Improve coordination between international agencies for disaster response	100 Resilient Cities UnderstandingRisk.org FEMA in USA	Direct enquiry