

RiskPACC

INTEGRATING RISK PERCEPTION AND ACTION TO ENHANCE CIVIL
PROTECTION-CITIZEN INTERACTION

Communication and Dissemination Strategy

Deliverable D8.1

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ABOUT RISKPACC

Increasingly complex and interconnected risks globally highlight the need to enhance individual and collective disaster resilience. While there are initiatives to encourage citizen participation in creating a resilient society, these are typically fragmented, do not reach the most vulnerable members of the communities, and can result in unclear responsibilities for building disaster resilience.

New technologies can also support preparedness and response to disasters, however, there is limited understanding on how to implement them effectively. Awareness of risks and levels of preparedness across Europe remain low, with gaps between the risk perceptions and actions of citizens and between the risk perceptions of citizens and Civil Protection Authorities (CPAs).

The RiskPACC project seeks to further understand and close this Risk Perception Action Gap (RPAG). Through its dedicated co-creation approach, RiskPACC will facilitate interaction between citizens and CPAs to jointly identify their needs and develop potential procedural and technical solutions to build enhanced disaster resilience. RiskPACC will provide an understanding of disaster resilience from the perspective of citizens and CPAs, identifying resilience building initiatives and good practices led by both citizens (bottom-up) and CPAs (top-down). Based on this understanding, RiskPACC will facilitate collaboration between citizens, CPAs, Civil Society Organisations, researchers and developers through its seven (7) case studies, to jointly design and prototype novel solutions.

The “RiskPack” toolbox/package of solutions will include a framework and methodology to understand and close the RPAG; a repository of international best practice; and toolled solutions based on new forms of digital and community-centred data and associated training guidance. RiskPACC consortium comprised of CPAs, NGOs, associated organisations, researchers and technical experts will facilitate knowledge sharing and peer-learning to close the RPAG and build disaster resilience.

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Executive Summary

This deliverable D8.1 explains the overall Communication and Dissemination Strategy to communicate the RiskPACC activities and to disseminate the project's outcomes and results. The document serves as a guideline to the consortium for the communication and dissemination activities that is and will be carried out in the context of the project. The first version of this deliverable was the first output of Work Package 8.

The aims of the work are:

- Present a detailed and effective communication strategy, the related objectives, tools and activities.
- Explain all aspects and steps of the RiskPACC dissemination strategy, the tools, activities, events and processes.
- Provide a stakeholders' engagement strategy overview and highlight the related objectives, target audiences, techniques and levels.
- Provide different levels of key messages and actions and the related objectives.
- A description of a set of Communication and Dissemination measures to respect.

The deliverable first considers the stakeholders engagement process, presenting the engagement objectives, techniques, and channels (section 2). The engagement is a complex process, as it takes place at different levels, with different stakeholders and through different techniques. A detailed definition of key messages (described in section 3) will help the process. Section 4 and 5 are focused on the actual Communication and Dissemination strategies, presenting the online and offline means and the tools already implemented.

This document will also serve as a reference framework for evaluating the impact of communication and dissemination activities carried out until the end of the project and will be accordingly updated in the following months. Therefore, section 6 presents the monitoring tools and mechanisms that have been set-up to measure the impact of the Dissemination and Communication activities carried out.

Glossary and Acronyms

ACRONYM	DEFINITION
BMBF	Federal Ministry for Education and Research
CAFO	Ceska Asociace Hasicskych Dustojniku Sdruzeni
CFEU	Citizen for Europe
CERIS	Community for European Research and Innovation for Security
CMINE	Crisis Management Innovation Network in Europe
CoU	Community of Users
CPAs	Civil Protection Authorities
CPD	Comune di Padova
CS	PublicSonar
CSOs	Civil Society Organisations
D.	Deliverable
D&C	Dissemination and Communication
DG	Directorate General
DG ECHO	DG for European Civil Protection and Humanitarian Aid Operations
DG HOME	DG for Migration and Home Affairs
DRM	Disaster Risk Management
DRMKC	Disaster Risk Knowledge Management Centre
DRS	Disaster Resilient Societies
EC	European Commission
Efus	Forum Europeen pour la Securite Urbaine
EOS	European Organisation for Security
ERCC	Emergency Response Coordination Centre
EU	European Union
EVOLSAR	European Association of Civil Protection Volunteer Teams
FEU	Federation of the European Union Fire Officers Associations
FhG	Fraunhofer Gesellschaft zur Förderung der angewandten Forschung e.V.)
GA	Grant Agreement
GDPC	Global Disaster Preparedness Center
GNDR	The Global Network of Civil Society Organisations for Disaster Reduction
H	High
IAP2	International Association for Public Participation
IBZ	Service Public Federal Interieur
ICCS	Institute of Communication and Computer Systems
ICLEI	Local Governments for Sustainability
IFAFRI	International Forum to advance First Responder Innovation
IP	Intellectual property
IR	Impact Risk
ISAR	I.S.A.R. Germany Stiftung GGMBH
ISCRAM	Information Systems for Crisis Response and Management
KEMEA	Kentro Meleton Asfaleias – Center for Security Studies
KPIs	Key Performance Indicators
KI-CoP	Knowledge and Innovation Community of Practice
L	Low
LC	The Chief Constable of Lancashire Constabulary
M	Medium

MDA	Magen David Adom in Israel
MoE	Municipality of Eilat
MRP	Dimos Rafinas-Pikermiou
N/A	Not applicable
NGO	Non-Governmental Organization
No.	Number
OA	Open Access
PC	Project Coordinator
PO	Project Officer
R&D	Research and Development
RAW	RiskPACC Awareness Workshop
Risk-SoS	Risk Perception and Behaviour Survey of Surveyors
RPAG	Risk Perception Action Gap
SiFo	Sicherheitsforschung
SMCS	Social Media and CrowdSourcing
SMEs	Small and Medium Enterprises
SRE	Security Research Event
STAM	STAM srl
TA	Target Audience
TRI	Trilateral Research
UCL	University College London
UoW	University of Warwick
USTUTT	University of Stuttgart
UT	University of Twente
WPs	Work Packages
WPL	Work Package Leaders

1 INTRODUCTION

In order to achieve the ambitious RiskPACC objectives, the communication and dissemination (D&C) strategy, related to the objectives, actions and results of the project, assumes a crucial role. The RiskPACC project aims to further understand and close the so-called Risk Perception Action Gap (RPAG), and through its dedicated co-creation approach, the project will facilitate interaction between citizens and Civil Protection Authorities (CPAs), identifying their needs and developing potential procedural and technical solutions to build enhanced disaster resilience. In this context, this deliverable D8.1 seeks to establish an efficient and effective D&C strategy for the project, with the aim to engage all relevant stakeholders utilizing several and different channels. These channels, previously analysed and selected by the consortium shall guarantee a total coverage of the project in terms of visibility, increase in knowledge of the RiskPACC topics and themes and also act as a receptor for feedback from external actors.

Led by the European Organisation for Security (EOS), this document will provide the D&C guidelines and the expected results, setting objectives, target audiences, key messages and quantitative and qualitative key performance indicators (KPIs).

As the D&C strategy serves as a tool, or a channel to help conveying the outcomes of RiskPACC, it is strongly interconnected with all Work Packages (WPs) within the project, cooperating in sharing the contents implemented in different phases and being a point of reference in all WPs.

1.1 Work package 8 objectives

Communication and Dissemination strategy and activities belong to Work Package 8 “*Dissemination, Exploitation and Communication*”, which is precisely the work package pinned for this type of activity. The communication and dissemination strategy and activities should not remain the responsibility of a single WP, but rather have the characteristic of being directly interlinked to other work packages and project activities.

WP8 aims to maximise the activities related to dissemination and communication, in order to spread the key messages and findings to different target audiences. In order to achieve this, the main objectives are: i) define and deliver comprehensive, efficient and effective dissemination and communication activities, as this deliverable will show in the next chapters, ii) identify and engage many and different target audiences through different communication channels and with dedicated key messages, iii) raise awareness via dedicated events, such as workshops and conferences, and collect feedback from external attendees, iv) identify cooperation and synergy opportunities with other projects, e.g. those funded under the same call topic, v) identify future impact and recommendations for closing the RPAG.

1.2 Deliverable structure

Deliverable D8.1 has to be considered as an evolving and living document to be continuously updated and populated throughout the project duration, reflecting the entire consortium point of view and activities. For this scope, two updates of the strategy are foreseen, namely as below:

- Deliverable D8.2 “*Updated Communication and Dissemination Strategy*” at month 24.

- Deliverable D8.3 “*Final Project Dissemination Impact Assessment Report and Final Communication, Dissemination and Exploitation Strategy*” at month 33.

In this report, there are five main chapters, next to the introduction, which contribute to the overall Communication and Dissemination Strategy:

- Stakeholders Engagement: includes a specific analysis and definition of RiskPACC target audiences and highlights the key messages that will be delivered during and by the end of the project. According to Annex I of the Grant agreement, target audiences of RiskPACC and their potential interests in the project are identified, and the way how to reach them is described in detail. A list of potential stakeholders is included at the end of the document, in *Annex II – Preliminary list of potential stakeholders*.
- Key Messages and expected impact: In the third chapter, there is a general presentation of the characteristics of the RiskPACC key messages, with the rules, and a table with the actions, objectives and specific messages.
- Communication Strategy: includes a specific and detailed communication strategy that the consortium applies to the project activities. This chapter shows and explains the objectives of the communication, and briefly mentions the communication means of visual identity and social media channels, as they are included and explained in deliverable D8.4.
- Dissemination Strategy: presents a detailed dissemination strategy and includes i) the objectives of the dissemination ii) the online means iii) the offline means iv) the dissemination activities via events v) clustering activities.
- Monitoring and Evaluation process to apply: presents the quantitative and qualitative KPIs that RiskPACC aims to meet in the following months. A small part related to the potential risks and mitigation actions is also included.

1.3 Communication and Dissemination: definitions and differences

Given that in many cases, when we talk about communication and dissemination, we tend to think that they are the same action, or that both require the same approach and the same strategy, it is useful to provide a definition of both activities, so as to underline the differences and the different types of actions they contemplate.

According to the EC Research & Innovation Participant Portal Glossary, the terms have the following meaning:

- Communication: aims to promote the project's objectives, actions and outcomes, informing about the benefits of the project. Communication activities, in particular, address the society as a whole. Communication activities include informing about the project via social media channels or newsletters.
- Dissemination: aims to share research results with different potential users, such as industry representatives, policy and decision makers, researchers, practitioners. Dissemination activities include the development of scientific papers, the organisation of academic conferences and workshops, and/or presentation of project results at these occasions.

We often tend to confuse communication and dissemination, thinking that they are the same thing or that the actions and strategies are the same. The objectives can be partially the same, while others are not. Communication for example, covers the whole project (including its

results), while the dissemination activities cover only the project results. In the table below a distinction between communication and dissemination, for the objectives, audience, channels and language, explains the discrepancies between the two.

	Communication	Dissemination
Objectives	Promotion of the project	Public disclosure of results
Audience	General public	Target audiences
Channels	Social media channels, newsletters	Scientific publications, online repository of results
Language	No-specialised	Scientific

TABLE 1: COMMUNICATION VS. DISSEMINATION

1.4 General Communication and Dissemination objectives

In a very broad sense, the communication strategy aims to inform about the RiskPACC project and its outcomes, while the dissemination one will share the results with external audiences. The D&C objectives are defined and addressed in order to contribute to RiskPACC's overall goals and achievements. In this section, a split between the communication objectives (contained in paragraph 1.4.1) and the dissemination principles (contained in paragraph 1.4.2) has been made, while the shared D&C objectives are listed in the table below:

No.	D&C objective
1	Maximise the impact of the RiskPACC project outcomes
2	Promote and disseminate the project results
3	Facilitate an internal and external communication
4	Create awareness and interest about RiskPACC activities
5	Capitalise on the project's deliverables, findings, results and maximizing visibility
6	Identify cooperation and synergy opportunities at different levels
7	Join forces with other relevant research projects
8	Transfer RiskPACC results to the relevant stakeholders
9	Involve stakeholders in RiskPACC activities
10	Create a solid link between RiskPACC platform and interested stakeholders
11	Disseminate project results with key target audiences
12	Provide recommendations and best practices

TABLE 2: RISKPACC 'S D&C OBJECTIVES

The objectives can be achieved in different ways. In RiskPACC, the consortium implemented a mechanism through which the respective objectives can be reached, including: i) RiskPACC channels and materials ii) RiskPACC events.

D&C objective No.	Website	Twitter	LinkedIn	YouTube	Flyers, Brochures, Posters	Newsletter	Cluster Activities	Press Releases
1	☐	☐	☐	☐		☐	☐	☐
2	☐	☐	☐	☐			☐	☐
3	☐	☐	☐		☐	☐		
4	☐	☐	☐	☐	☐	☐	☐	☐
5	☐	☐	☐	☐	☐	☐	☐	☐
6	☐	☐	☐			☐	☐	
7	☐	☐	☐			☐	☐	
8	☐	☐	☐	☐		☐		☐
9	☐	☐	☐	☐	☐		☐	☐
10	☐	☐	☐					
11	☐						☐	
12	☐			☐				

TABLE 3: RISKPACC 'S D&C OBJECTIVES AND CHANNELS

The major communication and dissemination channels used for the different objectives have been included in the Table 3, while Table 4 details the major events foreseen during the project.

D&C objective No.	Final Workshop	Internal Meetings	Awareness Workshops	Bilateral Workshops	Peer-learning Workshops	Cluster Activities	Impact towards Policy Makers	Partners' events
1	☐	☐	☐	☐	☐	☐	☐	☐
2	☐	☐	☐	☐	☐	☐	☐	
3		☐	☐					
4	☐		☐	☐	☐	☐		☐
5	☐		☐	☐	☐	☐	☐	
6	☐	☐	☐	☐	☐	☐		
7	☐		☐	☐		☐		
8	☐		☐	☐	☐	☐		☐
9	☐		☐	☐	☐	☐	☐	
10	☐		☐	☐	☐			
11	☐		☐	☐	☐	☐		☐
12	☐		☐	☐	☐	☐		☐

TABLE 4: RiskPACC 's D&C OBJECTIVES AND EVENTS

1.4.1 COMMUNICATION OBJECTIVES

Many communication activities will be implemented during the project following the strategy presented and explained in this deliverable. These activities have the goal to reach the communication objectives that will help the project to be well known and popular at local, national, and European level. The achievement of objectives will be monitored by the consortium step by step, by several quantitative and qualitative KPIs, listed in chapter 6. The communication strategy will be continuously reviewed to ensure that appropriate activities are performed in order to engage stakeholders, create awareness and promote information about the project, its aims, its funding source, its results, impacts and wider societal implications.¹

The communication objectives are:

Communication objectives	
1	Provide widespread visibility to the project and its outputs
2	Ensure that target audiences can see the benefit of RiskPACC for European collaboration, and how, as a result, it has created measurable benefits to citizens, risk management and other stakeholders
3	Target key decision-makers who can support the implementation of the project
4	Demonstrate how the outcomes of RiskPACC are relevant to the life of European citizens
5	Ensure that the results of RiskPACC influence policy makers and other decision makers around disaster risk management and ordinary citizens, to ensure long-term impact
6	Engage with and make use of local networks and partner networks. We will access these networks through the existing partnerships between the various stakeholders
7	Participate in forthcoming EU Research Conferences and Workshops

TABLE 5: COMMUNICATION OBJECTIVES

Table 6 details how RiskPACC attempts to achieve these objectives via different channels.

Objective No.	Website	Twitter	LinkedIn	YouTube	Flyers, Brochures, Posters	Newsletter	Cluster Activities	Press Releases
1	☐	☐	☐	☐	☐	☐	☐	☐
2	☐	☐	☐	☐		☐		☐
3	☐	☐	☐				☐	☐

¹ RiskPACC Grant Agreement, page 43, part B

4	☐	☐	☐	☐		☐		☐
5							☐	
6	☐	☐	☐		☐	☐		☐
7	☐	☐	☐			☐		☐

TABLE 6: COMMUNICATION OBJECTIVES AND CHANNELS

Table 7 details how RiskPACC attempts to achieve these objectives via events.

Objective No.	Final Workshop	Internal Meetings	Awareness Workshops	Bilateral Workshops	Peer-learning Workshops	Cluster Activities	Impact towards Policy Makers	Partners' events
1	☐	☐	☐	☐	☐	☐	☐	☐
2	☐		☐	☐	☐	☐	☐	☐
3	☐	☐	☐	☐		☐	☐	☐
4	☐		☐	☐	☐	☐		☐
5	☐					☐	☐	
6	☐		☐	☐		☐		☐
7								

TABLE 7: COMMUNICATION OBJECTIVES AND EVENTS

1.4.2 DISSEMINATION PRINCIPLES

The “Risk Pack” toolbox is one of the main outputs of the dissemination strategy. It will include paper documents, lab modules and training materials produced within WP3, WP4 and WP5. The “Risk Pack” will i) be available both in virtual and physical form, ii) include and present transferrable methodologies to identify needs and interaction formats, iii) include material for concrete interactions (training and education material, guidelines, public exercises, social media use recommendations), iv) include a repository of international good practices and technical tools, and v) integrate new forms of citizen-generated data with conventional approaches.

The RiskPACC dissemination strategy will seek to create visibility and raise interest in the solution(s), appeal to different stakeholder groups, develop messages and build awareness of the project outputs, their aims, and how they work. This will involve showcasing the solution’s unique selling points and highlighting the impact of the project through real-life testimonials from the project to encourage uptake.²

Encouraging such uptake is based on three core principles:

1. Build Awareness
2. Position RiskPACC, and the “Risk Pack” as providing a solution
3. Generate and sustain active interest

1.4.2.1 Build Awareness

In order to reach this principle, the RiskPACC consortium needs to make the representatives of the possible consumers, users, local government agencies and civil protection agencies aware and updated on the project and its activities and results. Building awareness needs the dissemination strategy presented in chapter 5 in this document, be aligned to the channels in use by the stakeholders above-mentioned and be addressed across the different target audiences presented in chapter 2.

² RiskPACC Grant Agreement, page 35, part B

1.4.2.2 Position RiskPACC and the “Risk Pack” as providing a solution

The RiskPACC dissemination strategy will allow to showcase the project's unique selling points and how users can better understand and close the RPAG. In addition, it will demonstrate the Risk Pack's ability to enhance the CPA-citizen collaboration in different risk management phases to increase resilience and allow for more innovation and alignment of actions in managing disaster risk.³

1.4.2.3 Generate and sustain active interest

To encourage potential users to experience RiskPACC and its outputs through active participation and live demonstrations in workshops, conferences and other events, dissemination and exploitation activities such as the awareness workshops will allow stakeholders to comment on the usability and likely effectiveness of the RiskPACC outputs, as well as the likelihood of uptake.⁴

The dissemination principles contain the relevant and related dissemination objectives. The objectives are presented in chapter 5 and will be addressed, during the course of the project, in different ways, with different approaches and activities based on the status of the project and on the objectives' peculiarities. A detailed table and description are included in chapter 5, paragraph 5.1 “Dissemination Phases, Principles and Objectives”.

³ RiskPACC Grant Agreement, page 36, part B

⁴ RiskPACC Grant Agreement, page 36, part B

2 STAKEHOLDERS ENGAGEMENT

Stakeholders' engagement and involvement in RiskPACC is a crucial aspect of the project. First, knowing the reasons and the objectives for engaging with potential interested parties is an essential step when defining a prolific and effective engagement strategy. Engaging with stakeholders is crucial to the success of any project, and in order to achieve it, a clear vision that derives from a detailed and robust strategic engagement process, is necessary. In RiskPACC, partners will deal with a diverse range of stakeholders, and a preliminary consulting activity is going to be an incredibly valuable aspect in order to get opinions and insights. An effective engagement strategy, and then an applied process, helps translate stakeholders' needs into project goals, and them to arrive at a conclusion and to ensure an interest in the project's activities and results. Relevant stakeholders, as it will be shown in this section, can differ in terms of the sector, needs and characteristics. Each has a unique perspective and a unique capability.

2.1 The engagement objectives

Several objectives to be achieved are at the basis and are both the starting and finishing points of the stakeholder engagement process.

Five different objectives have been identified:

1. Gather ideas and information: stakeholders can both contribute with insights and feedback to the project activities and results and share their needs and requirements. Stakeholders can help improving the actions and developing a better and more comprehensive strategy.
2. Increase project's visibility: a good relationship, communication and cooperation with stakeholders will improve the project's visibility and reputation.
3. Increase impact: stakeholders also have the ability to analyse the objectives and especially the results of RiskPACC, so that their uptakes will be improved.
4. Extend the knowledge: involving several stakeholders, including network partners, practitioners, first responders and others, will allow RiskPACC to gain new information, feedback, expertise and knowledge, addressing and consulting the project on various topics including technological and operational requirements and policy recommendations.
5. Attract potential users: the stakeholders' involvement is considered as a way in which the interested parties act as RiskPACC advocates and ambassadors, trying to increase the outreach of the project.

2.2 Levels of engagement

Stakeholder engagement, for complex projects such as RiskPACC, implies detailed and specific preparation, which must be performed and followed by all partners and their respective networks. The engagement of potential stakeholders can take place at different levels, and can be different, or modifiable, depending on the type of the interested parties, their interests, influence, objectives and needs. Certain groups of stakeholders can play a passive role, others can be active and can provide feedback and recommendations, others again can only be simple receptors of RiskPACC's outputs. For these reasons, it is necessary to have a clear strategy and definitions of the levels of engagement. The engagement at different levels will

take place with different levels of intensity and depending on the interests, influences and characteristics of the stakeholders.

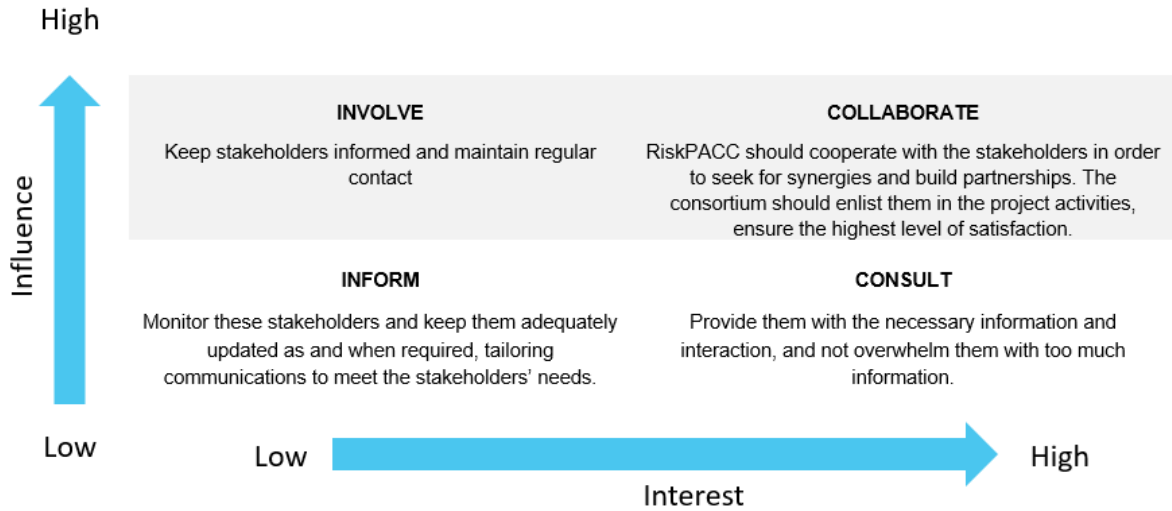


FIGURE 1: LEVELS OF ENGAGEMENT AND STAKEHOLDERS' INTEREST/INFLUENCE⁵

As many other EU funded projects, RiskPACC follows the spectrum of public participation developed by the *International Association of Public Participation (IAP2)*⁶, which includes five levels of engagement: i) informing ii) consulting iii) involving iv) collaborating v) empowering (see Figure 1). In figure 1 the first four levels of engagement are presented, while the fifth, empowering, is clearly the one with the highest interest and the highest influence.

Each of these levels provides an increasing level of intensity in the engagement activity and requires a decreasing number of stakeholders to be engaged, see Table 8. In the table, beyond the five levels of engagement, public participation goal, promise to the public and recipients are presented. Regarding the public participation goal, it comprehends the objective to include the public in the project's research and activities, the promise to the public refers to what and how RiskPACC will share to the public, while the recipients to whom the levels of engagement refer to.

	PUBLIC PARTICIPATION GOAL	PROMISE TO THE PUBLIC	RECIPIENTS
INFORMING	To provide with balanced information, that will assist the public in understanding the opportunities and solutions of RiskPACC	To keep it informed about the outcomes	Who has little interest in or influence on research outcomes
CONSULTING	To obtain public's feedback on analysis done and/or decisions reached within RiskPACC	To keep it informed and provide feedback on how its input influenced a decision taken within RiskPACC	Who has a limited capacity or even knowledge to interact, so that their potential impact in the project is limited

⁵ "IAP2 is the preeminent international organization advancing the practice of public participation. Our mission is to advance and extend the practice of public participation through professional development, certification, standards of practice, core values, advocacy and key initiatives with strategic partners around the world." <https://www.iap2.org/page/about>, consulted on 15th December 2022

⁶ "IAP2 is the preeminent international organization advancing the practice of public participation. Our mission is to advance and extend the practice of public participation through professional development, certification, standards of practice, core values, advocacy and key initiatives with strategic partners around the world." <https://www.iap2.org/page/about>, consulted on 15th December 2022

INVOLVING	To work directly with the public throughout the process, ensuring that its concerns and aspirations about RiskPACC are understood and considered	To work with the public, ensure that its concerns and aspirations are directly reflected in the alternatives developed, and provide feedback on how its input influenced the decision taken in RiskPACC	Who has a strong interest in RiskPACC, and who is influential
COLLABORATING	To partner with the public in each aspect of the decision, including the development of alternatives and the identification of preferred solution within RiskPACC	To work alongside the public in formulating solutions and incorporating its advice and recommendations into the decisions to the maximum extent possible	Who is considered essential to the project both in terms of interest and influence
EMPOWERING	To place final decision making regarding RiskPACC, in their hands	Implement what the public decides within and through RiskPACC	Who is supported in the process of acquiring sufficient levels of knowledge and experience about the project and its achievements

TABLE 8: LEVELS OF ENGAGEMENT

It is to be noted that the level of engagement with stakeholders is likely to vary throughout the project lifecycle, as their roles can evolve, and activities and outputs may undergo changes.

2.3 Stakeholders mapping

In order to maximise the visibility of the project and to reach the highest level of impact, the stakeholders mapping activity aims to identify, analyse and choose which interested parties need to be involved and engaged. The selection of the stakeholders will be based on the content, expected results and impacts of RiskPACC, and it will be a cooperative process, among the consortium members, of discussion and research.

The stakeholders mapping consists of three different steps: i) Identification of relevant stakeholders ii) Analysis of stakeholder’s needs and scope iii) Implement an understanding of stakeholders.

2.3.1 IDENTIFICATION OF RELEVANT STAKEHOLDERS

At the initial stage of the project, RiskPACC will identify all interested parties, divided into groups and categories that may have interest in the project activities.

First, it is good to remember and start from the characteristics of the project, the definition of the objectives, the results to be achieved, and the geographical areas involved. The last aspect, the geographical one, assumes a fundamental role. In fact, RiskPACC operates and will operate at different levels: local, national and European one, and from here it is already possible to see the different addresses that the stakeholder mapping will take. Considering that the project has seven case studies in six different and specific geographical areas, and one international, it will be considered appropriate and foregone to include local stakeholders from all the six different areas, as well as from national and European level. Clearly, the stakeholder analysis should not only be limited to the geographical areas of the case studies, but in addition it should be a much more general and objective action, which should be continuous and effective throughout the duration of the project. At the same time, the

identification process can be re-thought and re-evaluated quite frequently throughout the project to ensure that none of the stakeholders are missed or overlooked. This means that there may be the possibility of identifying new stakeholders that will be involved in the more advanced stages of the project, and the possibility that stakeholders' needs may differ from those identified and selected at the outset.

As included in the Grant Agreement, an initial selection of groups of stakeholders has been made following the ex-ante approach, i.e. for which the interest groups have been identified in advance, taking into consideration particular sectors and interest groups that are relevant to RiskPACC.

Other methods to identify and select relevant stakeholders are: i) Brainstorming and consulting with project partners that have been involved in similar activities or in similar, already ended, projects ii) Initiating self-selection by promoting the engagement process and encouraging individuals with an interest to come forward iii) Consulting and utilising existing stakeholder lists and databases of the project partners in order to identify other potential interested parties.

2.3.2 ANALYSIS AND PRIORITISATION OF STAKEHOLDER'S NEEDS AND SCOPE

Engaging with stakeholders will take in consideration their needs and the relation between them and with the RiskPACC activities. The relation between stakeholder perspectives and needs and the potential engagement in the project activity is a critical step. For this reason, the mapping process must include the assessment and analysis of relevant stakeholders, with the main scope to prioritise them in relation to the necessity for their engagement. Not all the stakeholders, may be engaged at the same level or at the beginning of the project or in the same modality. The consortium should analyse and assess which stakeholders are best to contribute to the project and in which phase, taking in mind the necessity of identifying their interests and roles in relation to the project and its activities. A great help, in order to overcome this step, comes from the engagement levels shown in the table "Levels of engagement and stakeholders' interest/influence" presented in the previous paragraph 2.2.

Recapping the levels, from the lowest to the highest level:

a) Inform

Stakeholders represented here are those who may have little interest in or influence over project outcomes. In general, there is a less need to consider them or to provide efforts to engage with them when the project resources are limited.

b) Consult

Stakeholders at this level are those that may have high interest but low influence in the project. They can/may have a quite important role in forming alliances or groups with other stakeholders. At this level, we usually find this the most difficult group of stakeholders to reach.

c) Involve

High influence but little interest. The stakeholders at this level may have an important influence on the success of the project, but they might be hard to engage.

d) Collaborate

The stakeholders that are the most beneficial for the project to engage. They might be potential suppliers of information and resources and can be impacted by the project results.

e) Empowering

The highest level of interaction with the most interested and influential stakeholders that, after acquiring a sufficient level of knowledge and experience about the project, are free to decide how they will adopt the project outcomes.

2.3.3 IMPLEMENT AN UNDERSTANDING OF STAKEHOLDERS

Once prioritized, analysed and identified the relevant stakeholders, it is important to understand their interests, motivations and expertise. In order to assess the last step here described, the consortium should proceed understanding i) the existing relationship between the project and the stakeholders, ii) the different knowledge and expertise that stakeholders can bring to the project, iii) potential contribution and feedback to the project's outcomes, iv) which communication and dissemination means will be adopted taking in consideration the different stakeholders' features and needs, v) the willingness to engage.

In the process described above, it is also fundamental to understand the relationships between the several stakeholders.

2.4 RiskPACC audiences

The consortium members, even before of the start of the project, identified three groups of potential stakeholders who may be interested in the project's activities and results. The three audiences, which will be presented in the following paragraphs, have been carefully selected, taking into consideration the benefits, expertise and knowledge they could bring to the project and its results, taking into account how they could benefit from the RiskPACC activities. A fourth category has been added to these three audiences, made up of projects related to RiskPACC.

Before proceeding with the audiences, we will present the first general, and at the same time fundamental, distinction of stakeholders: the RiskPACC engagement strategy establishes a first general distinction between internal and external stakeholders. Then, each audience is described, including a first list of possible stakeholders. In Annex II, however, it is possible to find a more comprehensive pre-compiled table for engaging potential stakeholders.

2.4.1 INTERNAL STAKEHOLDERS AND EXTERNAL STAKEHOLDERS

Internal stakeholders are those organisations that will be directly and actively involved with the RiskPACC activities and outcomes. In the case of RiskPACC, these internal stakeholders will be i) practitioners ii) universities iii) research centres iv) industries v) SMEs.

External stakeholders, on the other hand, are those organisations, individuals or entities, which are not directly beneficiaries of RiskPACC, but which at the same time can, or could, use the outputs developed by the project for their own purposes. They are considered external, because they may not be directly involved in RiskPACC but could still benefit from the activities and outcomes. We are therefore referring to stakeholders who are not directly involved and/or passive, but who could still be affected by the actions of RiskPACC.

2.4.2 TARGET AUDIENCE 1

The first RiskPACC target audience is composed of i) Citizens ii) Civil Society Organisations iii) Non-Governmental-Organisations iv) Local Governments v) Local Agencies.

Target audience 1 (TA1) comprehends individuals, entities, associations, organisations belonging to the civil society, and has a deep and real interest in the RiskPACC domain. TA1 has the capacity, and in this case the opportunity, to take full advantage of the results and outputs of the project. The positive aspects, and the added value that TA1 can bring to the project, concern their local, national and European networks, and a large number of citizens and individuals that can be engaged in order to contribute to increase awareness on the importance and on the potential impact of the RiskPACC solutions and of the physical “Risk Pack”.

Another important added value related to this target audience is that they can bring a large number of volunteer organisations that can be considered, and potentially become, additional users of the project outputs. They may require reliable tools and solutions as other target audiences.

RiskPACC partners will provide public information and updates about the project, creating knowledge and awareness and maintaining a high interest in it. For this target audience, the project suggests an approach of cooperation between these stakeholders, built on enhanced dialogue and trust.

Citizens are one of the primary groups that will be impacted and affected by the project. However, when we refer to citizens, especially in the case of RiskPACC, we must always keep in mind that we are taking in consideration different levels and geographical areas. Citizens encompass individuals and inhabitants of a given region, entity or authority and, this is a real added value for the project. Citizens, in this case, are i) Private individuals, representing themselves 2) Large group of citizens, expression of several individuals.

Civil Society Organisations (CSOs) are groups of people that operate in a community, with different methods and ways than a government. As part of CSOs, we have i) educational institutions, such as schools ii) Organised volunteers’ groups iii) Networks iv) Social movement organisations.

RiskPACC, since the proposal phase, already identified a list of relevant and important networks, which the project will engage with as first level of engagement, see Table 9.

NETWORK	TARGET AUDIENCE
European Forum for Urban Security (Efus)	Project partner Efus is the only European network of local and regional authorities dedicated to urban security. It includes nearly 250 local and regional authorities from 16 countries.
Global Disaster Preparedness Center (GDPC)	The GDPC was established by the American Red Cross and the International Federation of Red Cross and Red Crescent Societies to be a reference centre to support innovation and learning in disaster preparedness for Red Cross and Red Crescent national societies.
The Global Network of Civil Society Organisations for Disaster Reduction (GNDR)	GNDR is the largest international network of civil society organisations working to strengthen resilience and reduce risk in communities worldwide. The GNDR network has over 1.200-member organisation across 121 countries, many of them grassroots and local community groups as well as national, regional and international organisations and networks.
Citizen for Europe (CFEU)	CFEU is a community of over 500 CSOs that shares expertise, discusses ideas and implements projects. It is committed to strengthening civil society actors in their structures and a more participative, diverse and democratic Europe.

ICLEI Resilient cities	Local Governments for Sustainability is a global network of more than 1,750 local and regional governments committed to sustainable urban development
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TABLE 9: RISKPACC TARGET AUDIENCE 1

2.4.3 TARGET AUDIENCE 2

The second RiskPACC target audience is composed of i) Civil Protection Authorities (CPAs) ii) Practitioners iii) First Responders iv) Practice-based researchers.

Target audience 2 (TA2) will be engaged by the consortium with stakeholders from CPAs, all fields of security research throughout the project for dissemination and exchange purposes.⁷

TA2 is most probably the largest group of potential end-users and beneficiaries of the project activities and outcomes. Thus, the engagement must be regular, specific and intensive. To reach the scope, here, also the communication between the consortium and TA2 must be good, clear and linear, and it should also be facilitated by the practitioners already involved in RiskPACC, that can establish different connections with the external ones. The first action is to understand and investigate their needs and requirements, engaging with them through various steps and activities, such as events, workshops and conferences.

The CPAs, practitioners and first responders are most probably the largest group of stakeholders, and RiskPACC will identify and include interested parties from different levels from different fields (crisis management, civil protection, national and regional resilience).

The practice-based scientific community is also a fundamental target audience which might have a high influence and high interest because the outputs that RiskPACC will generate can be used in the practice-based researchers work.

RiskPACC, since the proposal phase, already identified a list of relevant and important networks which the project will engage with, see Table 10.

NETWORK	TARGET AUDIENCE
International Forum to advance First Responder Innovation (IFAFRI)	IFAFRI is a global collaboration between countries focused on enhancing and expanding the development of affordable technology and innovative solutions to improve first responder safety, efficiency and effectiveness
Federation of the European Union Fire Officers Associations	FEU's aim is to enhance fire safety and provide expertise to European bodies in matters concerning the development of fire brigades and fire safety in Europe and especially in respect of organisation and management structure: technical skills, training and fire engineering. FEU covers representatives of national fire associations from 21 European countries.
EVOLSAR (European Association of Civil Protection Volunteer Teams)	The organization has been established with the aim of having a European group of volunteer team similarly trained in various disciplines of Civil Protection.
Community of Users (CoU) Community for European Research and Innovation for Security (CERIS)	Aiming to facilitate interactions within the security research community and users of research outputs, in 2014 the Commission established the Community of Users for Safe, Secure and Resilient Societies (CoU), which gathered around 1,500 registered stakeholders (policy makers, end-users, academia, industry and civil society) and regularly held thematic events with the security research community. Now named the Community for European Research and Innovation for Security (CERIS), this platform continues and expands the work of the

⁷ RiskPACC Grant Agreement, page 36, part B

	CoU, in light of the forthcoming Horizon Europe developments between 2021-2027.
Crisis Management Innovation Network in Europe (CMINE)	Created in the frame of the Driver+ project, the CMINE is an open, online community for Crisis Management Innovation, Networking and Support.
Security Research Event (SRE)	The Security Research Event is the annual meeting where industry, governments and knowledge institutions come together to discuss the state of play and current challenges for security research in Europe.
National security research	Several countries operate their own security research programs. For example, Germany funds the "Sicherheitsforschung" (SiFo) under the Federal Ministry for Education and Research (BMBF).
Preventica	Preventica is a French-speaking network that organises various conferences and international fairs with different providers and services related to risk management and civil protection.

TABLE 10: RISKPACC TARGET AUDIENCE 2

2.4.4 TARGET AUDIENCE 3

The third RiskPACC target audience is formed by policy and decision makers. Through the policy-oriented partners, policy and decision makers will be approached from the development of the first results.⁸

Policy and decision makers are the legislative and executive authorities that act at different legislative levels (local, federal, provincial, regional, national, European) and with a large cross-sectoral impact.

Policy and decision makers, for their responsibility, are strongly connected to the RiskPACC spectrum of action and their inclusion in the project's activities and will help to guarantee that the results will have a stronger visibility and impact.

Target Audience 3 will mainly be composed of experts, associations or organisations that work in the public or policy sector and will probably use the RiskPACC findings and outcomes in order to reach and improve the regulations in terms of helping and addressing the society in relation to RiskPACC objectives.

The table here below summarises the policy-bodies, networks and forum.

Policy Body	Focus Area
DG ECHO and DG HOME European Parliament	Emergency Response Coordination Centre (ERCC) Files on civil protection
Disaster Risk Knowledge Management Centre (DRMKC)	The DRMKC provides a networked approach to the science-policy interface in DRM, across the Commission, EU Member States and the DRM community within and beyond the EU
European Civil Protection Forum	The European Civil Protection Forum is a platform to discuss the current developments in the Union Civil Protection Mechanism framework and put forward new ideas for tackling common challenges

TABLE 11: RISKPACC TARGET AUDIENCE 3

2.4.5 TARGET AUDIENCE 4

A further target audience has been made up, at a European level, by projects that have interests in common with RiskPACC, and that have an action similar to the project topic. For this purpose, RiskPACC has started working, since the beginning of the project, on different

⁸ RiskPACC Grant Agreement, page 37, part B

collaborations. The table below highlights both the projects that are considered closely connected with RiskPACC, and those in which only a few contact points are considered fruitful for RiskPACC.

Project name	Description	Website
H2020 LINKS	“Strengthening links between technologies and society for European disaster resilience” is a comprehensive study on disaster governance in Europe. The overall aim of the LINKS project is to strengthen links between technologies and society for improved European disaster resilience, by producing sustainable advanced learning on the use of social media and crowdsourcing (SMCS) in disasters. In recent years, social media and crowdsourcing (SMCS) have been integrated into crisis management for improved information gathering and collaboration across European communities	Links - The Project (links-project.eu)
H2020 ENGAGE	Together with real practitioners from their Knowledge and Innovation Community of Practice (KI-CoP), ENGAGE proposes emergency response strategies to bring the population closer to rescuers and authorities, bridging the gap between formal and informal guidelines in specific contexts	Home Page - Engage Project - Risk management for society resilience (project-engage.eu)
H2020 BUILDERS	BuildERS works on increasing the societal resilience and social capital of European communities and citizens. It will do this by genuinely co-designing processes and tools with citizens, first-responder organisations and technology tools developers. The project will incorporate an inclusive and interactive research and analysis process, where the results are not derived ‘top-down’ but through a ‘bottom-top’ dynamic interaction	BuildERS (buildersproject.eu)
H2020 CORE	CORE (sCience & human factOr for Resilient sociEty) is a multi-disciplinary consortium established to understand how to define common metrics with respect to the different natural and man-made disaster scenarios, and how to measure, control and mitigate the impact on the populations, particularly on vulnerable groups: disabled, elderly, poor, as well as women and children	Home (euproject-core.eu)
H2020 RESILOC	The overall goal of RESILOC is to identify new strategies for improving on the processes of preparedness of local communities against any kind of hazards, either planned or unplanned. The project aims at bringing together the validity and experience of local communities and the strategies and commitment of national and supra-national actors to achieve a tangible impact on the way resilience is understood and increased in local communities	Home - RESILOC Resilient Europe and Societies by Innovating Local Communities (resilocproject.eu)
H2020 NO FEAR	Coordination and Support Action project that will bring together a pan-European and beyond network of emergency medical care practitioners, suppliers, decision and policy makers to collaborate and exchange knowledge, good practices, and lessons learned	No-Fear Project website (no-fearproject.eu)
H2020 FIRE-IN	The work in the project is organized in 3 phases: first – the identification of the capability gaps, experienced and expressed by the Fire & Rescue practitioners. The gaps are formulated as challenges to be solved by the research and industry. In the second phase, the project partners review ongoing and planned R&D projects and suggest promising solutions, addressing the gaps. During the third phase, the project will establish an interactive cooperation with the research and industry and request proposals for the new R&D. The responses will be evaluated by the Associated Experts. Finally, the project will provide recommendations for the European Strategic Research and Standardisation Agenda on Security.	Fire-In project – A 5 Year european Project

UCPM RESIST ANT	RESISTANT aims to significantly evolve the foundations of training of first responders. RESISTANT will also put in place a virtual 'agora' for first and second responders, academia, market practitioners, volunteers and other civil protection stakeholders to share knowledge and exchange best practices, especially in cross-border crisis management. The 'agora' will facilitate discussion and contribute towards the development of a common prevention and protection culture.	Home - Resistant Project
H2020 FIRELO GUE	FIRELOGUE aims to create a dialogue and empower the Wildfire Risk Management community to face the current and future wildfire challenges.	Firelogue
MED1st MR	MED1stMR develops innovative mixed reality training technology to combine real-world medical simulators with virtual environments to train medical first responders for these challenges.	Med1stMR Front Page - MED1stMR
H2020 SILVAN US	Brings together a large consortium of interdisciplinary experts from four continents to combat the threat of forest fires and improve forest resilience against climate change.	SILVANUS The EU Programme Horizon 2020 (silvanus-project.eu)

TABLE 12: RISKPACC TARGET AUDIENCE 4

2.5 Stakeholders engagement

This section further describes and categorises the targeted audiences presented in the previous paragraphs and related engagement processes.

Thanks to the cooperation of the RiskPACC partners, it was possible to identify and analyse various aspects of stakeholder engagement, also verifying the different needs, and the different selection and approach criteria of the project partners. It is worth clarifying that all target audiences are equally important for RiskPACC and will be engaged during the lifecycle of the project. At the same time, a categorisation and engagement specification is necessary in order to plan the RiskPACC efforts, the level of connection each group has with the project and the benefit the stakeholders can take from it.

The following table presents different crucial aspects of the engagement process.

- Column 1, *Target Audience* = contains the target audiences previously presented.
- Column 2, *Potential Contribution to RiskPACC* = what the target audience can bring to the project
- Column 3, *RiskPACC 's Contribution* = which knowledge, expertise, new tools and solutions RiskPACC can bring to the target audience
- Column 4, *Level of Engagement* = According to Figure 1, which is the level of engagement with the dedicated target audience, and which is the level of interest and influence
- Column 5, *Channels of Engagement* = How the target audience is engaged

TARGET AUDIENCE	POTENTIAL CONTRIBUTION TO RISKPACC	RISKPACC'S CONTRIBUTION	LEVEL OF ENGAGEMENT (from 1 to 5)		CHANNELS OF ENGAGEMENT
			INTEREST	INFLUENCE	
TA 1 - Citizens, CSOs, NGOs, and local governments and agencies	Test, validate and integrate the solutions provided by RiskPACC through training activities and tests. Citizens and CSOs, in particular, will produce data and information on their respective social media channels, where it will be possible to obtain useful information.	Facilitating and encouraging citizens participation in creating a resilient society, improving interaction between citizens and civil protection authorities, facilitating the identification of their needs.	5	4	Participation in RiskPACC events (especially at local level), press releases at local, national and European level.
	Understanding the citizen perspective of disaster management activities and ideas to reduce the risk perception action gap.	Providing a space where perspectives are heard and discussed, with the overall goal to improve citizen/civil protection interactions and understanding.	5	4	Partners' networks, offline communication, Social media channels, Project Website, YouTube.
	This audience provides a look at risk perception from the opposition side to the CPA. For reduce RPAG we need this audience to understand risk perception.	The RISKPACC project provides comprehensive information about risk in the immediate vicinity for citizens. In an educational form, it offers an interesting insight into the safety situation and application testing that will help reduce RPAG.	5	4	Primarily through workshops and through project and partners Websites, email, personal communication.

TA 2 - CPAs, Practitioners, first responders and practice-based researchers	<p>Involvement of the local, provincial, regional and national CPAs to get from them information about their experience in the field and to know their needs to improve their job. So, their contribution is basically a realistic picture of the daily activities, difficulties and potentiality of their job.</p>	<p>RiskPACC's tools will be adapted to their specific needs, in order to be actually used.</p>	5	5	<p>Invitation to workshops, questionnaires and live exercises during the testing phase. Social Media Channels, Project Website, YouTube, Partners' networks, newsletters.</p>
	<p>Bring their expertise about the risk they address and share their contributions with the other case study partners and with the partners of the consortium.</p>	<p>By working on the Psychological Support to Provide to CPAs during a crisis, this risk addressed fits with the needs of the CPAs within the RiskPACC topics and activities.</p>	5	5	<p>Reaching them through several calls for participants through networks (Efus Network for example) and newsletter attaching to this call the Promotional RiskPACC video and factsheet on the website.</p>
	<p>Contributing to an understanding of current activities, reduce the RPAG from CPA's perspectives. Knowledge of local areas and practices.</p>	<p>Improved interactions with citizens, improved knowledge and solutions for closing RPAG.</p>	5	5	<p>Invite/Involve them in RiskPACC activities such as events, workshops and conferences, surveys, on field demonstrations.</p>
	<p>This audience provides experience and good practices. Through discussion with audience 1 differs can be explained and reduce RPAG.</p>	<p>Discussion with audience 1 can bring new insights to the RPAG solutions, as well as testing new apps.</p>	5	5	<p>Primarily through workshops and through project and partners Websites, email, personal communication.</p>

TA 3 – Policy and Decision Makers	Support the identification of the key elements and objectives of the project. Inspire policy decisions that strengthen European resilience.	Identify the opportunities offered by RiskPACC (RiskPACC platform and RiskPACC toolbox) to improve understanding of the Risk Perception-Action Gap. Collect potential set of recommendations at policy level.	3	3	Invite/involve as participants/speakers/contributors to RiskPACC events (Awareness workshops for example) and through social media channels, website, partners' networks, face to face meetings.
	Policy and decision makers at local level (cities and municipalities) should help to improve recommendations and give another point of view. RiskPACC also expects from them to give their opinion on how the project impacted and inspired them.	Help them to use the platform and better seize the risk addressed thanks to the solutions and toolbox. This will help to give their recommendations and contribute to the White Paper.	3	3	It is useful to involve them when there is something concrete to show them, to avoid losing their interest. At a local level, they are informed about the project but do not participate actively.
	At a local point of view policy makers can test the tools in the cities they run and provide personnel for the implementation activities. If the tools seem promising, they can involve other cities as well to keep them informed.	A way to solve local problems. The tools should be ready to use, and affordable from a monetary point of view. There should be a special treatment for the pilot cities that are helping to develop the tools on the field, especially to avoid that the results will end with the end of the project.	3	3	Invite/involve as participants/speakers/contributors to RiskPACC events (Awareness workshops for example).

TA 4 – Relate EU funded projects	Knowledge/information exchange with other relevant EU funded projects under the same topic. Different points of view/perspective.	Knowledge/information exchange based on the research and activities results.	3	4	Invite/involve as participants/speakers/contributors to RiskPACC events (Awareness workshops for example).
	Knowledge sharing and collaboration with differing points of view.	Knowledge/information exchange based on the research and activities results.	?	?	Collaborate on different research outputs (articles/blogs).

TABLE 13: RISKPACC TARGET AUDIENCE ENGAGEMENT

An initial list of potential stakeholders is included at the end of the document, in *Annex II - Preliminary list of potential stakeholders*, while a Stakeholders engagement form is included in *Annex III – RiskPACC Stakeholders Form*.

2.6 Stakeholders' willingness to engage

From previous experiences, and from premature study and investigation in the engagement process, it is very important to consider the relationship between the various stakeholders, to understand the dynamics in the different interest groups, and, sometimes, it can be useful to involve stakeholders in this selection process. In the following table, the assumed general stakeholders' willingness to engage and the need to increase the engagement effort by RiskPACC is presented.

Stakeholder	Willingness to engage	Increase project effort
Citizens	LOW	HIGH
Civil Society Organisations	MEDIUM	HIGH
Non-governmental Organisations	MEDIUM / HIGH	MEDIUM
Local Governments and agencies	LOW	HIGH
Cities and Municipalities	HIGH	LOW
Civil Protection Authorities	MEDIUM	LOW
Practitioners	MEDIUM	LOW
First Responders	MEDIUM	LOW
Practice based researchers	MEDIUM	LOW
Policy and decision makers	LOW	HIGH
Other EC funded projects	HIGH	LOW

TABLE 14: STAKEHOLDERS: WILLINGNESS TO ENGAGE AND ENGAGE EFFORT

The table aims to show how the step to understand the stakeholders' features is an important aspect in RiskPACC. It will be periodically reviewed and updated throughout the project duration for different reasons, such as: i) Stakeholders will be engaged in different stages ii) new stakeholders can join RiskPACC activities iii) Other levels of engagement and channels may arise in the following months and years iv) Project's results can change.

2.7 Stakeholders' engagement techniques

Within each target audience, there are various interested parties, which have their own features and characteristics. For this reason, different engagement techniques will have to be addressed, and personalised, for each group in question. The table below presents the different techniques selected according to each stakeholder group.

Stakeholder	Scientific Reports	Website	Social Media channels	Interviews	Questionnaires and surveys	Press Releases	Workshops and Conferences	RiskPACC events	Promotional Material
Citizens		☐	☐	☐	☐	☐	☐	☐	☐
Civil Society Organisations		☐	☐	☐	☐	☐	☐	☐	☐
Non-governmental Organisations	☐	☐	☐	☐	☐	☐	☐	☐	☐
Local Governments and agencies		☐	☐	☐	☐	☐	☐	☐	☐
Cities and Municipalities		☐	☐	☐	☐	☐	☐	☐	☐
Civil Protection Authorities		☐	☐		☐	☐	☐	☐	☐
Practitioners		☐	☐		☐	☐	☐	☐	☐
First Responders		☐	☐		☐	☐	☐	☐	☐
Practice based researchers	☐	☐	☐	☐	☐	☐	☐	☐	☐
Policy and decision makers		☐	☐		☐	☐			
Other EC funded projects		☐	☐	☐	☐	☐	☐	☐	☐

TABLE 15: COMMUNICATION TECHNIQUES ACCORDING TO EACH STAKEHOLDER GROUP

3 KEY MESSAGES AND EXPECTED IMPACT

Developing, deploying and delivering appropriate and efficient messages for the stakeholders' engagement is one of the cornerstones for a successful Communication and Dissemination strategy. Key messages are important because they help to communicate the main points and highlights of the project to a variety of audiences already presented and described in section 2. Key messages help to define the project, highlight RiskPACC 's achievements and impact, and convey the value of the project to a wider audience. By having clear, concise, and compelling key messages, the consortium can effectively communicate the importance and value of the project and help to generate support and interest in it.

In this section, the general rules and the RiskPACC key messages that will be communicated at high-level will be presented.

3.1 General rules

Key messages are an important aspect of the engagement process. However, messages need to be adapted according to interest: for example, key messages have to be customized for each targeted audience, and even more for any relevant idea, activity or research outcome that the consortium wants to share.

Clearly, not all messages can be fundamental, in fact to be considered as such, they must have the following characteristics:

- Simple.
Key messages should be short and to the point (direct and straightforward), straight, concise, clear and written in a plain language easy to understand. Avoid using technical jargon or acronyms that may not be familiar to the audience.
- Focus on the key points.
Identify the most important activities and outcomes of RiskPACC and use key messages to highlight these. Avoid including too much detail or going off on tangents.
- Tailored to the audience.
Different audiences may be interested in different aspects of the project. Key messages need to engage a specific audience they are intended for and highlight the points that will be most relevant and interesting to them.
- With an active language.
Key messages must be used in active verbs and concrete examples in order to be more engaging.
- Positive.
Key messages should highlight the achievements and successes of the project, rather than dwelling on any challenges or setbacks.
- Consistent.
Key messages need to be delivered using a consistent tone across all of them. They must be aligned with the overall RiskPACC goals and objectives.

3.2 Key messages per objective, work package and target audience

Developing and sharing concise, direct and straightforward key messages is a crucial action in order to achieve a successful communication. Messages are the essence, the main pillar of the theme that RiskPACC wants to communicate. Those key messages, taking in

consideration different aspects of the project, the number of stakeholders or potential stakeholders, will be tailored and customised to respect their needs and features.

The key messages must reflect the contents and the messages of the details and scopes included in each WP.

The RiskPACC key messages have been presented at Work Package level, with a clear and define relation with the dedicated WP.

Key messages have been designed based on three factors: (a) the objectives included in Work Package 1, 2, 3, 4, 5, 6, 7, and 8 (b) the target audiences (c) the added value of RiskPACC for each targeted audience group.

The following tables (16-23) present the key messages related to each WP (not Work Packages 9 and 10) and to each target audience.

WP1: UNDERSTANDING GOOD PRACTICES AND CHALLENGES IN CIVIL PROTECTION POLICY AND PRACTICE	Target Audience 1 (Citizens, Civil Society Organisations, NGOs, Local Governments, Local Agencies)	Target Audience 2 (CPAs, Practitioners, First Responders, Practice-based researchers)	Target Audience 3 (Policy and decision makers)	Target Audience 4 (Related Projects)
OBJECTIVES	KEY MESSAGES			
Establish an appropriate working definition of disaster resilience and risk perception and determine how, as concepts, they have been tailored and operationalised in practice through existing resilience, risk management and crisis guidelines, standards, requirements and approaches.		Better defining disaster resilience and developing a common understanding will help focus CPA work and foster a common understanding between different stakeholders.	Fostering a common understanding of disaster resilience will help better focus disaster management policy.	Disaster resilience and risk perception are both evolving concepts that although well studied, could use some standardisation and common understandings.
Analyse the identified approaches and good practices through surveys and local dialogue focus groups with CPA's.		There are a diverse set of practices, based mainly on countries political structures, but most CPAs struggle with resources in implementing these practices.	Fostering local participation in DRM activities should become a priority, whether through local volunteering groups or other CPA policies.	
Clearly define gaps between current practice and SOTA and develop a roadmap of key actions to advance SOTA and provide recommendations for the RiskPACC framework.		If gaps in communication and public participation can be addressed, CPA practices can better integrate community views.	A stronger focus on the gaps discovered, especially communication and implementation gaps, in policy discussions can enhance CPA practices.	Future work should focus on these gaps and identify new and novel solutions to address them.

TABLE 16: KEY MESSAGES - WP1

WP2: ENGAGING CITIZENS TO EXPAND UNDERSTANDINGS OF RISKS, VULNERABILITIES AND DATA COLLECTION OPPORTUNITIES	Target Audience 1 (Citizens, Civil Society Organisations, NGOs, Local Governments, Local Agencies)	Target Audience 2 (CPAs, Practitioners, First Responders, Practice-based researchers)	Target Audience 3 (Policy and decision makers)	Target Audience 4 (Related Projects)
OBJECTIVES	KEY MESSAGES			
<p>Review the current state-of-the-art (SOTA) of the role of community engagement and community data generation in disaster resilience research, practice and policy and investigate how these have evolved.</p>	<p>Understanding, capturing and acknowledging community risk perception and aligning it with CPAs' view of risk is fundamental for bridging the Risk Perception and Action Gap (RPAG).</p>	<p>Collecting and analysing data in novel ways is capable of generating new knowledge and stimulating new practices that are sensitive to the Risk Perception Action Gap (RPAG), as well as enhancing community resilience approaches.</p>	<p>Collecting and analysing data in novel ways is capable of generating new knowledge and stimulating new practices that are sensitive to the Risk Perception Action Gap (RPAG), as well as enhancing community resilience approaches.</p>	
<p>Establish how different forms of VGI (notably social media) provide a key method by which the RPAG may be reduced and more effective, localized, democratic and equitable practice established.</p>	<p>By engaging with local data collection methods, including using social media, citizens can become more aware of the risks in their communities and contribute to disaster resilience efforts.</p>	<p>Digital technologies such as citizen generated data, VGI and social media can support the process of capturing risk perception and thus contribute to the bridging of the RPAG, enhancing community resilience and improving overall disaster resilience.</p>	<p>Digital technologies such as citizen generated data, VGI and social media can support the process of capturing risk perception and thus contribute to the bridging of the RPAG, enhancing community resilience and improving overall disaster resilience.</p>	<p>i) Most VGI solutions are technology-led, they naturally marginalise the less technology-savvy and socio-economically disadvantaged populations, further broadening the digital divide and inevitably supporting the argument that VGI cannot represent every citizen but favours those privileged with money, access, and time to utilise the technology.</p> <p>ii) There is a need to shift from dominant technology-led designs of VGI solutions to adopting a multidisciplinary and multi-method approach.</p> <p>iii) The practicality and effectiveness of utilising VGI for community resilience are undermined due to the exclusion (or inadequate inclusion) of important factors such as political and governance systems, institutional structures and unequal power distributions, when designing VGI solutions</p>

<p>Analyse the identified approaches and good practices through local dialogue focus groups with citizens in case study areas.</p>	<p>Interviews and discussions with CPAs and local citizens across the project case studies have shown the following: i) Local citizens are eager to get more involved in DRM ii) Communication between citizen/volunteer groups and disaster responders is ineffective iii) More training programs for Disaster Risk Management and response are needed. Iv) There is no shared sense of community in many areas.</p>	<p>Interviews and discussions with CPAs and local citizens across the project case studies have shown the following: i) Communication between citizen/volunteer groups and disaster responders is ineffective ii) The number of volunteers is not adequate in most of the case studies iii) Local citizens are eager to get more involved in DRM iv) There is a need for long-term risk management strategies.</p>		
<p>Combine international best practice with local experiences.</p>	<p>Ever since the humanitarian response to the impact of the Haiti earthquake in 2010, the design and development of citizen-science tools, such as VGI and other, has proven an effective way of mobilising local communities and putting their lay knowledge in the service of Disaster Risk Management authorities across the world.</p>		<p>VGI solutions have proven a relatively easy and reliable source of information for CPAs around the world, supporting the planning and management of multiple risks in hazard-prone areas around the world.</p>	
<p>Clearly define gaps between current practice and SOTA and develop a roadmap of key actions to advance SOTA, establish a baseline upon which to build improved processes and engagement and communication methods, narrow the RPAG, and provide recommendations for the RiskPACC framework.</p>		<p>18 key gaps within current approaches to community resilience and community risk perception that have subsequently been categorised in four groups: i) Gaps between theory and practice ii) Governance gaps iii) Operational and implementation gaps. iv) Data and technology related gaps.</p>		<p>18 key gaps within current approaches to community resilience and community risk perception that have subsequently been categorised in four groups: i) Gaps between theory and practice ii) Governance gaps iii) Operational and implementation gaps iv) Data and technology related gaps.</p>

TABLE 17: KEY MESSAGES - WP2

WP3: CO-CREATION LAB & STAKEHOLDER- INTEGRATION	Target Audience 1 (Citizens, Civil Society Organisations, NGOs, Local Governments, Local Agencies)	Target Audience 2 (CPAs, Practitioners, First Responders, Practice-based researchers)	Target Audience 3 (Policy and decision makers)	Target Audience 4 (Related Projects)
OBJECTIVES	KEY MESSAGES			
Facilitate the collaboration between CPAs and citizens.	To facilitate the collaboration between CPAs and citizens, co-creation workshops are held with representatives of citizens as well as CPAs.			
Implement baseline assessments for determining the RPAG of the case study areas including a gap analysis, involving both, citizens and CPAs.	Through the activities in the workshops, where for example participatory mapping is used to analyse the RPAG. Furthermore, discussions are held with the CPAs and citizens. There will also be individual group sessions where, for example, only CPAs or only citizens are in a group to show the gap.			
Design and implement the co-creation lab sessions to develop, select and test methodological and technological solutions for closing the RPAG.	The testing of technological solutions is conducted by the technology partners. In the workshop, there is a session in which possible solutions are presented and discussed. Additional conceptual solutions are tested in co-creative formats as well. Additional solutions, may they be technological or conceptual, are always possible and welcome.		The co-creation methodology and other training material is currently publicised and/or developed. Therefore, other experts and scientists can use it.	
Support and facilitate the knowledge exchange between case study providers to allow for mutual learning and exchange of experiences and good practices for closing the RPAG.	The exchange between case study partners (and, additionally, observer cities) will be facilitated by meetings held in future project months, in which reports are also given after the workshops in order to learn from each other.			So-called observer cities will be present in the workshops.

TABLE 18: KEY MESSAGES - WP3

WP4: FRAMEWORK DEVELOPMENT	Target Audience 1 (Citizens, Civil Society Organisations, NGOs, Local Governments, Local Agencies)	Target Audience 2 (CPAs, Practitioners, First Responders, Practice-based researchers)	Target Audience 3 (Policy and decision makers)	Target Audience 4 (Related Projects)
OBJECTIVES	KEY MESSAGES			
Build capacity in CPAs and Citizens for collaboration in DRM in order to close the RPAG.	The RiskPACC framework is being developed and will provide a 4-module structure of recommendations to guide CPAs and citizens in closing the RPAG. - These modules include 1. Understanding context (or the risk and the community) 2. Sharing (or knowledge and risk perceptions)		The RiskPACC framework is designed to be broad enough in scope to be applicable beyond the project. It will provide a set of guidelines rather than prescriptive rules that policy makers, decision makers and related projects should be able to build upon further.	

	<p>3. Relating (building relationships of trust between citizens and civil protection groups).</p> <p>4. Building (of tools for communication).</p>		
<p>Develop a consolidated conceptual and methodological framework for RiskPACC to guide RiskPACC's development and to support its implementation in practice.</p>	<p>The RiskPACC framework will both guide and be developed alongside the progress of the RiskPACC project in a process of iterative co-design with RiskPACC partners.</p> <p>In collaboration with other work packages (e.g. WP3), a combination of workshops, surveys and discussions involving citizens, stakeholders and RiskPACC partners will be used to help to develop the framework iteratively, with improvements and refinements made at each stage of the process. The shared ownership of the framework via this co-design by different types of users (including those working in a practical space, such as CPAs), and the iterative approach to improvement will maximise its effectiveness as a tool for guiding the RiskPACC project and supporting the longer-term implementation of its outputs in practice.</p>		

TABLE 19: KEY MESSAGES - WP4

WP5: TOOL DEVELOPMENT	Target Audience 1 (Citizens, Civil Society Organisations, NGOs, Local Governments, Local Agencies)	Target Audience 2 (CPAs, Practitioners, First Responders, Practice-based researchers)	Target Audience 3 (Policy and decision makers)	Target Audience 4 (Related Projects)
OBJECTIVES	KEY MESSAGES			
Adapt existing tools in order to bridge the RPAG making use of the co-creation approach and practitioner perspectives in WP3.	Use the RiskPACC platform to increase your awareness in the city and always be prepared!	Use the RiskPACC platform to disseminate information to citizens in your city as soon as possible!	Use the RiskPACC platform to understand how your city responds to hazards.	
Advance new tools based on VGI that enable citizens to assist with the local resilience efforts.	Use VGI-based tools to collaborate with the CPAs and the First Responders in case of emergencies.	Use VGI-based tools to request citizen support during an emergency!		
Iterate the development of solutions in response to user needs.		Continuously update functionalities and contents to provide the RiskPACC platform which best suits your citizens' needs.		
Develop detailed guidance and training materials to assist tool use.		Provide citizens with all the materials and guidance to allow the best use of the platform and collaborate as efficiently as possible with CPAs and first responders.		

TABLE 20: KEY MESSAGES - WP5

WP6: IMPACT GENERATION THROUGH PEER-LEARNING, FIELD TESTING AND KNOWLEDGE CAPITALISATION	Target Audience 1 (Citizens, Civil Society Organisations, NGOs, Local Governments, Local Agencies)	Target Audience 2 (CPAs, Practitioners, First Responders, Practice-based researchers)	Target Audience 3 (Policy and decision makers)	Target Audience 4 (Related Projects)
OBJECTIVES	KEY MESSAGES			
Validate project findings through an external perspective by facilitating the exchange of good practice through peer-peer learning between the case studies and cities and regions outside of the consortium.	It is important to allow citizens, cities and communities to actively participate by giving them the opportunity to learn from different case studies through an exchange of good processes and best practices. It is also important to give them the opportunity to share their own experiences dealing with risks for a better understanding and decision-making.	Allow CPAs to compare their practices already used with those of Case Studies CPAs and other observer cities. But also, to take into account the results of the project and evaluate their content.	Based on the findings of the project, this will make it possible for citizens and CPAs to understand the need to exchange and act with all stakeholders around risk management.	
Introduce and implement the RiskPACC framework and technological solutions, i.e. the platform including its repository and crowd-sourcing/VGI tools as developed through the co-creation approach and practitioner perspectives in WP3 to new organisational and hazard contexts in order to derive recommendation from a broad variety of contexts.	Citizens especially and Civil society, through this task may be able to list and trace information and transmit it to the competent authorities. It will also be an opportunity to exchange with the Case studies partners, learn during the workshop and the co-creation labs partners' methods of co-creation and communication on crisis management. This will be the time to adapt the technological solutions of the project as well as the inventory thanks to an external point of view.	CPAs, Practitioners, First Responders, Practice-based researchers, will through this task experiment with new solutions and be able to suggest recommendations throughout the implementation process during the co-creation labs and give their opinions from a CPA's and Practitioner's point of view.	Take into account the tools created by innovative approaches and also the platform created and the tools in order to acclaim them with their territories and so that it helps them to manage a risk. Policy and decision makers will therefore be able to rely on the recommendations developed as well as the technological tools to adapt to the various crises they will face in their localities.	
Build the basis for the uptake of lessons learned throughout the project and the development of recommendations for different audiences, namely citizens including volunteers, CPAs and policy makers.	By having established dialogue and exchanges with the various partners, significant progress and new ways of conceiving and managing risk will emerge. Beyond what the project proposes, the various points will be improved. By having included citizens, volunteers, CPAs and policy makers, this will then facilitate the uptake of lessons learned during the whole implementation of the project.	By helping to improve the implementation and by providing elements on the practices to be improved as well as the suggestion and the development of recommendations, this target audience will be better able to use the lessons learned during the project	For Policy Makers and decision makers, this task will be a pledge of confidence in order to validate from a Policy point of view the recommendations of the project and to make them a pledge of confidence and	

		and to make a reference in case of crisis management.	allow their uptake with their communities and citizens.	
Produce a White Paper on enhancing the involvement of citizens at local, regional, national and EU level.	From what will emerge from the experiments and the implementation of the project with citizens, which will have made it possible to better focus their point of view and their opinions, the White Paper will be a document which will reflect the citizen aspect through recommendations that it will be necessary to take into account for the benefit of citizens during crisis management.	The white paper will be a repository of the implementation of all good practices gathered by CPAs. CPAs, Practitioners and first responders will be able to better coordinate crisis management thanks to the resulting recommendations in order to better intervene in the event of risk and be able to provide their support to the citizen in an effective manner, but also to coordinate and manage the crisis with much more efficiency.	By participating directly or indirectly in the production of the White Paper, Policy and Decision Makers will have a collaborative document to promote to their communities. This document has also received contributions from other European partners, each at its own level, which will allow better local involvement of citizens.	

TABLE 21: KEY MESSAGES - WP6

WP7: SYSTEM ARCHITECTURE AND TECHNICAL INTEGRATION	Target Audience 1 (Citizens, Civil Society Organisations, NGOs, Local Governments, Local Agencies)	Target Audience 2 (CPAs, Practitioners, First Responders, Practice-based researchers)	Target Audience 3 (Policy and decision makers)	Target Audience 4 (Related Projects)
OBJECTIVES	KEY MESSAGES			
Assess the entirety of the proposed platform set-up.				
Define and deliver the user-focused technical requirements, specifications and system design in an iterative manner, in line with development activities in other WPs.	Through the co-creation activities of the RiskPACC project a platform tailored to the specific needs and requirements of the citizens will be developed with the aim of enhancing preparedness against hazardous events through bilateral communication between citizens and CPAs. The platform seeks to further understand and close the Risk Perception Action Gap (RPAG) between CPAs and citizens by implementing the RPAG framework developed in the project activities alongside with customised training	The RiskPACC platform will enhance the response management services and capabilities of the CPAs, Practitioners, First Responders, Practice-based researchers facilitating the process of validating the information and alerts that citizens receive. Valid crowdsourcing information will be distributed back to the citizens, to improve their safety against hazards and close the Risk Perception Action Gap (RPAG) between CPAs and citizens.	In life-threatening situations where data is changing very fast, the RiskPACC platform will provide real time warning to the citizens and assist the Policy and decision makers in taking appropriate decisions based on the validated data collected by the different RiskPACC tools about the characteristics of hazards and risk level.	RiskPACC aims to build relationships and network with related EU projects to share high-end technical knowledge, useful resources and data and spread good practices through coordination/clustering activities for taking research and scientific work one step ahead.

	material and good practices module to further enhance their preparedness.			
Advance an integration plan so that solutions developed can be synched to existing operation systems.	RiskPACC will deliver a platform that collects, depicts and integrates crowdsourcing information generated by the different RiskPACC tools. The validated information will be effectively and efficiently distributed to the citizens to strengthen their safety and resilience against hazards.	The integrated RiskPACC Toolkit will improve the response capabilities of the CPAs, Practitioners, First Responders and Practice-based researchers, allowing to effectively and efficiently distribute the validated information to the citizens, enabling bilateral communication between CPAs and citizens.	RiskPACC will contribute to the deployment of EU resilience and safety and security of societies by delivering an integrated platform that will assist Policy and decision makers in taking appropriate decisions based on the data collected by the different RiskPACC tools about the characteristics of hazards and risk level.	RiskPACC aims to build relationships and network with related EU projects to share high-end technical knowledge, useful resources and data and spread good practices through coordination/clustering activities for taking research and scientific work one step ahead.

TABLE 22: KEY MESSAGES - WP7

WP8 : DISSEMINATION, EXPLOITATION AND COMMUNICATION	Target Audience 1 (Citizens, Civil Society Organisations, NGOs, Local Governments, Local Agencies)	Target Audience 2 (CPAs, Practitioners, First Responders, Practice-based researchers)	Target Audience 3 (Policy and decision makers)	Target Audience 4 (Related Projects)
OBJECTIVES	KEY MESSAGES			
Capitalise on the project's deliverables, findings, results and maximizing visibility; identify cooperation and synergy opportunities and join forces with other relevant research projects.	<ul style="list-style-type: none"> i) Use suggestions and recommendations which will be implemented during the project. ii) A continuous engagement, cooperation and joint activities . 	Sharing projects findings and capitalise them will be an essential aspect of RiskPACC activities. This target audience will be aware of all the progresses and results, and it will have access to them.	To be aware of the main results of the project and to provide a set of recommendations based on the experience of the project and make the best possible use of the outcomes of the Policy-research dialogues and initiatives.	Different cooperation modalities such as workshops and conferences, will increase the level of knowledge exchange between projects at European level, going to identify possible weak and strong points and going to address the actions, and therefore the results of RiskPACC.
Identify future impact and recommendations for closing the RPAG.	RiskPACC will have an impact especially after the first activities and results. A shared learning will be a fundamental aspect in this context, and the RiskPACC results will be re-launched at different levels in order to guarantee and integrate new expertise and knowledges.	RiskPACC will have an impact especially after the first activities and results. A shared learning will be a fundamental aspect in this context, and the RiskPACC results will be re-launched at different levels in order to guarantee and integrate new expertise and knowledges.	Identify future impact and recommendations will have a crucial impact on Policy and decision makers at local, national and European level. New recommendations and policy papers will potentially be developed and implemented in order to provide new	To be aware of new potential collaborations under the same topic in order to develop and implement the findings and the activities achieved and conducted.

			knowledges and will potentially be address new decisions based om the results of RiskPACC	
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TABLE 23: KEY MESSAGES - WP8

4 COMMUNICATION STRATEGY

The creation, development, and implementation of the RiskPACC communication strategy is a fundamental activity of Work Package 8 – “Dissemination, Exploitation and Communication”. The main objective of the communication strategy is to inform the targeted audiences, analysed and presented in chapter 2, about the project objectives, activities and results. In order to pursue this aim, it is necessary to build, deploy and maintain efficient communication actions, both internally and externally, to ensure a large and effective spreading of the RiskPACC’s results and outcomes to the interested actors such as:

- Citizens
- Civil Protection Authorities (CPAs)
- Civil Society Organisations (CSOs)
- Policy and decision makers
- Scientific community
- Non-governmental organisations (NGOs)
- Local governments and agencies
- Practitioners
- First and second responders

The proposed communication strategy must be linear, clear, coherent and detailed in order to ensure that the project’s contents will be shared and communicated to the identified stakeholders, following a pre-defined methodology.

The communication strategy will act as a guide for any public activities in which the consortium is and will be engaged, and it will run throughout the project, from month 1 until month 36, defining the content that RiskPACC consortium wishes to share and deliver within the identified different target audiences (please see section 2). All the communication activities and actions will be conducted with this purpose.

In order to carry the above-mentioned activities out, the communication strategy should use a wide range of available communication tools and mechanisms, which will target the different audiences and correct fora. For this reason, the consortium identified several channels and tools that will be used in order to deliver and implement the communication activities which has set out to implement and deploy.

The following section presents the internal and external communication, the communication tools and means, and it concludes with a presentation of the communication activities via events.

4.1 Internal and external communication

According to the recipient of the communication, there are two different ways to communicate in RiskPACC: the internal and the external communication.

4.1.1 INTERNAL COMMUNICATION

Internal communication refers to the communication among the RiskPACC partners and the communication between the consortium and the European Union. In the second case, the communication is a responsibility of the RiskPACC project manager and the EU project officer.

The internal communication between all participants is a crucial aspect in order to reach an overall success of RiskPACC.

The whole internal communication process is described in detailed in RiskPACC deliverable D9.2 “Quality, Risk and Innovation Management Strategy”.⁹

4.1.2 EXTERNAL COMMUNICATION

The external communication is the communication outside the consortium. For all the external communications, the single project partner should follow the usual communication rules, displaying the EU emblem and adding the project disclaimer as mentioned here below:

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 101021271



In order to achieve the potential of the project, a differentiation will be made regarding the communication requirements of the various audiences associated with the project.

The channels that will be used for the external communication are included in the next paragraph “4.2 Communication Means”, where the activities and the main goals of each channel will be presented in a detailed description.

4.2 Communication means

A wide range of channels and tools (means) are and will be used specifically or commonly for communication purposes. The communication strategy, in order to achieve its objectives, clearly needs suitable tools.

Communication package with the project logo, identity guidelines, social media, and website are described in detail in deliverable D8.4.¹⁰

The following table present three, linked, pillars: i) communication means, tools ii) main goals connected to the communication tools iii) activities related to the goals and means.

Communication Means	Main Goals	Activities
RiskPACC Website	Raising awareness and interest about RiskPACC topics and objectives	General overview of the project
		Presentation of project partners
		Presentation of the project's objectives
		Publication of news related to RiskPACC activities
		General information on RiskPACC events

⁹ Vollmer, M., Grigoleit, S., (2021) “Quality, Risk and Innovation Management Strategy”, RiskPACC Deliverable D9.2.

¹⁰ Bianchi, G., (2023) “Communication package with project logo, identity guidelines, social media, and website”, RiskPACC Deliverable D8.4.

	Announcing and sharing project findings to the general public	Contact with information about how to get in touch
	Providing a general link to social media channels and partners' channels	Direct access to the social media (Twitter, LinkedIn, YouTube)
Twitter and LinkedIn	Creating social contents and raising awareness about RiskPACC topics and objectives.	Engaging the general community
	Increasing and maximising visibility of the project	Sharing RiskPACC news
	Publishing news about RiskPACC activities and events	Finding external opportunities
	Identifying potential synergies and cooperation activities	Providing information about RiskPACC website and YouTube updates
	Engaging different stakeholders for events, general communication	Create a group of followers that is interested in RiskPACC 's activities
YouTube	Acting as a RiskPACC 's videos repository	Publishing the project's videos
	Creating a network with other EU projects' channels	Sharing videos from other channels on the same topics
Newsletter	Providing a RiskPACC general overview of the previous six months	Collecting information internally and externally to the project
	Sharing and informing about events, progresses	Identifying and strengthening synergies with sister projects and other EU funded initiatives
	Creating a "follower base"	Giving the audience a schedule (events, conferences, workshops etc) for the following six months
Press Release	Sharing RiskPACC activities	Communicating an event before and after
	Raising interest in RiskPACC activities	
Visual Materials / Communication Package	Creating a project visual identity	Sharing information about RiskPACC
	Communicating projects objectives and actions	Communicating both to the main target audiences, as well as the larger public
	Marketing the RiskPACC activities	

TABLE 24: COMMUNICATION MEANS

A more comprehensive description of each communication mean follows in the next paragraphs.

4.2.1 RISKPACC WEBSITE

The website is accessible by a wide audience, through several means such as mobile phones, computers, or tablets. It collects, spreads and shares information about RiskPACC in general, and about the events, the progress, and achievements of the project. The website was created by project partners ICCS on Month 3 and will be mainly implemented by EOS.

The RiskPACC website already described in Deliverable D8.4¹¹, has the following structure:

Folder	Description
HOME	Main page of the Website with basic overview information about the project.
RISKPACC	Information about objectives, expected impacts, videos and a gallery of pictures.
CONSORTIUM	Presentation of consortium, respective websites and contacts' details.
RELATED PROJECTS	Those projects (also called <i>Sister Projects</i>) are associated with RiskPACC. There is a link to their website to show their work and their research.
DOWNLOADS	All reports, brochures, deliverables, and materials inherent to the action of the project.
UPDATES	The latest news.
CASE STUDIES	Here will be given ample space to the presentation of case studies, which will characterize the whole project. It will show information about each case study individually and can go into the details of each one with links and references.
CONTACT	Contact details of the coordinator of RiskPACC.

TABLE 25: RISKPACC WEBSITE - FOLDER

RiskPACC website (<https://www.riskpacc.eu/>) is intended to serve as a main communication as well as dissemination tool.

The website, indeed, will publish different news regarding RiskPACC, such as articles, project news or event information. As the website is considered the main tool of the D&C strategy, it will be included in almost every social media post.

4.2.2 SOCIAL NETWORKS

Social networks are a crucial tool as most of the actors in the security field are using such media. This is most probably explained by the necessity to get and receive the information as fast and as simply as possible. RiskPACC has three different social media channels: i) Twitter ii) LinkedIn iii) YouTube.

The RiskPACC Twitter account @RiskPACC, was launched in September 2021 (M1). Twitter constitutes the most relevant social media platform for communication and dissemination purposes. Twitter gives the opportunity to i) engage relevant external experts ii) attract followers that might be interested in the project and its results iii) create a solid audience iv) participate in discussions on high-level issues v) raise awareness about the project vi) share contents, events, and project's progresses and results. RiskPACC Twitter account will be used to update the audience regarding the project's steps and results and especially to inform regarding events, conferences and workshops the partners are involved in.

¹¹ Bianchi, G., (2023) ""Communication package with project logo, identity guidelines, social media, and website", RiskPACC Deliverable D8.4.



FIGURE 2: RISKPACC TWITTER ACCOUNT

RiskPACC LinkedIn Profile, created at M1, has the clear objective to promote the project’s activities, involving policy and decision makers, project’s partners, practitioners and other, in professional networks. In parallel with Twitter, LinkedIn is the most relevant social media channel of RiskPACC, but at the same time is focused on more professional profiles and networks.



FIGURE 3: RISKPACC LINKEDIN PAGE

In line with the Grant Agreement, the RiskPACC YouTube channel was opened at month 7 with the main goal to publish and share the project’s videos such as promotional videos, videos of conferences, workshops and events. It was decided to give the account a complete name, "RiskPACC H2020 Project" in order to present, right from the name, that it is a European project funded under the European Union’s Horizon 2020 research and innovation programme.

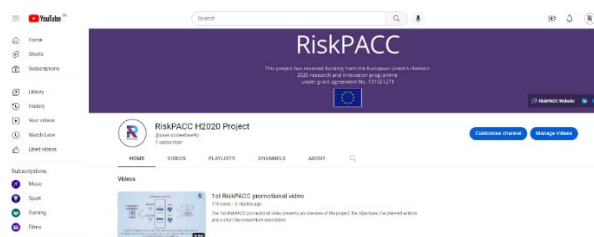


FIGURE 4: RISKPACC YOUTUBE CHANNEL

4.2.3 RISKPACC NEWSLETTER

Every six months, a RiskPACC newsletter will be shared, presenting the projects results and news from the past six months and the upcoming activities of the next six months.

Newsletters are created using Mailchimp and are published on the website and shared on Twitter and LinkedIn.

The usual process, for publishing the newsletter, is described below.

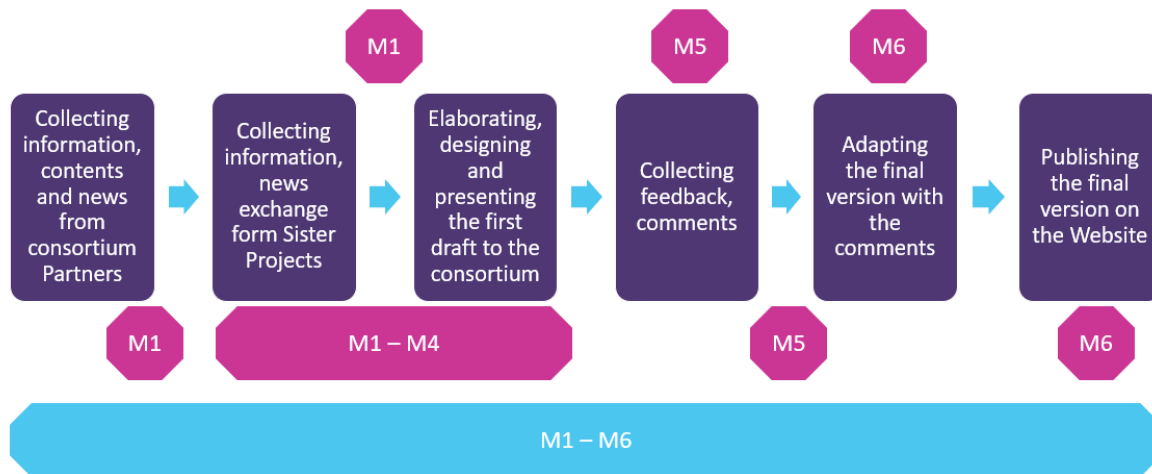


FIGURE 5: NEWSLETTER PROCESS

4.2.4 PRESS RELEASES

Press releases will also be shared to raise interest and communicate about RiskPACC activities. They are and will be produced at a specific moment and not on at a regular basis.

The consortium will mainly provide information via press releases about an event (conference or workshop) before (date, location, general info) and after (gather results and outcomes).

4.2.5 VISUAL MATERIALS / COMMUNICATION PACKAGE

The RiskPACC visual identity is the trademark of the project and, as presented in deliverable D8.4, is defined by the project's logo and by the document templates (provided at M1 by EOS in cooperation with FhG).

Building upon the visual identity, a communication package has been created.

The RiskPACC communication package (with the respective month of released) consists of:

Material	Description	Month
Project Logo	Project business card, the first point of contact with all target audiences	1
Template for Presentations	To be used in all presentations, internal (project meetings, WP meetings etc.) and external (conferences, workshops etc.), in order to guarantee a consistent and coherent communication of the project.	1
Deliverable Template	To be used in all the official projects' deliverables.	1
Roll-up Banner	To be used during project events and events RiskPACC members will participate in.	6

Brochures	Description of main results and objectives, both in soft and hard copies, to be shared online and during events and conferences if needed.	6
Flyers	To be distributed during events in general, to raise awareness about RiskPACC.	6
Posters	To be used during RiskPACC internal and external conferences.	6

TABLE 26: RISKPACC COMMUNICATION PACKAGE

It is possible to consult the communication package online, in the Deliverable D8.4¹²

4.3 Communication via events

Strategic actions will be put in place in order to create a solid and critical basis around RiskPACC, interacting with the different target audiences mentioned in chapter 2. Chances to attend conferences and workshops, general events and panel sessions, in order to present the project giving a general overview of it, will be sought. Particular attention will be given to those who see the active participation of potential stakeholders previously identified.

As the RiskPACC topic needs interactions with the audience, many events will be organised, and many consortium partners will be engaged in this activity. A general presentation of the project has been prepared, to promote the RiskPACC 's actions to a multitude of audiences in a predefined format.

In order to keep track of the external events the consortium will participate in, EOS prepared a table at M1, where all the useful information and details will be collected.

TYPE OF EVENT	TITLE OF EVENT	PLACE	DATE	TOPIC	ORGANISER	PARTICIPANTS	ORGANISATION	CONTRIBUTION
Conference	Security, Democracy and Cities Conference	Nice, France	20-21-22/10/2021	The involvement and role of citizens in crisis management	European Forum for Urban Security (EFUS)	Giacomo Bianchi	EOS	Panelist

FIGURE 6: RISKPACC EVENTS TRACKER

The table, in figure number 13, contains a few very easy reading fields that have to be filled whenever a member of the consortium participates in an external event. This table collects the list of meetings, events, conferences and workshops, where RiskPACC will be presented as a project, communicating the contents and actions, while another table has been prepared in order to collect attendances where RiskPACC 's members will especially disseminate the results of the project.

The table presented below, has the scope to collect all the useful information of an event that RiskPACC participates in. In details:

Header	Description
Type of event	Conference, general meeting, workshop etc
Title of event	The title of the event that can assure a consistency and correlation with the project's activities
Place	Where the event takes place
Date	When the event takes place
Topic	A crucial aspect in order to provide a general overview of the topic of the event
Organiser	Can be a project partner or an external entity

¹² RiskPACC Deliverable D8.4 "Communication package with project logo, identity guidelines, social media, and website", Chapter 4 "Communication Package".

Participants	Who participates from the RiskPACC's Consortium
Organisation	The participant's organisation
Contribution	Which role the participant has (panellist, simple attendee, moderator)

TABLE 27: RISKPACC COMMUNICATION EVENTS TRACKER

The table will be filled by the partner that will participate in the event.

5 DISSEMINATION STRATEGY

This chapter outlines the dissemination strategy and the related activities carried out by the project partners. Most of the activities will recall the communication channels presented in chapter 4 and will establish how to reach the identified target audiences, presented in chapter 2, in order to promote and disseminate RiskPACC 's results.

5.1 Dissemination phases, principles and objectives

At the very beginning of the project, the consortium, through the dissemination responsible, studied and implemented different phases of dissemination, which will allow the project results to be shared and promoted. Three different phases have been established and implemented, following the other project activities. The phases are listed in the table below.

	Phase	Period	Description
1	Initiating, planning and engaging	M1 – M18	The first phase is dedicated to the work of exploration and stakeholders' engagement in order to set the ambitions and the expected results of RiskPACC, and explain how these can be externally shared
2	Executing, promoting and raising awareness	M18 – M30	The second phase, resuming the planning work of the phase 1, will refine the results obtained in order to make them accessible to the large public. With already a base of stakeholders, first responders, practitioners, policy makers and citizens engaged with in the project so far, the second phase will be able to have a targeted and greater impact. In this phase the project will also be able to calibrate its strategy and address its activities taking into account possible changes.
3	Consolidating and closing	M30 – M36	The third phase, which coincides with the last months of the project, will have the aim of merging and assimilating the actions undertaken with the aim of giving the project a sustainable impact beyond its own duration. The Phase 3 aims to promote the achievements and the results of the project, using the work carried out in the first two phases.

TABLE 28: DISSEMINATION PHASES

The phases mentioned above are to be seen as a plan, while the phases are not to be understood as an untouchable and unchangeable process, but as a living plan that can be adapted in the best possible way to the needs and changes of RiskPACC 's activities.

Linked to the phases, the dissemination strategy has the principles that have been already presented in chapter 1. The dissemination principles are: i) Build awareness ii) Position RiskPACC, and the "Risk Pack" as providing a solution iii) Generate and sustain active interest.

The three principles contain different dissemination objectives, as listed in the table 29.

Number	Objective
Objective 1	Create Awareness
Objective 2	Maximise the impact of the RiskPACC outcomes
Objective 3	Capitalise on the project's deliverables, findings, results and maximizing visibility
Objective 4	Address the target audience
Objective 5	Engaging stakeholders
Objective 6	Involve stakeholders in RiskPACC activities

Objective 7	Create a solid link between RiskPACC platform and interested stakeholders
Objective 8	Transfer RiskPACC results to the relevant stakeholders

TABLE 29: DISSEMINATION OBJECTIVES

Each objective belongs to at least one dissemination phase, associated with specific actions, as shown in table 30.

Phase	Objective	Actions
Initiating, planning and engaging	Objective 1 Objective 4 Objective 5	Social media activities
		Website creation and implementation
		Creation and distribution of communication materials
		Organisation and invitation to the first RiskPACC related events
		Participation in external events and/or related projects' activities
		Publication of project videos
		Interviews
Executing, promoting and raising awareness	Objective 6 Objective 1	Social media updated with contents and news
		Enrich RiskPACC website
		Continuous organisation of workshops and RiskPACC related events
		Preparation of addressed and specific multimedia activities (WPLs podcasts)
		Publication of project videos
		Submitting scientific papers
Consolidating and closing	Objective 6 Objective 7 Objective 8	Enhance cooperation with stakeholders
		Enrich RiskPACC website
		Organisation of RiskPACC related events
		Submitting scientific papers
		Targeted social media activities
		Presentation of RiskPACC results

TABLE 30: DISSEMINATION OBJECTIVES TIMELINE

5.2 Online and offline means

All RiskPACC partners will contribute and perform dissemination activities, having an active contribution in sharing information and news and engaging potential interested stakeholders (as shown in chapter 2). It is necessary then to establish a profitable use of RiskPACC social media channels as well as other channels and activities. The channels will contribute to the project results both for the communication and dissemination activities, with clearly different methods and for different purposes. Regarding the dissemination strategy, the activities related to specific channels, tools and means are assigned to the three dissemination phases mentioned at the beginning of this chapter, also focusing on the engagement of different target audiences.

The online and offline dissemination means will serve the dissemination objectives mentioned above.

5.2.1 ONLINE MEANS

The purpose of the following table is to provide an overview of the online means that will be used and implemented throughout the project lifetime in order to disseminate and to create awareness. Several channels and tools will be described, as well as the right timing to use them.

ACTIVITIES AND CHANNELS	IMPACT	Phase 1 (M1-M18)	Phase 2 (M18-M30)	Phase 3 (M30-M36)
PROJECT WEBSITE	The website acts as both promotional and information tool. On a regular basis, the content of the website will be updated to share the most relevant news, the relevant upcoming events, attended by RiskPACC, and especially the project outcomes, results and main achievements. The website will also store and make project resources and publications available to general and specialized reviewers.	Design website with key information and details and launch it.	Regularly update the website with project news, achievements and results.	Website is ready for the exploitation activities. Sharing news, achievement and highlighting the results.
PROJECT VIDEOS about PROJECT CONTENTS	Projects videos will be prepared and launched in order to share project's results and achievements.	Collecting info and materials in the first months, publication of the first RiskPACC video.	Publication of 2 or 3 videos depending on the Project's status and progress.	Publication of the last 2 or 3 project videos containing the RiskPACC results.
PODCASTS AND MULTIMEDIA CONTENTS	RiskPACC will aim to use several and different channels for disseminating the project's results. Podcasts and multimedia contents will be prepared and published on the social media channels. Podcasts will be conducted by the dissemination leader, and it will show the involvement of several RiskPACC members and external actors. The podcast will be published on the website and on YouTube .	Collecting info and materials, consolidating first project results.	Publication of a series of podcast (not less than 2 not more than 4) on the RiskPACC results.	Publication of 1 (minimum) or 2 (maximum) podcasts with RiskPACC members and external stakeholders.
SOCIAL MEDIA CHANNELS	Particular emphasis will be given to social media channels. Twitter and LinkedIn will be accessible to everyone both from the website and from the respective platforms, and will provide useful links to engage with the projects, events, workshops and other scopes.	Creation and implementation of channels (Twitter and LinkedIn at M1, YouTube at M6).	Update social media page, increasing and addressing the number of followers, publishing project videos on YouTube and other contents on Twitter and LinkedIn.	Prepare social media profiles for dissemination, highlighting results and user acceptance.
CLUSTER ACTIVITIES	RiskPACC will aim to cooperate with related research and innovation projects and initiatives, giving priorities to those projects that highlight the disaster resilient societies topic. This cooperation will be fruitful in order to increase the knowledge and the awareness of RiskPACC results, and it will be an opportunity of exchange with other external experts.	Research and involvement in one or more Clusters with other relevant projects under the same call.	Initiatives, events, joint workshops.	Joint activities, events and publications.

<p>EXTERNAL CHANNELS</p>	<p>RiskPACC results will be disseminated via external channels in order to raise awareness and to generate and sustain active interest. Some of the tools used for dissemination purposes will also be used for communication purposes. Possible channels are:</p> <ul style="list-style-type: none"> - EC and EU websites and social networks - RiskPACC's partners websites and social networks (see below in the dedicated paragraph) - Generalist and DRS focused websites - Websites of related H2020 (or EC funded in general) projects targeting Disaster Resilient Societies - Relevant EU networks as listed in the dedicated paragraph below 	<p>Few RiskPACC contents related will be disseminated. The project will be in the initial stage and the collection of information and the ongoing activities will be immature to share results.</p>	<p>The first results will be shared .</p>	<p>A comprehensive and targeted dissemination activity will be conducted in order to maximise the impact of the project results on different external channels.</p>
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TABLE 31: ONLINE MEANS

5.2.2 OFFLINE MEANS

Although most of the channels are online, the RiskPACC consortium has foreseen the possibility of disseminating its results through so-called offline means as presented in the following table.

ACTIVITIES AND CHANNELS	IMPACT	Phase 1 (M1-M18)	Phase 2 (M18-M30)	Phase 3 (M30-M36)
<p>PROJECT CORPORATE IDENTITY</p>	<p>The business card of the project. Accompanied by the tools, it serves as the brand identity of RiskPACC.</p>	<p>Create project branding and identity: Project Logo, deliverables template, ppt template.</p>	<p>Revise corporate identity for dissemination activities.</p>	<p>Corporate identity ready for exploitation activities.</p>
<p>PUBLIC DELIVERABLES</p>	<p>RiskPACC will deliver in total 53 deliverables, 18 of which confidential (only for members of the consortium and Commission services). The dissemination of the public deliverables is a crucial point for the dissemination strategy, as they include detailed and specific descriptions of the project results. After their official submission and approval by the EC, the public deliverable will be shared on the dedicated channels (EC portal and RiskPACC website).</p>	<p>Publication of approved deliverables.</p>	<p>Publication of approved deliverables.</p>	<p>Publication of approved deliverables.</p>
<p>PROJECT PUBLICATIONS</p>	<p>Key project findings will be disseminated by the consortium through publications in dedicated journals. Based on specific results, the publications will be linked to the RiskPACC's objectives and topics.</p>	<p>Collecting information and contents from the project activities and progress, first scientific publications.</p>	<p>Scientific publications.</p>	<p>Consolidated scientific publication and participation in several events related to crisis communication and disaster resilient societies.</p>
<p>INTERVIEWS</p>	<p>Interviews at project level will be conducted in order to update the general public and to share the results. Interviews will be conducted offline, but will also be published on</p>	<p>Interviews will not be conducted in the first phase.</p>	<p>Interviews with WP1, WP2 leaders .</p>	<p>Interviews with the remaining WP leaders.</p>

	the website and then shared through Twitter and LinkedIn.			
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TABLE 32: OFFLINE MEANS

As can be seen from both the online and offline means tables, they do not include any events, in which the members of the consortium will participate. Activities related to events are described in the following chapter.

5.3 Dissemination via events

Dissemination via events is one of the main aspects of RiskPACC's dissemination strategy. This is because, given the nature of the project, the composition of the consortium, and the high number of potential stakeholders engaged, the events take on a truly significant importance. The events, in their generality, have both communication and dissemination functions, given that they can promote the project on the one hand, and share its results on the other.

A clear and precise distinction must be made regarding the type of events in which RiskPACC will participate or organise.

5.3.1 RISKPACC EVENTS

The events organised in the frame of the project are a clear opportunity to disseminate project results and outputs and to receive feedback from targeted stakeholders. RiskPACC has planned different types of events as presented in the following.

5.3.1.1 RiskPACC Awareness Events

Three Awareness Workshops (and the final RiskPACC Workshop) will be held during the course of the project. These events will be organised in order to share and disseminate the overall project findings to a large scale of external relevant stakeholders. The RiskPACC main outputs will be presented and at the same time strong interaction with industry, end-users, citizens, solutions providers and academia outside of the consortium will be ensured.

Three Awareness Workshops (RAW) will be organised respecting the dissemination phases:

1. The first RiskPACC Awareness Workshop will be organised in Brussels by EOS at M10.
2. The second RiskPACC Awareness Workshop will be organised in Berlin by FhG at M22.
3. The third RiskPACC Awareness Workshop will be organised in Paris by Efus at M28.

All external events will have a social media coverage. Posts on Twitter, LinkedIn and in most cases a press release on the website will be published and posted. In order to keep the same style and the same timeline, EOS prepared a general D&C plan (included in table 33) that will have to be followed. Naturally, depending on the contents and formats of the event, the D&C plan can undergo minor changes.

5.3.1.2 End-user Workshop

A dedicated end-user workshop will be organised by Public Sonar (CS) at M30. This event will see the participation of end-users not involved in the project. The aim is to foster greater levels of European end-user engagement and participation in projects and European policies, as well as to disseminate and get user-feedback on RiskPACC outputs.

5.3.1.3 Final Workshop

In order to capitalize on the RiskPACC activities and results, a final workshop will be organised by EOS in Brussels at M35. The event will present the results of the activities carried out during the project and disseminate the final outcomes and achievements.

The final workshop will also collect the final feedback of the stakeholders and other experts.

An update regarding the final workshop will be included in the updated version of this deliverable.

5.3.1.4 Other events

Other events, such as internal, bilateral, peer workshops will be organised in order to disseminate and share the project results, but also to engage potential stakeholders that can bring their expertise and provide feedback on RiskPACC 's work. The main "other events" will be i) Third Party Events: Having 20 different partners involved in many activities and projects at different levels (local, national and European), the third-party events will have an important role in terms of networking, knowledge exchanging and dissemination purposes. RiskPACC partners will represent RiskPACC at events (conferences, workshops, info days) that they attend or organise, related to their specific field of expertise. This will increase the project's visibility and impact, find new opportunities and synergies, and strengthen engagement with targeted stakeholder; ii) Related Projects Events: The interaction with the related projects provides opportunities for a joint promotion of events and news, a mutual invitation to attend and actively participate in events and to give presentations at project conferences and workshops. Main objective is to increase RiskPACC 's visibility and impact, and to avoid work duplication.

5.3.1.5 Dissemination Repository

In order to keep track of all dissemination activities, EOS has created an excel file in order to collect and catalogue the relevant information (see screenshots in *Annex I*) The repository is divided into four categories: i) Publications ii) Conferences iii) Workshops iv) Other Events.

5.3.1.5.1 Publications

Publications are an important part of RiskPACC 's dissemination strategy, especially in a later stage of the project or as soon as results are ready to be disseminated. Beneficiaries must follow the rules on open access to scientific peer reviewed publications and research data.¹³ Open access (OA) refers to the practice of providing online access to scientific information that is free of charge to the end-user and reusable. 'Scientific' refers to all academic disciplines. In the context of research and innovation, 'scientific information' could mean: i) peer-reviewed scientific research articles (published in scholarly journals) ii) research data (data underlying publications, curated data and/or raw data).

Respective information is collected in the dissemination repository.

5.3.1.5.2 Conferences and Workshops and other events

The categories of conferences and workshops are very similar to that of the table already shown previously in the chapter concerning communication. Here, unlike the previous one, the consortium will populate the table with only the conferences and workshops in which one

¹³ Horizon 2020 Online Manual [Open access - H2020 Online Manual \(europa.eu\)](https://ec.europa.eu/info/open-access-h2020-online-manual_en) consulted on 21st of December 2022

or more RiskPACC partners participate, and above all if it is an event linked to a dissemination activity.

Title	Date	Type	Place	Partner	Role	Other Participating Partners	Links
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FIGURE 7: DISSEMINATION REPOSITORY - CONFERENCES AND WORKSHOPS

5.3.2 D&C PLAN FOR EVENTS

A dissemination and communication plan will manage relevant aspects of each event that RiskPACC organises (see figure below). The D&C plan is general and can change based on the type of event (1 day, 2 days, workshop, or conference) and the status of the project (first year of the project, second year etc.). According to this, an updated version of the plan will be released and included in the D8.2 in the second phase of the project.

The D&C plan is divided in three parts: 1) The pre-event schedule, with the actions and the related timing 2) During-event, describing how to manage the event, the actions and the tools that will be used 3) The Post-event, the summary and recap of the event.

Dissemination and Communication Plan for RiskPACC Events

Date: **XXX**
Place: **XXX**

The following sets out the Disseminations and Communications Plan for the (**name and type of the event**) which is taking place in (**City**), (**Country**) and hosted by **XXX**. Dissemination and Communication efforts during the event will be coordinated by (**RiskPACC Partner**) and carried out by **XXX, XXX** alongside **XXX**.

The plan consists of three phases.

1. Pre-Event 2. During Event 3. Post Event

1) Pre-Event: social media and website plan

Date	Action	Twitter	LinkedIn	Website
2 months before	First communication about the event	✓	✓	
1 month and half before	Second communication about the event with some more details (presentation of speakers, agenda if ready etc.)	✓	✓	
1 month before	Article and/or press release	✓	✓	✓
2 weeks before	Official agenda	✓	✓	✓
1 week before	Communication post	✓	✓	
Day before	Pre-travel message/social post - countdown	✓	✓	

2) During-Event: social media and website plan

Date	Action	Twitter	LinkedIn	Website
Event	Morning session 1	✓	✓	
Event	Morning session 2	✓	✓	
Event	Afternoon session 3	✓	✓	
Event	Afternoon session 4	✓	✓	

Depending on the event (one day event – two days event), other actions could be implemented. In a two-day event an article at the end of the first day will be prepared and published.

3) Post-Event: social media and website plan

Date	Action	Twitter	LinkedIn	Website
------	--------	---------	----------	---------

1 day after	Re-cap post	✓	✓	
1 week after	Website Post recapping event	✓	✓	✓

Photography
Phone camera will be used for social media posts.

TABLE 33: RISKPACC D&C PLAN FOR EVENTS

5.4 Interactions with relevant/sister projects and other networks

RiskPACC will cooperate and liaise with other related projects and networks that could deploy, implement and complement its activities and, in order to avoid potential overlaps, and to take advantage of possible new ideas that could arise from the collaboration. In addition, this collaboration will enhance the possibilities to disseminate project results to a targeted and professional audience.

RiskPACC has five different sister projects (projects funded under the same call) listed in the table below, that have already been referred to in table 12 “RiskPACC Target Audience 4”.

Project	Short Description	Planned Synergies
LINKS	“Strengthening links between technologies and society for European disaster resilience” is a comprehensive study on disaster governance in Europe. The overall aim of the LINKS project is to strengthen links between technologies and society for improved European disaster resilience, by producing sustainable advanced learning on the use of social media and crowdsourcing (SMCS) in disasters. In recent years, social media and crowdsourcing (SMCS) have been integrated into crisis management for improved information gathering and collaboration across European communities.	It started one year and half before RiskPACC, so the status and progress of activities and results are not aligned. At the same time RiskPACC will cooperate in exchanging knowledge and information regarding the common topics/activities. Other interactions will be put in place in dedicated and organised spaces and events.
ENGAGE	Together with real practitioners from their Knowledge and Innovation Community of Practice (KI-CoP), ENGAGE proposes emergency response strategies to bring the population closer to rescuers and authorities, bridging the gap between formal and informal guidelines in specific contexts.	RiskPACC will cooperate in exchanging knowledge and information regarding the common topics/activities. Other interactions will be put in place in dedicated and organised spaces and events.
BUILDERS	BuildERS works on increasing the societal resilience and social capital of European communities and citizens. It will do this by genuinely co-designing processes and tools with citizens, first-responder organisations and technology tools developers. The project will incorporate an inclusive and interactive research and analysis process, where the results are not derived ‘top-down’ but through a ‘bottom-top’ dynamic interaction.	This project is almost at the end, and the joint activities will comprehend the exchange of knowledge and best practices, and RiskPACC will consult the BuildERS results.
CORE	CORE (sScience & human factOr for Resilient sociEty) is a multi-disciplinary consortium established to understand how to define common metrics with respect to the different natural and man-made disaster scenarios, and how to measure, control and mitigate the impact on the populations, particularly on vulnerable groups: disabled, elderly, poor, as well as women and children.	CORE started the same period as RiskPACC. During the months there will be interesting outputs in order to compare and consult the results that both projects will achieve. RiskPACC will exchange knowledge and information, and other interactions will be put in place in dedicated and organised spaces and events.
RESILOC	The overall goal of RESILOC is to identify new strategies for improvement on the processes of preparedness of local communities against any kind of hazards, either planned or unplanned.	RiskPACC will cooperate in exchanging knowledge and information regarding the common topics/activities. Other interactions

	<p>The project aims at bringing together validity and experience of local communities and the strategies and commitment of national and supra-national actors to achieve a tangible impact on the way resilience is understood and increased in local communities.</p>	<p>will be put in place in dedicated and organised spaces and events.</p>
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TABLE 34: RISKPACC 'S SISTER PROJECTS

RiskPACC will aim to create synergies and external opportunities such as:

- Sharing/reposting published contents and posts via social media channels (Twitter, LinkedIn and YouTube) starting from M1
- Cooperating in the organisation of events such as the RiskPACC Awareness Events starting from M10
- Inviting/be invited to conferences and workshops starting from M6
- Cooperating in scientific contributions starting from M12
- Exchanging knowledges and good practices
- Sharing projects' results and activities
- Receiving feedback, recommendations and suggestions

On the RiskPACC website, space has been dedicated to related projects with a dedicated section. The section contains a brief description of each single project with the respective logo, and a direct link to the website. A dedicated space to related projects will also be presented in the RiskPACC bi-annual newsletter, sharing the events they have organized or will organize or other useful information regarding different activities.

RiskPACC also joined the PREPARE Cluster, "PREPAREDNESS AND RESPONSE FOR EMERGENCY SITUATIONS IN EUROPE". The cluster is working on several emergency situations including climate change, terrorism, international trade disputes and global health threats, like the COVID-19 pandemic. These emergency situations require large-scale planning for preparedness and response in order for countries to be able to cope with unforeseen challenges.¹⁴

A total of 10 projects decided to join their forces, tackling challenges specifically looking at the preparedness and response phases of crisis management and working together to achieve stronger results and greater impact.

Other networks and other projects will be identified and approached during the project. In this case, the cooperation will not be as deep and detailed as the one with related projects, but it will still be an opportunity for the exchange of information and results that are useful for the purposes of the project.

5.5 Partners' D&C and social media guidelines

Each RiskPACC partner will be engaged in communicating and disseminating activities, actions, objectives and results of the project. To reach the goal, each partner will use its own network and effort in order to maximise the impact and visibility of RiskPACC. Indeed, all partners are part of Work Package 8, and they will put in place different strategies for D&C.

5.5.1 D&C GUIDELINES

EOS, in order to maximise the impact and the visibility of the project, worked and will work on a partners' dissemination guideline. The consortium comprehends different and heterogeneous

¹⁴ The PREPARE CLUSTER website, <https://pandem-2.eu/prepare-cluster/>

partners, with different skills, different capabilities, and different involvement in dissemination activities. For this reason, the dissemination guidelines include a general part that is addressed to all partners (see table 35), and one more specific part (see chapter 5.5.3), which involves only few partners that have already established networks and/or dedicated activities.

The guidelines will be continuously updated, in order to keep a consistent approach and to maintain an ordered cycle and exchange of information. The guidelines follow a step-by-step procedure, that it is not to be intended as a sequence of events, but a comprehensive procedure that needs to be followed as a whole.

N	Action	Description
1	Follow RiskPACC Website	Website serves as the main D&C tool, and the partners must follow it checking the articles, news and other interactions concerning the project
2	Follow RiskPACC Social media channels	Twitter, LinkedIn, and YouTube are the most used channels, and are/will involve the highest number of stakeholders. Partners should be part of this community
3	Engagement	Specially on the social media channels. RiskPACC partners should help the project to maximise its visibility. The related action of this step is share, repost, retweet, like, quote the interactions with RiskPACC as main subject
4	All in a box	RiskPACC partners will help the project's activities sharing and communicating external news, posts, and information
5	Contents creation	Not only engagement. RiskPACC partners can help the D&C activities creating and posting new contents
6	Newsletter	Subscribe the biannual newsletter and encourage networks to do the same

TABLE 35: D&C GUIDELINES

During these actions, it is recommended to i) Mention the disclaimer ii) Include the EU emblem iii) Check the consistency of styles and colours iv) Be sure that the post/link is appropriate to the RiskPACC activities and objectives.

5.5.2 PARTNERS' CHANNELS

The RiskPACC website already contains a dedicated section (Home Page – Consortium) with all the partners websites. The table below lists the D&C channels of each RiskPACC partner (Twitter, LinkedIn, Website).

Partner	Twitter	LinkedIn	Website
FhG	@Fraunhofer_INT	Fraunhofer INT: Overview LinkedIn	English - Fraunhofer INT
TRI	@TRIResearch_	Trilateral Research: Overview LinkedIn	Trilateral Research
ICCS	@ISENSE_GROUP	ISenseGroup/ICCS: Overview LinkedIn	Home - I-SENSE Group (iccs.gr)
UoW	@warwickuni	University of Warwick: Overview LinkedIn	Welcome to the University of Warwick

KEMEA	@Centerforsecur1	Center for Security Studies (KEMEA): Overview LinkedIn	KEMEA - Home
EOS	@EOS_EU	European Organisation for Security (EOS): Company Page Admin LinkedIn	Home Page - eos.com (eos-eu.com)
EFUS	@Efusnews	European Forum for Urban Security (Efus): Overview LinkedIn	Home - European Forum for Urban Security (efus.eu)
CAFO	n/a	n/a	n/a
USTUTT	@Uni_Stuttgart	University of Stuttgart: Overview LinkedIn	Institute of Human Factors and Technology Management University of Stuttgart (uni-stuttgart.de)
IBZ	@CrisiscenterBE	CrisisCenterBE: Overview LinkedIn	Homepage - Crisiscentrum
UT	@FacultyITC	Faculty of Geo-Information Science and Earth Observation (ITC) of the University of Twente: Overview LinkedIn	ITC Faculty of Geo-information Science and Earth Observation University of Twente
MoE	n/a	n/a	עמוד הבית - עיריית אילת (eilat.muni.il)
MDA	@Mdais	n/a	Welcome MDA Israel
UCL	@ucl	UCL: Overview LinkedIn	People UCL Institute for Risk and Disaster Reduction - UCL – University College London
CS	@PublicSonar	PublicSonar: Overview LinkedIn	PublicSonar Online monitoring of emerging risks and disruptions
STAM	@Stam_Tech	STAM S.r.l.: Overview LinkedIn	STAM - Mastering Excellence (stamtech.com)
ISAR	@ISAR_GERMANY	n/a	I·S·A·R Germany - Hilfsorganisation für Nothilfe weltweit (isar-germany.de)
LC	@LancsPolice	Lancashire Constabulary: Overview LinkedIn	Lancashire Constabulary - Lancashire Police Report a Crime Online Crime Prevention Advice Local News
MRP	@rafina_pikermi	n/a	ΑΡΧΙΚΗ ΔΗΜΟΣ ΡΑΦΗΝΑΣ ΠΙΚΕΡΜΙΟΥ (rafina-pikermi.gr)
CPD	@comunepadova	Comune di Padova: Overview LinkedIn	Comune di Padova (padovanet.it)

TABLE 36: RISKPACC PARTNERS CHANNELS

5.5.3 PARTNERS' D&C ENGAGEMENT ACTIVITIES

It is important for partners in RiskPACC to be actively involved in dissemination and communication activities, as these can play a key role in the success of the project. Dissemination and communication activities help to ensure that the results of the project are widely shared and widely understood and can help to maximize the impact of the work.

Effective dissemination and communication can help to ensure that the project reaches its intended audience and can also help to engage stakeholders and build support for the project. It is also important for RiskPACC partners to communicate the results of their work to their own organizations and other relevant groups, as this can help to ensure that the work has a lasting impact and is used to inform future research and policy decisions.

While all RiskPACC partners contribute to D&C, certain partners have specific possibilities to contribute to the project's D&C in a decisive and concrete way, as presented in table 44.

There are several ways that partners in a project can disseminate and communicate the results of their work such as i) Presentations at conferences and workshops where partners can present the results of their work. This can help to reach a large and targeted audience and can also provide an opportunity to receive feedback on the work ii) Published papers in scientific journals or conference proceedings. This can help to reach a wider audience and to establish the credibility of the work iii) Press releases to announce the results of the work done to the media iv) Social media channels. Here partners can use social media platforms like Twitter and LinkedIn to share the results of the work conducted in RiskPACC with a large audience. This can be a quick and easy way to disseminate information and can also help to engage with a more diverse group of people.

Partner	Role in RiskPACC	Level of Engagement	Communication of the project activities (through events, social media, website)	Dissemination of the project results (through events, scientific publications etc)
University of Twente (UT)	R&D on role of volunteers and how best to use them, development of tools (mainly WPs 4, 5 and 7)	European	UT's social media (website, LinkedIn, Twitter).	Journal articles (open source peer-reviewed journals), International conferences (e.g., EGU, ISCRAM) and Clustering events with other EU projects.
KEMEA	Research & Scientific Partner	Local, National, European	KEMEA 's social media (website, LinkedIn, Twitter).	Co-cocreation workshops with the Municipality of Rafina – Pikermi for the risk awareness and response for citizens and CPAs. Attending several conferences and workshops to disseminate the projects activities and results. KEMEA will occur joint dissemination activities with other European funded research projects.
CrowdSense (CS)	Providing a monitoring platform for crowdsourced data (Twitter for the duration of the project). PublicSonar is also responsible for task 5.4, i.e., the development of a sentiment analysis	Local, National, European	CS communicated the participation in the RiskPACC project via website and social media channels. Additionally in the context of WP3, WP5 and WP7 CS is in constant communication with the case studies to align on project activities. Outside the project, CS mentions the participation in RiskPACC (where relevant) when giving product demo's and talking to potential customers.	In the context of WP8, the consortium (through CS) will run an end-user workshop (M30) with end-users not involved in the project to foster greater levels of European engagement and participation in projects and European policies and to disseminate and get user-feedback on RiskPACC outputs.
Trilateral Research (TRI)	Research Partner and ethics manager	Local, National and European	TRI's social media (website, LinkedIn, Twitter).	Attending conferences; scientific publications; blogs; coordination with other related EC projects to produce join dissemination.
FhG	Project Coordinator	Local, National and European	FhG's social media (website, LinkedIn, Twitter).	Attending several conferences and conferences to disseminate the projects activities and results. FhG will provide scientific publications and will produce joint dissemination activities with other relevant EC projects.

TABLE 37: PARTNERS' D&C ENGAGEMENT ACTIVITIES

5.5.4 SOCIAL MEDIA GUIDELINES

Social media channels will be the most used tool to disseminate and communicate the project results. Clearly, to achieve the set objectives, the sole use of RiskPACC 's social channels will not be enough, i.e., the Twitter and LinkedIn profiles described in the previous paragraphs. To maximize the impact of the project results, and in order to reach the target audiences identified and described above, it will be necessary that all or most of the partners actively collaborate on social media channels.

Although this aspect is clear, it is not always clear how. In the case of RiskPACC, around 42 different social media accounts (20 partners, Twitter and LinkedIn) can collaborate actively and uniformly for the entire duration of the project. For this reason, the guidelines as presented below on how to post - share - reply - publish the different contents on social media channels have been elaborated and implemented (and will be implemented during the project).

Twitter and LinkedIn Guidelines
Include the most common RiskPACC hashtags
Insert a link, when possible, to the Website
Respect the styles of RiskPACC identity
Tag in the pictures the respective partners, related projects, depending on the type of the post
Include the official Horizon 2020 hashtag: #H2020
Guarantee consistency between Twitter and LinkedIn
Tag the RiskPACC Twitter account (@RiskPacc) in every post
Share, repost RiskPACC contents not modifying the primary message

TABLE 38: TWITTER AND LINKEDIN GUIDELINES

6 REPORTING, MONITORING AND EVALUATION OF D&C ACTIVITIES

Different approaches will be used to report, monitor and evaluate the RiskPACC dissemination and communication activities. Work Package 8 will coordinate these activities, involving the whole consortium. In order to keep and ensure a consistent flow of the D&C activities, it is necessary and fundamental to set targets based on measurable indicators.

For monitoring purposes, the D&C activities will be controlled and followed-up using quantitative and qualitative KPIs. In the following, quantitative KPIs are presented for dissemination as well as for communication. Then, qualitative KPIs will be described jointly for D&C.

6.1 Dissemination KPIs

In the RiskPACC Grant Agreement, page 38 and 39 – part B, a list of KPIs related to dissemination activities is listed. In the proposal phase, the Key Performance Indicators were grouped in three different levels: i) poor ii) good iii) excellent, see the table below.

KPIs		Level of Performance			
Dissemination Channels	Definition of the Indicator	Type of Data Required	Poor	Good	Excellent
Articles for scholarly journals	Number of articles in scholarly journals	Papers submitted	3	5	8
Contributions to external conferences and third-party events	Participation in external third-party events	Proceedings	10	15	20
RISKPACC Awareness Events	Number of Participants	Proceedings	40	40-60	60-80
RISKPACC Final Workshop	Number of Participants	Proceedings	50	50-70	70-100
RISKPACC Bilateral Workshop	Number of Participants	Proceedings	10	15	20
Peer-Learning Workshops	Number of Peer-learning workshops	Proceedings	3	4	5
Liaison activities and synergies	Number of cooperation activities	Proceedings	Less than 5	10	More than 15
	Number of relevant projects/initiatives identified and contacted/invited at project events	List of Attendees	Less than 10	20	More than 30
Link to CERIS	Number of RISKPACC presentations made during plenary meetings and thematic workshops	Proceedings	1 every three events organisations	1 every two events + organisation of 1 external cooperation workshop	1 per event + organisation of more than 1 external workshop
Impact towards Policy Makers	Number of bilateral meetings with Policy makers	Agenda	2	3-5	More than 6

TABLE 39: DISSEMINATION KPIs¹⁵

¹⁵ RiskPACC Grant Agreement, page 38 and 39, part B

6.2 Communication KPIs

As for the dissemination, RiskPACC established Key performance indicators and metrics regarding the communication channels.

Communication Channel	Key Performance Indicators and Metrics
RiskPACC Website including a series of blog articles	The project website will be ready and delivered at M3 by ICCS with content provided by EOS. Common web metrics with Google analytics, containing unique page visits, response and downloads. 100-200 new views a month At least 1 blog article published per month
Social Media	All accounts will be ready prior to the KOM to ensure that engagement begins early on. The mid-term report will provide an update on engagement (e.g., followers, likes) for all platforms. 200 followers/year
Bi-annual newsletter	Two newsletters produced per year discussing project outputs, activities and project blogs. Stakeholders will be able to subscribe to receive the newsletter via the RiskPACC website. 150 subscribers by the end of the first year 500 subscribers by end of project
Portraits and Testimonials	Many of these communities are already linked to the project. 10 testimonials and portraits by the end of the project
Information Material	Logo, developed by a designer and used on each official document Presentation template for presentations. Brochures, flyers, and roll-ups to be showed and distributed during events, conferences, workshops to highlight RiskPACC. Logo and templates available by M02
Awareness campaigns	The RiskPACC community of users (those subscribed to receive project updates) will increase during the project to approximately 500 contacts. 500 subscribed contacts

TABLE 40: COMMUNICATION KPIs¹⁶

6.3 Qualitative KPIs

In order to better understand the impact of communication and dissemination activities, not only the quantitative KPIs presented in the paragraphs 6.1 and 6.2 will be taken into consideration, but also qualitative KPIs. Qualitative KPIs consider a larger spectrum of factors that can affect the impact of D&C activities.

Qualitative KPIs are typically used to assess the non-quantifiable aspects of a project and its D&C activities, and can include factors such as stakeholder satisfaction, the impact of the project on society, the project's innovation and creativity, and the project's ability to transfer knowledge and technology to other organizations or sectors.

Some qualitative KPIs that might be used in RiskPACC include: i) Stakeholder satisfaction: This KPI measures the level of satisfaction of key stakeholders with the project, including beneficiaries, partners, and other interested parties ii) Impact on society: This KPI measures the extent to which RiskPACC has had a positive impact on society, including through the creation of new jobs, the development of new technologies or innovations, or the improvement of public services iii) Stakeholders' backgrounds.

¹⁶ RiskPACC Grant Agreement, page 43, part B

It is important to note that qualitative KPIs are typically subjective and may vary depending on the perspective of the evaluation.

6.3.1 STAKEHOLDER SATISFACTION

There are several ways to measure stakeholder satisfaction in RiskPACC. As already presented in chapter 2, RiskPACC has several potential interested parties that will be engaged at different stages and moments of the project. It means that, in order to evaluate the satisfaction of the stakeholders engaged, the consortium needs to take in consideration the different aspects and the different needs that distinguish the target audiences.

In order to assess the stakeholders' satisfaction, RiskPACC will conduct:

- Surveys and interviews: Surveying or interviewing stakeholders, such as beneficiaries, partners, or members of the public, can provide valuable insights into their level of satisfaction within the project. This can be done through online surveys, face-to-face interviews, or focus groups.
- Focus groups: Focus groups, which are small, moderated discussions with a group of stakeholders, can be a useful way to gather in-depth information about stakeholders' experiences and opinions of the project.

It is important to carefully consider the most appropriate and relevant method or methods for measuring stakeholder satisfaction, as stakeholders may have different priorities and expectations for the project.

6.3.2 IMPACT ON SOCIETY

The impact of RiskPACC on society refers to the extent to which the project has had a positive or negative effect on the well-being, welfare, or quality of life of a community or society as a whole. The impact takes into consideration many aspects, and can be assessed, even addressed, in a variety of ways, depending on the scopes, goals and objectives of RiskPACC and its actions and activities. The impact of society needs to include different factors such as i) Economic impact, and the contribution to the creation of new jobs, to an economic growth, or the improvement of public services ii) Social impact, and the contribution to the improvement of social welfare for example iii) Environmental impact, and the consequences on the environment.

The impact of a project on society, considered as a whole, can be difficult to quantify. As such, it is important to carefully consider the most appropriate and relevant methods for assessing the impact of a project on society, and to clearly define and communicate the criteria and standards that will be used to evaluate the impact.

- Surveys and interviews: as mentioned, surveys and interviews are important means to qualitatively calculate the impact of RiskPACC on society.
- RiskPACC case studies: Case studies can be used to provide detailed examples of the impact of a project on a specific group or community. Case studies have a fundamental relevance in RiskPACC, and in this context they act as bridges between the projects' findings, activities and the society.
- Social media analysis: Analysing social media data (Twitter, LinkedIn and RiskPACC Website) can provide an indication of the level of interest and engagement in the project among the general public.

6.3.3 STAKEHOLDERS' BACKGROUNDS

Knowing the backgrounds of stakeholders can help the consortium to understand their perspective, motivations, and potential concerns. This information can be used to tailor communication and approach to effectively engage and manage the stakeholders, build trust and establish productive working relationships. Furthermore, understanding the stakeholders' backgrounds can also help identify potential conflicts or areas where stakeholders may have differing interests, which can be addressed proactively. In addition, knowledge of stakeholder's backgrounds also enables to prioritize their needs and make informed decisions that align with their expectations and requirements.

For the reasons above mentioned, the consortium will analyse and identify the backgrounds of the stakeholders who will participate in the RiskPACC events, especially in the RiskPACC Awareness Workshops. The information, in accordance with the rules in force, will be collected before the event, by registering in the appropriate surveys.

One qualitative KPI that will be implemented to measure the above is that of the interviews and surveys as described in the following paragraphs.

6.3.4 SURVEYS FOR RISKPACC EVENTS

As part of the communication and dissemination activities, in order to have greater visibility and impact of the project, stakeholders' feedback will be captured through surveys, in particular those linked to the RiskPACC events. A survey, before – during – or after an event, gets over to gather cooperative and constructive feedback from the participants.

Specifically, surveys have the characteristic and ability to:

- a) Attract more audience by knowing and understanding them.
Knowing and understanding the audience, or the audiences, is a cornerstone in order to get all the necessary information and to organise a successful event, both in terms of participation and shared contents. Part of the audience is well-known thanks to the RiskPACC partners and their respective networks, and especially thanks to previous experiences in the same sector and in other EU funded programmes. Naturally, the actions and objectives of RiskPACC are different from all the other projects, therefore a more tailored audience which is sensitive to the project topics is required for the events. For this reason, even if with a good starting point, it is necessary to prepare a so-called pre-event survey, described in detail in the paragraph 6.3.4.1.
- b) To measure event success and attendee satisfaction.
In order to have a large visibility and satisfaction about the events, collecting feedback during the various conferences and workshops would be a real added value. Measuring in a qualitative way the participants' satisfaction is not easy, given that often the answers are not satisfactory or not overall adequate to the expectations of the organizers. The success of an event, however, depends on not only the fulfilment of the attendees, but also the project's members, speakers and whoever involved.
- c) To improve events in the future.
The key to this step is a post-event survey. This survey is the cornerstone to know and understand how the event was organised. The post-survey is detailed in paragraph 6.3.4.2.
- d) To build community and increase reach.

In order to build a community and increase the impact and visibility of RiskPACC, the qualitative KPIs can let the organiser to gather a potential audience with similar interests, expertise and knowledge, but at the same time to have a participation of the various actors who play an important role in the dedicated sector.

6.3.4.1 Pre-event surveys

Pre-event surveys are important to make an event successful. Collecting opinions from the potential audience before the event, is valuable feedback, either in person or digitally. These surveys are important both for the audience and the organisers. Regarding the audience, the participants can be aware of the aims and themes of the event, the organizers instead can get to know the real needs of the participants, in which category they belong to and their background.

There are several types of questions that a pre-event survey contains: i) Open-ended questions, where the potential participants can express themselves in full freedom ii) Close-ended questions, such as checkboxes, ranking questions, multiple choice, drop-down iii) Matrix questions, a collection of multiple-choice questions that are organised in a grid of columns and rows. In this case there is a set of defined answer options for each question iv) Rating-scale questions, with a range from 0 to 10 or 1 to 5 v) Demographic questions, especially regarding the RiskPACC Awareness Workshops.

Pre-event surveys, in RiskPACC, will be designed, tailored and addressed to two specific categories, the potential attendees and to RiskPACC members.

The questions that should be included, but not limited, in the pre-event survey are i) Personal details ii) What interests them most about the event iii) Which social media do they prefer the most iv) Name of the organisation v) What kind of stakeholder group they belong to vi) If they want to attend in-person or online vii) If they intend to participate in future RiskPACC events viii) General suggestions.

The questions contained in the survey can change according to the event, the potential number of participants, the phase of the project, the location of the event.

The consortium will try to produce pre-event surveys for all the RiskPACC events, sending them out in an online form.

* Please enter your first name

* Please enter your last name

* Please enter your email address

* Please enter the name of your Organisation

* Please indicate what kind of stakeholder group you belong to.
between 1 and 2 choices

- Academics
- Developers
- End-Users
- EU Institutions
- First Responders
- General Industry
- International Institutions
- National Institutions
- Students

* Please indicate whether you would like to join in-person at the Maison des Associations Internationales or if you are joining us online for the Workshop.
 Please note that in-person places are limited.

- In-Person
- Online

FIGURE 8: PRE-EVENT SURVEY EXAMPLE

6.3.4.2 Post-event surveys

Post-event surveys are as crucial as those preceding the event. In fact, this type of surveys has a dual function and purpose: to obtain feedback from the participants regarding the event, and to take inspiration from them to improve and change future ones if necessary. The surveys will be addressed both to the participants of the event and to the members of RiskPACC, to have two parallel but at the same time interconnected feedbacks.

The sense of having and producing post-event surveys arises from a series of constructive questions that serve to improve the quality of the events organized in the RiskPACC sphere. The organiser should ask her/himself if i) the event impacted the audience in the expected way ii) wants to create the same impact on the future events iii) there have been any mistakes and how to improve and/or avoid them.

The post-event surveys will be created to clarify the above-mentioned points, as the organiser's perspective alone is not enough.

There are several types of questions that a post-event survey contains: i) Yes/no (binary) questions, straightforward and easy to ask. If the recipient will answer "no", an open-ended question will be asked to explain it further ii) Open-ended questions, where respondents will elaborate on certain topics. Open-ended questions give more knowledge about the feedback of the event iii) Rating score, where participant will have to answer the question in the form of a rating (i.e., from 0 to 10 or 1 to 5).

Here below a template of a feedback form that will be addressed to the participants.

RiskPACC Feedback Form	
RiskPACC Logo	Event: XXX Date: XXX Place: XXX

Dear Attendee, thank you for participating in the RiskPACC event. As in RiskPACC we are very sensitive in welcoming your opinions and feedback, in order to improve our future events, we kindly ask You to take a minute of your time and complete the following information.

Name and Surname (Optional)

.....

Name of your Organisation (Optional)

.....

Stakeholder group you belong to (Optional)

.....

From which Country are You from? (Optional)

.....

At what email address would you like to be contacted? (Optional)

.....

Would you like to be actively involved as the project progresses, attend our events and be notified of our outputs? Yes / No

How would you rate the following in today's RiskPACC event? (1 very poor – 5 excellent)

	Score (1 – 5)	Comments
Quality of contents		
Affinity to your sector/activities		
Relevance of presentations		
Audience interactivity		
Workshops contents and results		

Do You have any further comments and feedback You would like to make?

.....

FIGURE 9: RISKPACC FEEDBACK FORM

6.4 Dissemination and Communication risks and mitigation measures

Dissemination and Communication strategies, channels, tools, objectives and KPIs are interconnected with all aspects of the project, but depend on external activities and factors, which could influence the correct path foreseen and planned in this deliverable. The events, the participation, the external stakeholders, the key messages are all aspects of the communication and dissemination strategy that could both favour and hinder what is foreseen.

Potential risks are therefore not to be excluded, and WP8, and all participants in the strategy and activities have made efforts to try to predict these risks and to implement potential mitigation measures.

As already included in deliverable D9.2 “Quality, risk and innovation management strategy”, some risks may arise during the project.

In the table below the risks related to D&C are presented.

The following abbreviations are used in the table¹⁷: i) IR = Impact Risk ii) L = Low iii) M = Medium iv) H = High.

ID	Description of Risk	Probability	Impact	Mitigation Measures
IR	Limited outreach to weak dissemination plan and activities	L	H	Different stakeholder networks have been identified in section 2.2.1 of the Grant Agreement. Partners will continue to identify stakeholders and relevant events during the project duration. All partners will be engaged in planning awareness raising efforts. Finally, RiskPACC will implement and exploit awareness raising, knowledge exchange and peer-learning events. Key impact factors and main communication channels will be determined for different target audiences at the beginning of the project.
IR	Weak media interest due to strong scientific and technology aspects	M	M	Create “user stories” related to the project and solution. Through stories or examples, the consortium shows capabilities and added value of project results. The impact on human beings and society is what will be stressed.
IR	Dissemination constraints due to classified information	M	M	Only a limited number of deliverables is considered confidential, none is regarded as classified. Confidentiality of outputs is closely monitored. In case of confidentiality, options to report about user experience or similar instead of presenting the information will be explored.
IR	Limited communication with target audiences due to language barriers	M	M	Translation of guidance and training materials to local languages. Translation of dissemination materials into the language of the target group to the extent possible.

TABLE 41: D&C RISKS AND MITIGATION MEASURES

¹⁷ RiskPACC Deliverable D9.2 “Quality, risk and innovation management strategy”, Chapter 3 “Risk Management”

6.5 Policy and rules

Communication and Dissemination activities in the RiskPACC project are deeply wedded with the intellectual property (IP) rights protection, which is clearly stated in Grant Agreement Article 29.1. Practical application of IP rights protection agreed among RiskPACC project partners is adjusted in the Consortium Agreement (CA) in Section 9.

The Grant Agreement article 29.1, “Obligation to disseminate results” states that: *“Unless it goes against their legitimate interests, each beneficiary must — as soon as possible — ‘disseminate’ its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium). This does not change the obligation to protect results in Article 27, the confidentiality obligations in Article 36, the security obligations in Article 37 or the obligations to protect personal data in Article 39, all of which still apply. A beneficiary that intends to disseminate its results must give advance notice to the other beneficiaries of — unless agreed otherwise — at least 45 days, together with sufficient information on the results it will disseminate. Any other beneficiary may object within — unless agreed otherwise — 30 days of receiving notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. In such cases, the dissemination may not take place unless appropriate steps are taken to safeguard these legitimate interests. If a beneficiary intends not to protect its results, it may — under certain conditions (see Article 26.4.1) — need to formally notify the Agency before dissemination takes place.”*¹⁸

The Grant Agreement article 26.4, “Agency ownership, to protect results” states: *“The Agency may — with the consent of the beneficiary concerned — assume ownership of results to protect them, if a beneficiary intends — up to four years after the period set out in Article 3 — to disseminate its results without protecting them, except in any of the following cases: (a) the lack of protection is because protecting the results is not possible, reasonable or justified (given the circumstances); (b) the lack of protection is because there is a lack of potential for commercial or industrial exploitation, or (c) the beneficiary intends to transfer the results to another beneficiary or third party established in an EU Member State or associated country, which will protect them. Before the results are disseminated and unless any of the cases above under Points (a), (b) or (c) applies, the beneficiary must formally notify the Agency and at the same time inform it of any reasons for refusing consent. The beneficiary may refuse consent only if it can show that its legitimate interests would suffer significant harm. If the Agency decides to assume ownership, it will formally notify the beneficiary concerned within 45 days of receiving notification. No dissemination relating to these results may take place before the end of this period or, if the Agency takes a positive decision, until it has taken the necessary steps to protect the results.”*¹⁹

The basic regulation of the dissemination activities in the CA (art. 8.4 – “Dissemination”) states that: *“During the Project for a period of one (1) year after the end of the Project, the dissemination of own Results by one or several Parties including but not restricted to publications and presentations, shall be governed by the procedure of Article 29.1 of the Grant Agreement subject to the following provisions.*

¹⁸ RiskPACC Grant Agreement, article 29.1 “Obligation to disseminate results”, page 48

¹⁹ RiskPACC Grant Agreement, article 26.4 “Agency ownership, to protect results”, page 45

Prior notice of any planned publication shall be given to the other Parties at least fourteen (14) calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement in writing to the Coordinator and to the Party or Parties proposing the dissemination within seven (7) calendar days after the receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted.²⁰

An objection is justified if

- a) The protection of the objecting Party's Results or Background would be adversely affected*
- b) The objecting Party's legitimate interests in relation to the Confidential Information, Results, or Background would be significantly harmed.*

The objection has to include a precise request for necessary modifications.²¹

²⁰ RiskPACC Consortium Agreement, article 8.4 "Dissemination", page 17

²¹ RiskPACC Consortium Agreement, article 8.4.2.2, page 18

7 CONCLUSION

This deliverable D8.1 has introduced and presented the RiskPACC dissemination and communication strategy, a comprehensive and living document, which outlines the tools, channels and activities to be put in place throughout the project. This document outlines the strategy, activities and tools with which RiskPACC will communicate with a range of stakeholders, will disseminate the project results, as well as the timing of the various activities throughout the lifetime of the project.

Dissemination and communication activities are several and very diverse and involve the interaction with many different groups and types of stakeholders. Dealing and engaging multi-dimensional target audiences will make the communication and dissemination two complex mechanisms, where therefore becomes necessary to equip RiskPACC with the adequate tools and solutions.

RiskPACC has twenty consortium partners, and this could make internal, but also external communication difficult. A number of arrangements, such as guidelines, for example, or a common approach to social media and the project website, have been designed and implemented to mitigate these potential risks.

The organisation of events, also plays a central role in WP8. Engaging, inviting and recruiting with the different target audiences will increase the visibility and impact of RiskPACC, and will facilitate the dissemination of the results.

This deliverable is still a preliminary D&C strategy, and this document will be updated in the next few months (two times, once at M24 and once at M33) showing the implementation and the updates concerning those activities.

8 REFERENCES

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4. RiskPACC Consortium, RiskPACC Consortium Agreement
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6. Vollmer, M., Grigoleit, S., (2021) "Quality, Risk and Innovation Management Strategy", RiskPACC Deliverable D9.2
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9 ANNEXES

9.1 Annex I – Dissemination repository

Type	Full Title	DOI	Date of Publication	Authors	Link2	Journal	Peer-Reviewed	Open-Access	Publisher	Associated Event

Title	Date	Place	Partner	Partner's role	Other Participating Partner	Link

Title	Date	Place	Partner	Role	Other Participating Partner	Nbr of Attendees	Links
Unknown				Participant			
Unknown				Participant			
Unknown				Participant			
Unknown				Participant			
Unknown				Participant			
Unknown				Participant			
Unknown				Participant			

Title	Date	Type	Place	Partner	Role	Other Participating Partners	Links
		Pitch event					-
		Other event					-
		Jointly Organised					-
		Pitch event					-
		Other event					-
		Jointly Organised					-
		Pitch event					-
		Other event					-
		Jointly Organised					-
		Pitch event					-
		Other event					-

9.2 Annex II – Preliminary list of potential stakeholders

TARGET AUDIENCE 1 - Citizens, CSOs, NGOs, and local governments and agencies	
STAKEHOLDER	CONTACT
National Disaster Management Authority (NDMA)	Home NDMA, Go!
UCL IRDR	UCL IRDR UCL Institute for Risk and Disaster Reduction - UCL – University College London
DKKV – German contact for DRR	Startseite (dkkv.org)
Resilience First	Home page Resilience First
Risk&DisasterTIG	https://t.co/LIHYy7f3yN
EPIC Podcast	Podcast - Emergency Preparedness in Canada (EPIC) Podcast (epicpodcast.ca)
Das Enterprise Europe Network (EEN)	Enterprise Europe Network: Enterprise Europe Network Deutschland (een-deutschland.de)
Respondexglobal	Home - RESPONDEX (respondexglobal.org)

RADIX: Radical Interpretations of Disasters	https://t.co/prOefsJWKy
Università degli studi di Firenze	Università degli Studi di Firenze UniFI
Institut der Feuerwehr Nordrhein-Westfalen	IdF - Institut der Feuerwehr Nordrhein-Westfalen (nrw.de)
Center for Security Studies	Homepage - CSS – Center for Security Studies ETH Zurich
University of Potsdam	University of Potsdam (uni-potsdam.de)
Institute of Transport Economics	Home - University of Oslo (uio.no)
Universidade Federal do Rio de Janeiro	Universidade Federal do Rio de Janeiro – Universidade Federal do Rio de Janeiro (ufrj.br)
Sciensano	sciensano.be Levenslang gezond
Public Safety Communication Europe (PSCE)	Homepage - PSCE (psc-europe.eu)
Kobe University	Kobe University (kobe-u.ac.jp)
HWR Berlin	Hochschule für Wirtschaft und Recht Berlin HWR Berlin (hwr-berlin.de)
SWISSAID	Homepage - Swissaid
CY Cergy Paris University	CY Cergy Paris University - Home Portal (cyu.fr)
Massey University	Massey University of New Zealand - Te Kunenga Ki Pūrehuroa - Massey University
National Technical University of Athens	NATIONAL TECHNICAL UNIVERSITY OF ATHENS (ntua.gr)
ISDEFE	ISDEFE su mejor aliado
Statewatch	https://www.statewatch.org/
Transnational Institute	https://www.tni.org/en
Bits of Freedom	https://www.bitsoffreedom.nl/english/
Privacy First	https://www.privacyfirst.eu/contact-us.html
Cambridge Infrastructure Resilience Group	Delivering Sustainable Infrastructure: Theory and Practice for Construction Cambridge Advance Online

TARGET AUDIENCE 2 - Practitioners, first responders and practice-based researchers

STAKEHOLDER	CONTACT
IFAFRI	Home International Forum to advance first responder innovation International Forum to Advance First Responder Innovation (internationalresponderforum.org)
ForAn-Network	ForAn - THW Sicherheitsforschung (Ei3) (thw-forschung.de)
Caribbean Disaster Fighters	Disaster Fighters / We are one team - (disaster-fighters.org)
Resilience Academy (RA)	Gibika and Resilience Academy: Livelihood Resilience in Bangladesh - Turning Research into Action - Institute for Environment and Human Security (unu.edu)
Emergency Response Coordination Centre	Emergency Response Coordination Centre (ERCC) (europa.eu)
Disaster Preparedness and Prevention Initiative for South-eastern Europe (DPPI)	DPPI SEE Disaster Preparedness and Prevention Initiative for South Eastern Europe
MEDEA (Mediterranean Security Practitioners)	MEDEA Project – Mediterranean &&& Black Sea Security Practitioners' Network (medea-project.eu)
Italian Civil Protection Department	Dipartimento della Protezione Civile
PEMEA - Connecting Apps to Emergency Services	Pemea.help - Connecting Digital Services, Apps and Emergency Services
Sustainable Fire Engineering	www.sfe-fire.eu
Disaster Risk Reduction	https://www.linkedin.com/in/dhillonppsd

FEU Fire Officers	Federation of EUROpean fire officers Welcome (f-e-u.org)
Austrian Fire Brigade Association	ÖBFV (bundesfeuerwehrverband.at)
BRANDWEERVERENIGING VLAANDEREN (BVV)	BrandweerVereniging Vlaanderen Debrandweer.be
Greek Fire Brigade Association	https://www.eaps.gr
Slovakia Fire Brigade Association	Ministerstvo vnútra SR - Hasiči a záchranári (minv.sk)
Cannes International Resilience Forum	Cannes International Resilience Forum 2022 - Home (cannesirf.com)
Fireline UK	Fireline UK Fire Protection and Maintenance ISO 9001 (fire-extinguisher-maintenance.co.uk)
Global Crisis Management Report	Home Global Crisis Management Report (globalcrisismgmt.rpt.com)
AAHD	Acil Afet Ambulans Hekimleri Derneği – www.aahd.org.tr
ResilientUkraine	Resilient Ukraine (resilient-ukraine.org)
Pan-European Network of Customs Practitioners	Innovation for Customs Administrations PEN-CP Project
Croatian Crisis Management Association (HUKM)	Hrvatski - Hrvatska Udruga Kriznog Menadžmenta (hukm.hr)
PAFO, the Portuguese Association of Fire Officers	PAFO - Início
CSDS Brussels	Home Paddle (vub.be)
Entente pour la Protection de La Forêt Méditerranéenne	Valabre : préservation et lutte face aux risques naturels et technologiques.
Deep Blue	Deep Blue - Consulting & Research - Human Factors and Safety (dblue.it)
Dutch Red Cross	https://www.rodekruis.nl/en/
Belgian Crisis Center	Page d'accueil - Centre de Crise
Belgian Red Cross	Croix-Rouge de Belgique - Ensemble, luttons contre les vulnérabilités
TARGET AUDIENCE 3 – Policy and decision makers	
STAKEHOLDER	CONTACT
European Defence Agency	European Defence Agency (europa.eu)
EUROPOL	Home Europol (europa.eu)
EUISS	European Union Institute for Security Studies (europa.eu)
Dutch Ministry of Economic Affairs and Climate Policy	https://www.government.nl/ministries/ministry-of-economic-affairs-and-climate-policy
Dutch Ministry of Internal Affairs	Ministry of the Interior and Kingdom Relations Government.nl
Polish Platform for Homeland Security (PPHS)	Home Page – Polish Platform for Homeland Security (ppbw.pl)
Dutch Ministry of Justice and Security	https://www.government.nl/ministries/ministry-of-justice-and-security
EU External Actions	EEAS (europa.eu)
Netherlands Institute for Public Safety (NIPV)	https://nipv.nl/english-summary-of-this-website/
DMI Associates	Public Policy Consulting Firm DMI Associates
IDEAS Science Ltd.	Home IDEAS Science (ideas-science.com)

9.3 Annex III – RiskPACC stakeholders form

Name of the stakeholder	Classification: entity, organisation, association, SME
Target audience	TA 1, TA2, TA3
What is the main scope of your organisational remit?	Local, National, European, International
Is your organisation..	Public – Private – If other please specify
Which is your interest in RiskPACC?	From 1 to 5
Which could potentially be your influence in RiskPACC?	From 1 to 5
Do you have any expectations from RiskPACC research, solutions and results?
How RiskPACC, and its solutions, can impact your organisation?
Which communication channel would be the most effective?	Website, Twitter, LinkedIn, Newsletters etc etc.

The RiskPACC Consortium



FIGURE 10: THE RISKPACC CONSORTIUM