D9.3 UPDATED LINKS DISSEMINATION, EXPLOITATION AND COMMUNICATION STRATEGY 2

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CITATION

EXECUTIVE SUMMARY

About the project

LINKS "Strengthening links between technologies and society for European disaster resilience" is a comprehensive study on disaster governance in Europe. In recent years, social media and crowdsourcing (SMCS) have been integrated into crisis management for improved information gathering and collaboration across European communities. The effectiveness of SMCS on European disaster resilience, however, remains unclear, due to the use of SMCS in disasters in different ways and under diverse conditions. In this context, the overall objective of LINKS is to strengthen links between technologies and society for improved European disaster resilience, by producing sustainable advanced learning on the use of SMCS in disasters. This is done across three complementary knowledge domains:

- Disaster Risk Perception and Vulnerability (DRPV)
- Disaster Management Processes (DMP)
- Disaster Community Technologies (DCT)

Bringing together 15 partners and 2 associated partners across Europe (Belgium, Denmark, Germany, Italy, Luxembourg, the Netherlands) and beyond (Bosnia & Herzegovina, Japan), the project has developed a framework to understand and govern the uses of SMCS in disasters. The LINKS Framework consolidates knowledge and experiences on the uses of SMCS into useful products for relevant stakeholders. It has been developed and evaluated through five practitioner-driven European cases, representing different disaster scenarios (earthquakes, flooding, industrial hazards, terrorism, drought), cutting across disaster management phases and diverse socioeconomic and cultural settings in four countries (Denmark, Germany, Italy, the Netherlands). Furthermore, LINKS sets out to create the LINKS Community, which brings together a wide variety of stakeholders, including first-responders, public authorities, civil society organisations, business communities, citizens, and researchers across Europe, dedicated to improving European disaster resilience through the use of SMCS.

About this deliverable

This deliverable seeks to provide an overview of the updated strategy for dissemination, exploitation, and communication activities to carry out in the last phase of LINKS (until M42) and beyond, elaborated on the basis of the progress of the project. The authors describe the channels, materials and events that will be employed to communicate and disseminate the results to the target groups. A particular importance is given to the exploitation activities that will ensure the products will be appropriately used by the identified stakeholders, to reach the impacts in the economic, scientific, and societal domains.

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LIST OF ACRONYMS

Acronym / Abbreviation	Description
DEC	Dissemination, Exploitation, Communication
DMO	Disaster Management Organisation
DRR	Disaster Risk Reduction
EC	European Commission
FB	Facebook
KER	Key Exploitable Result
LCC	LINKS Community Center
LIn	LinkedIn
NGO	Non-Government Organisation
SMCS	Social Media and Crowdsourcing
TG	Target Group
TW	Twitter
UNDRR	United Nation for Disaster Risk Reduction
UVP	Unique Value Proposition

LIST OF LINKS PARTNERS ACRONYMS

Acronym	Description
VU	VRIJE UNIVERSITEIT AMSTERDAM
UCPH	KØBENHAVNS UNIVERSITET
UNIFI	UNIVERSITÀ DEGLI STUDI DI FIRENZE
SIC	SAFETY INNOVATION CENTER GGMBH
UCC	KØBENHAVNS PROFESSIONSHØJSKOLE
FRB	FREDERIKSBERG KOMMUNE
HBR	HOVEDSTADENS BEREDSKAB
SCIT	SAVE THE CHILDREN ITALIA ONLUS
DPPI SEE	DISASTER PREPAREDNESS AND PREVENTION INITIATIVE FOR SOUTH EASTERN EUROPE
FEU	FEDERATION OF THE EUROPEAN UNION FIRE OFFICER ASSOCIATIONS A.S.B.L.
DHPOL	DEUTSCHE HOCHSCHULE DER POLIZEI
ST	SITECH SERVICES OF CHEMELOT
EOS	EUROPEAN ORGANISATION FOR SECURITY
LCU	LINK CAMPUS UNIVERSITY
PDT	PROVINCIA DI TERNI – SERVIZIO PROTEZIONE CIVILE
VRZL	VEILIGHEIDSREGIO ZUID-LIMBURG

DEFINITION OF KEY TERMS[1]

Term	Definition[1]
Communication	Taking strategic and targeted measures for promoting the project and its results to a multitude of audiences, including the media and the public, and possibly engaging in a two-way exchange.[2]
Dissemination	The public disclosure of results by any appropriate means, including by scientific publications in any medium.[2]
Exploitation	The utilisation of results in further research activities other than those covered by the project, or in developing, creating and marketing a product or process, or in creating and providing a service, or in standardisation activities.[2]
Impact	Scientific, social, and economic changes over a longer period.[3]
Outcome	Changes in behaviour, relationships, and activities, resulting from results. This includes the uptake or use of the project's results by different target groups.[3]
Result	What is produced within the project, usually in the form of results within deliverables.[3]

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[1] Definitions are retrieved from the LINKS Glossary: https://links-project.eu/index.php/glossary/

[2] Ala Mutka K. (2020). Dissemination and Exploitation in Horizon 2020. Retrieved December 16, 2020 from: https://ec.europa.eu/research/participants/data/ref/h2020/other/events/2017-03-01/8_result-dissemination-exploitation.pdf

[3] Elaborated on the basis of: European Commission (2021). Horizon Europe Programme Guide. Retrieved December 16, 2021, from https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/programme-guide_horizon_en.pdf.

1. INTRODUCTION

This deliverable provides an overview of the updated strategy for dissemination, exploitation, and communication activities of the LINKS project in the last few months of the project and beyond. The general objective of the strategy is to provide the defined target groups with information about the project and results, making the latter available to them, and allowing their use in future activities.

The document represents an update of the strategy already defined in deliverable (D)9.2 (Updated LINKS Dissemination, Exploitation and Communication Strategy 1). Considering a results-based and a community-based approach, as well as the results reported in the (D)9.5 (Second Report on Dissemination, Exploitation and Communication Strategy) this deliverable focuses on:

- the key messages at the project level, as well of messages customised per target groups and specific results (section 2);
- the project outcomes and impacts, as well as the procedures implemented to evaluate them (section 3);
- the key communication and dissemination activities (channels, materials, and events) both at project level and carried out by the individual partners for each result (section 4 and 5);
- the final exploitation strategy for the eight products realised by LINKS, defined following the methodology provided by Horizon Results Booster (section 6);
- the final roadmap related to the communication and dissemination activities to implement before the end of the project (section 7).

2. A RESULTS AND COMMUNITY-BASED APPROACH

In this section we focus on how LINKS involves the target groups in the project, by reporting the key messages defined at the project level (section 2.1) and describing the benefits the different target groups can receive from the individual project results (section 2.2). This section can be considered an update of the analogue section in D9.2 'Updated LINKS Dissemination, Exploitation and Communication Strategy 1' in consideration of the fact that the final versions of the LINKS results and products have been released.

2.1 Key Messages at the Project Level

Four key messages at the LINKS project level have been defined:

1. LINKS provides user-friendly products to assist stakeholders working in disaster risk reduction, in using social media and crowdsourcing to improve communication and engagement with citizens.
2. The LINKS Community Center is one-stop-shop for knowledge and resources for using social media and crowdsourcing in disasters.
3. LINKS Community Center is an open, web-based platform that gives access to technologies, guidelines, use cases, and further resources for applying social media and crowdsourcing in disaster risk management.
4. The LINKS Framework helps to guide relevant stakeholders to focus on what is important when using social media and crowdsourcing to improve communication and engagement with citizens in all phases of disasters.

2.2 Results, Target Groups, and Messages

In the Table 1, the different LINKS results are presented, with key messages communicating the benefits of each product for the different target groups, and examples of DEC activities used to disseminate these messages.

Table 1: LINKS Results per Target Group: Key Messages

LINKS RESULTS	TARGET GROUPS	KEY MESSAGES	DISSEMINATION AND COMMUNICATION ACTIVITIES (examples)
Including citizens Handbook *A set of instructions, guidelines, examples, checklists, exercises to use existing social media and crowdsourcing and develop new crowdsourcing initiatives to promote more inclusive approaches in Disaster Risk Management*	Practitioners	Practitioners can use it to promote a more accessible and inclusive communication via social media and crowdsourcing and to give the possibility to everyone to receive the information to guarantee an active participation from people during an emergency and to be sure that people receive the right communication	Partners digital media (UCC LinkedIn page, UNIFI Facebook page), Interpersonal communication of UCC with NGOs and DMOs, availability of the result on the LCC, LINKS Website, Social media campaign through the LINKS social media channels, Newsletter, leaflets at project level, news publications on CMINE, CORDIS and DRMKC, infographics on the LINKS Cases results, policy outputs, LINKS Final Conference
	Policy makers	Policy and decision makers can use it to uptake the recommendations and policies and to promote an inclusive and engaging communication for disaster management guaranteeing an efficacy communication to everyone	LCW with members from Danish Municipalities, Interpersonal communication of UCC with authorities at regional and national level, availability of the result on the LCC, Policy outputs, LINKS Final Conference
	Researchers	Researchers share information and study the perception of people in relation to the use of social media	News publications on CMINE, CORDIS and DRMKC, LINKS Final Conference, Scientific publications, Teaching activities
	Businesses	Businesses can use the result to create inclusive and effective technological solutions	LINKS Website, infographics on the LINKS Cases results, LINKS Final Conference
Feel Safe *An online platform containing educational material to promote children's participation in disaster preparedness. It aims to promote knowledge sharing and good practices in Europe*	Practitioners	Practitioners can use it to involve children in disaster preparedness activities through the use of SMCS and digital education. Also, they can use Feel Safe for networking and sharing of good practices	Partners digital media (sponsorship through SCIT social media channels), 'Children's Voices' (channel of SCIT), promotional video clip, LINKS Website, Social media campaign through the LINKS social media channels, Newsletter, leaflets at project level, news publications on CMINE, CORDIS and DRMKC, infographics on the LINKS Cases results, policy outputs, LINKS Final Conference
	Policy makers	Policy and decision makers can use it to promote more child centred policies to guarantee children's rights during emergencies. Also, they can use Feel Safe for networking and sharing of good practices	'Children's Voices' (channel of SCIT), LCW with members from Danish Municipalities, LinkedIn Social Media Campaign through the VRZL channels, promotional video clip, video of school exercise from VRZL, Policy outputs, LINKS Final Conference

	Researchers	Researchers share information and study the perception of people with vulnerabilities and children in relation to the use of social media	Promotional video clip, publications on Italian journals and on the Danish LINKS Case results, academic lessons with students from the 'Nieuwste Pabo', News publications on CMINE, CORDIS and DRMKC, LINKS Final Conference
	Civil Society	Citizens and CSOs can be more aware about the potential of children and the need of their participation in disaster preparedness actions	Partners materials (leaflets oriented to children and teachers), Social media campaign through SCIT channels involving influencers, Meetings with Italian Teachers associations, Social Media Campaign through the VRZL channels, promotional video-clips, gadgets to attract children, video of school exercise from VRZL, Social media campaign through the LINKS social media channels, infographics on the LINKS Cases results, LINKS Final Conference
Resilience Wheel *A visual model that combines institutional drivers with the use of social media and crowdsourcing and shows the needs and priorities of organisations during the use of technologies in disaster management*	Practitioners	Practitioners can use it to have some guidelines on how to use social media and crowdsourcing during an emergency and to define which drivers can support the disaster management	Partners digital media (UCC LinkedIn social media page), Interpersonal communication of UCC with NGOs and DMOs, LINKS Website, Social media campaign through the LINKS social media channels, Newsletter, leaflets at project level, news publications on CMINE, CORDIS and DRMKC, infographics on the LINKS Cases results, policy outputs, LINKS Final Conference
	Policy makers	Policy and decision makers can use it as a vocabulary for making decisions for national and local level policies, which are integrated with existing guidelines, legal frameworks, and policies	LCW with members from Danish Municipalities, Policy outputs, LINKS Final Conference
	Researchers	Researchers do qualitative interviews to understand the perception about the use of social media and crowdsourcing during a disaster	Short videos of UCPH with DMOs, News publications on CMINE, CORDIS and DRMKC, LINKS Final Conference
	Businesses	Businesses use the result to be more informed about disasters and to create better solutions to improve the situation	LINKS Website, infographics on the LINKS Cases results, LINKS Final Conference
Social Media and Crowdsourcing Technologies Library *A library that gathers and structures information about*	Practitioners	It provides a highly needed overview about the market, gathers, and structures the relevant information about these technologies and thus guides the selection and the application of a suitable technology for disaster management organisations	Partners digital media (SIC, FEU, DHPol, VU, FRB, HBR social media channels), LCC, LINKS Website, Social media campaign through the LINKS social media channels, Newsletter, leaflets at project level, news publications on CMINE, CORDIS and DRMKC, infographics on the LINKS Cases results, policy outputs, LINKS Final Conference

existing social media and crowdsourcing technologies to grasp the overwhelming market and to guide the selection and application of these technologies	Policy makers	It provides a highly needed overview about the market, gathers, and structures the relevant information about these technologies and thus guides the selection of a suitable technology for authorities	Interpersonal communication of UCC with authorities at regional and national level, LCW with members from Danish Municipalities, Policy outputs, LINKS Final Conference
	Researchers	It provides a scientific derived categorization schema to structure the information about the technologies and create comparability	Partners digital media (SIC, FEU, DHPol, VU, FRB, HBR social media channels), News publications on CMINE, CORDIS and DRMKC, LINKS Final Conference, Scientific publications and conferences
	Businesses	It provides businesses an up-to-date overview as well as the possibility to promote their own technologies by e.g. keeping information up to date	LINKS Website, infographics on the LINKS Cases results, LINKS Final Conference
Social Media and Crowdsourcing Guidelines Library *It offers the possibility to access to guidelines on how to use SMCS technologies in a disaster scenario, categorized with an evolving set of categories*	Practitioners	Practitioners can use it to know the potential of technologies and to understand how to use them according to their needs	Partners digital media (SIC, FEU, DHPol, VU, FRB, HBR social media channels), LCC, LINKS Website, Social media campaign through the LINKS social media channels, Newsletter, leaflets at project level, news publications on CMINE, CORDIS and DRMKC, infographics on the LINKS Cases results, policy outputs, LINKS Final Conference
	Researchers	The result provides an overview of the market	Partners digital media (SIC, FEU, DHPol, VU, FRB, HBR social media channels), News publications on CMINE, CORDIS and DRMKC, LINKS Final Conference, Scientific conferences and publications
	Policy Makers	Policy and decision makers can use it to know the guidelines on the use of social media and crowdsourcing to make more informed decisions	Interpersonal communication of UCC with authorities at regional and national level, LCW with members from Danish Municipalities, Policy outputs, LINKS Final Conference
Social Media and Crowdsourcing Use Cases Library	Practitioners	Practitioners can use it to have real experiences and understand how to use technologies in practice to manage disasters	Partners digital media (SIC, FEU, DHPol, VU, FRB, HBR social media channels), LCC, LINKS Website, Social media campaign through the LINKS social media channels, Newsletter, leaflets at project level, news publications on CMINE, CORDIS and DRMKC, infographics on the LINKS Cases results, policy outputs, LINKS Final Conference
	Researchers	It provides scientific information to study how the technologies have been used for the cases	Partners digital media (SIC, FEU, DHPol, VU, FRB, HBR social media channels), News publications on CMINE, CORDIS and DRMKC, LINKS Final Conference, Scientific conferences and publications

	Policy Makers	It provides guidelines on how to use social media and crowdsourcing in real cases to make more informed decisions	Interpersonal communication of UCC with authorities at regional and national level, LCW with members from Danish Municipalities, Policy outputs, LINKS Final Conference
LINKS Framework *The LINKS Framework is a tool that turns social media and crowdsourcing information into practical products for relevant stakeholders. it is accessible only through the LCC – LINKS Community Center, and can be used both as a knowledge material and as a strategic planning tool guiding disaster management organizations in their planning for using social media and crowdsourcing in disasters*	Practitioners	They can access the LINKS Framework through the learning paths and plan more strategically on the uses of social media and crowdsourcing around two main themes (engaging with citizens and Improving communication) and based on the objectives and needs of their organisation	LINKS Website, Social media campaign through the LINKS social media channels, Newsletter, leaflets at project level, news publications on CMINE, CORDIS and DRMKC, infographics on the LINKS Cases results, policy outputs, LINKS Final Conference
	Researchers	Researchers can get access to knowledge around the uses of social media and crowdsourcing that can be relevant to their research area(s) of interest	News publications on CMINE, CORDIS and DRMKC, LINKS Final Conference
	Civil Society	It helps motivate and inspire local communities to use social media and crowdsourcing during disasters	LINKS Website, Social media campaign through the LINKS social media channels, Newsletter, leaflets at project level, infographics on the LINKS Cases results, LINKS Final Conference
	Policy makers	Policy and decision makers can access to specific products (e.g. guidelines library) to explore existing legal documents that support the implementation and the uses of social media and crowdsourcing	Policy outputs, LINKS Final Conference
LINKS Community Center *An online platform providing user-friendly access to LINKS results and means to exchange knowledge and experiences*	Practitioners	Practitioners can connect with different stakeholders including other practitioners (LINKS Community) in one user-friendly and flexible web-based platform. The platform enables them to exchange knowledge and experiences and to access, discuss and assess LINKS results on the usage of SMCS in disasters in a tailored fashion	Interviews of VU and ST to check out the LCC LINKS Website, Social media campaign through the LINKS social media channels, Newsletter, leaflets at project level, news publications on CMINE, CORDIS and DRMKC, infographics on the LINKS Cases results, policy outputs, LINKS Final Conference
	Policy makers	The LINKS Community Center provides tailored access to the relevant resources on the usage of SMCS in disasters. It can also be used to establish contacts with the relevant stakeholders, i.e. practitioners	LCW with members from Danish Municipalities, Policy outputs, LINKS Final Conference

	Researchers	It provides a user-friendly and motivating Community environment for learning and sharing knowledge on the usage of Social Media and Crowdsourcing in disasters	News publications on CMINE, CORDIS and DRMKC, LINKS Final Conference
	Civil Society	It helps motivate and inspire local communities to use social media and crowdsourcing during disasters	Interviews of VU and ST to check out the LCC, Social media campaign through the LINKS social media channels, infographics on the LINKS Cases results, LINKS Final Conference
	Businesses	The "LINKS Community Center" proves a market overview regarding technologies for social media and crowdsourcing and facilitates access to materials on how to produce more inclusive apps and platforms	LINKS Website, infographics on the LINKS Cases results, LINKS Final Conference

3. DEC CONTRIBUTION TO LINKS IMPACTS

Dissemination, Communication and Exploitation activities are directly connected with the achievement of the LINKS impacts. The tables in the Annex I and in the Annex II focus on the outcomes and impacts LINKS is achieving.

As highlighted in D9.2 'Updated LINKS Dissemination, Exploitation and Communication Strategy 1' the monitoring and evaluation procedure consists of two main activities, a quantitative and a qualitative evaluation (see section 4). The first procedure concerns the verification of the achievement of the (numerical) targets defined in the Annex III of this document; the second procedure concerns the verification of the progress in the achievement of the outcomes and impacts of the project (Annex I and II), using the related means of evaluation. As for the previous evaluation (included in the D9.5 'Second status report on the development and distribution of dissemination material'), the assessment will be locally based, considering the application of the LINKS results in the 5 LINKS Cases. These two procedures are not separated, since the check on the numerical targets is the first step of evaluation, which requires to go in depth with the qualitative evaluation. Both the evaluations will be conducted in M42 and included in the D9.6 'Final report on the development and distribution of dissemination material and on the execution of the LINKS Framework sustainability strategy'.

The qualitative evaluation procedure is conducted within the 'LINKS Impact Task Force' (including EOS, FEU, SIC, UNIFI and VU), since this activity is closely connected with the activities conducted by the other partners in different WPs (e.g.: the societal impact strategy in WP2, the LINKS Cases evaluation in WP6, and the community building in WP8).

Finally, a short overview of the roles in implementing the dissemination, communication, and exploitation activities. LCU coordinates them, defining strategy and objectives, being also responsible for specific channels (LINKS website and social media, newsletter and press releases, realisation of infographics and videos, etc.); the other partners (especially the product owners) cover a central role, not only are responsible for the realisation and validation of specific contents (e.g. interviews for the video), but also of the implementation of specific activities (e.g. participation in specific events, realisation of scientific publications and policy outputs). A clear description of roles and activities is included in Table 6 of D9.2.

4. COMMUNICATION ACTIVITIES

The objective of the communication activities is taking strategic and targeted measures for promoting the project and its results to a multitude of audiences, including the media and the public.[4] In LINKS it started at M1. In this section, the updated strategy regarding channels, materials, and events to adequately communicate the LINKS project is described.

4.1 Channels

Communication channels include LINKS and partners websites, LINKS and partners social media, newsletter, and press release. In Table 2, the description of the use of all the LINKS and partners communication channels is presented.

Table 2: LINKS and Partners Communication Channels Use

CHANNEL	MAIN GOALS	ACTIVITIES
LINKS and Partners Websites	Creating awareness about LINKS-related topics in all the target groups; increasing technical and scientific knowledge regarding the projects; providing access to the LINKS results and tools	At project level: ● sharing the LINKS results in different formats (e.g. deliverables, visuals, etc.) on https://links-project.eu/index.php/results/; ● publication of news, events: https://links-project.eu/index.php/category/news/; https://links-project.eu/index.php/category/events/ ● publications of scientific papers: https://links-project.eu/index.php/papers/ ● integrating the LINKS website within all the other channels and materials (LCC, social media channel, etc) *The LINKS website will be available at least for 5 years after the end of the project.*
LINKS and Partners Social Media	Creating awareness about the LINKS topics; increasing visibility of the elements published in the website;	At project level: ● social media campaign on the LINKS social channels by focusing on the benefits of each product for each target group. Relevant stakeholders are mentioned. This activity is connected with the LINK Community building activities; ● publication of news, events, etc. From LINKS partners:

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[4] Ala Mutka K. (2020). Dissemination and Exploitation in Horizon 2020. Retrieved December 16, 2020 from: https://ec.europa.eu/research/participants/data/ref/h2020/other/events/2017-03-01/8_result-dissemination-exploitation.pdf

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	creating connection with other communities	• UNIFI will use the institutional Facebook page to share posts related to the Including Citizens Handbook, especially addressing to practitioners; • SCIT will use all the institutional social media pages to share posts related to Feel Safe, especially addressing to practitioners and people addressed in DRR; • SIC, FEU, DHPol, VU, FRB and HBR will use their institutional social media pages to share posts related to the SMCS Technologies, Guidelines and Use Cases Libraries and to the LCC, especially addressing to practitioners and researchers
Newsletter and Press releases	Informing professionals and media about LINKS activities and results in key moments	At project level: • realisation of the last newsletter of the project focusing on: the final version of the Including Citizens Handbook and Feel Safe (under the general topic on how to include and mobilise citizens); the final version of the Technologies, Use Cases and Guidelines Libraries; presentation of the Resilience Wheel, with a focus on the Policy Outputs realised within the project; presentation of LCC and the LINKS Framework; presentation of the 5 LINKS Cases Results • realisation of the last press release of the project, focused on the last results.

4.2 Materials

Communication materials include leaflets, and articles in informative magazines. In Table 3, the description of the use of all these materials within the project is presented.

Table 3: LINKS Communication Materials Use

MATERIAL	MAIN GOALS	ACTIVITIES
Leaflets	Communicating to a wider audience (as well as to a scientific and technical one) the main results of the project	At project level: • distributing leaflets regarding the main events and meetings From LINKS partners: • VRZL is working on a leaflet addressed to children and teachers to promote Feel Safe during some child-friendly action plans on the 25th of October
Articles in Informative Magazines	Making available to a broader audience the main results and activities of the project	At project level: • making available articles on the Including Citizens Handbook, Feel Safe, and on the LINKS Framework on local magazines (connected with the LINKS Cases scenarios)

4.3 Events

Communication events include informative events addressed to a wider audience. In Table 5, the description of the main goals of the participation to these events and the activities to carry out are indicated.

Table 4: Informative Events in LINKS

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EVENT	MAIN GOALS	ACTIVITIES
Informative Events	Making available to a broader audience the main results and activities of the project	At project level: • LINKS Final Conference (Oct. 2023) is a good occasion to present the LINKS Conference to experts as well as to the civil society From the partners: • VRZL organises some LCWs to present all the products to policy makers who are members from the surrounding municipalities (Sittard-Geleen, Stein & Beek) • UCC organises some meetings and workshops to present the Including Citizens Handbook to practitioners (NGOs, DMOs, authorities at regional and national level) • SCIT organises the event 'Children's voices' to present Feel Safe to practitioners and policy makers

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5. DISSEMINATION ACTIVITIES

Dissemination refers to the public disclosure of LINKS' results by any appropriate means, including by scientific publications in any medium.[5] In LINKS it started at M5. In this section, the updated strategy regarding channels, materials, and events to adequately disseminate the LINKS results is described.

5.1 Channels

Dissemination channels include professional social media channels (LinkedIn, ResearchGate, and Academia), online repositories, and the LINKS Community Center. Table 6 presents the use of dissemination channels in the project.

Table 5: LINKS Dissemination Channels Use

CHANNEL	MAIN GOALS	ACTIVITIES
Professional Social Media Channels	Creating awareness on the LINKS topics; making the professional target groups aware of the results; creating connection with external communities	At project level: • social media campaign on the LINKS social channels by focusing on the benefits of each product for each target group. Relevant stakeholders are mentioned. This activity is connected with the LINK Community building activities; • publication of news, events, etc. From the LINKS partners: • UCC will use the institutional LinkedIn page to share posts related to the Including Citizens Handbook and the Resilience Wheel, especially addressing to practitioners; • SCIT will use all the institutional social media pages to share posts related to Feel Safe, especially addressing to teachers and students; • VRZL will use all the LinkedIn page to share posts related to Feel Safe, especially addressing to teachers, students, and policy makers; • SIC, FEU, DHPol, VU, FRB and HBR will use their institutional social media pages to share posts related to the SMCS Technologies, Guidelines and Use Cases Libraries and to the LCC, especially addressing to practitioners and researchers
Online repositories	Giving professionals the possibility to access LINKS results through well-known platforms, such as CMINE, CORDIS, DRMKC	At project level: • publication of materials connected to the results (e.g. deliverables, infographics, etc.), customised to the involved target groups

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[5] Ala Mutka K. (2020). Dissemination and Exploitation in Horizon 2020. Retrieved December 16, 2020 from: https://ec.europa.eu/research/participants/data/ref/h2020/other/events/2017-03-01/8_result-dissemination-exploitation.pdf

![LINKS logo] Strengthening links between technologies and society for European disaster resilience

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LINKS Community Center	Giving professionals the possibility to access LINKS results (as well as other relevant projects results); enabling direct interaction among key target groups	At project level: publication of materials connected to the results

5.2 Materials

Dissemination materials include infographics, videos, articles in specialised magazines, scientific publications, and policy recommendations. Table 7 describes the use of the dissemination materials in the project.

Table 6: LINK Dissemination Materials Use

MATERIAL	MAIN GOALS	ACTIVITIES
Infographics	Disseminating key results of the project in a clear and accessible way, according to the diverse needs and characteristics of stakeholders	At project level: ● realisation of 5 infographics, related to the 5 LINKS Cases, illustrating: the main characteristics of the context, how the LINKS results are contributing in that specific LINKS Case, who are the stakeholders involved, who are the partners taking part in that scenario (with testimonials) From the partners: ● SCIT will realise gadgets to promote Feel Safe to children during different events
Videos	Disseminating key results of the project and their practical application in a clear and accessible way	At project level: ● realisation of 5 videos, related to the 5 LINKS Cases, illustrating: the main characteristics of the context, how the LINKS results are contributing in that specific LINKS Case, who are the stakeholders involved, who are the partners taking part in that scenario (with testimonials); ● sharing the videos of events and webinars From the partners: ● SCIT will realise a video clip to promote Feel Safe to all the target groups ● VRZL will realise a video on a space exercise which will takes place on October to disseminate Feel Safe to the civil society (schools and teachers) and municipalities ● UCPH will realise short videos on the results from case assessment regarding Disaster Risk Management, especially addressed to researchers and DMOs
Articles in Specialised Magazines	Making available to a specialised audience the main results and activities of the project	At project level: making available articles on all the results on specialised magazines (e.g. UNDRR platform, PreventionWeb, etc.)

MATERIAL	MAIN GOALS	ACTIVITIES
Scientific Publications	Providing LINKS methodologies and scientific results to a scientific and multidisciplinary audience	From the partners: ● VRZL will realise a scientific publication on the LINKS Dutch case, mentioning the influence of Feel Safe
Policies Outputs	Giving policy makers indications on how to implement specific actions based on the project results	At the project level: ● Policy Output on 'Including Citizens' and 'Targeting Communication' and joined outputs within the wider context of the SRC – Societal Resilience European Cluster From the partners: ● UCPH is preparing a policy report based on the results from case assessment regarding Disaster Risk Management, especially addressed to policy makers and practitioners at the international level

5.3 Events

Dissemination events include specialised events, scientific conferences, existing network events, trainings, and interactive workshops. In Table 8, the description of the main goals of the participation to these events and the activities to carry out is presented.

Table 7: Dissemination Events in LINKS

MATERIAL	MAIN GOALS	ACTIVITIES
Specialised Events and Exhibitions	Making available to a professional audience the main results and activities of the project and getting in touch	At project level: ● organisation of the final LINKS Conference which allows to present LINKS and its result to practitioners From the partners: ● during the final LINKS Conference SCIT will officially launch Feel Safe ● during the Save the Children International events, SCIT will engage the other branches of Save the Children around Feel Safe ● during the FEU Annual Conference in Zagreb (Nov. 2023) FEU and SIC will present to an audience of practitioners the SMCS Technologies, Guidelines, and Use Cases Libraries
Scientific Conferences	Making available to the academic audience the main results of the project and getting in touch	At the project level: organisation of the panel 'The Role of Social Media in Disaster Risk Management' for the NEEDS Conference 2023

MATERIAL	MAIN GOALS	ACTIVITIES
Existing Networks Events	Disseminating the main LINKS results to relevant networks and related projects	At project level: • participation to events organised by the projects under the Societal Resilience Cluster and CERIS
Trainings and Lectures	Training students, researchers, and users on how to use the LINKS results	At project level: • organisation of the LINKS webinar series From the partners: • UCC is organising training materials for UCC students and for practitioners focused on the Including Citizens Handbook and the Resilience Wheel • SCIT will organise teaching and community building events ('SCIT Punti Luce') addressed to educators around Feel Safe • VRZL organises a training for teachers on what to teach about preparing for a chemical incident (starting from the Dutch Case), around Feel Safe • VRZL organises a shelter exercise for schools (starting from the Dutch Case), around Feel Safe, and create new lessons materials for students from 'Nieuwste Pabo' around this product
Interactive Workshops	Actively engaging people on the LINKS results	From the partners: • VRZL, VU, ST will present the Including Citizens Handbook, Feel Safe, Resilience Wheel during an interactive workshop (Nov. 15th) addressed to practitioners, government workers – (Sittard-Geleen, Stein & Beek), DRM organisations, social workers, mayors • VRZL organises a workshop with the practitioners of VRZL, organised as a discussion around how to improve the Resilience Wheel

6. EXPLOITATION ACTIVITIES

Exploitation refers to the utilisation of results in further activities other than those covered by the project, or in developing, creating and marketing a product or process, or in creating and providing a service, or in standardisation activities[6]. In Table 9, the results of the project and the LINKS partner owner of them.

Table 8: Ownership of LINKS Results

RESULTS	OWNERSHIP
Including Citizens Handbook	UNIFI, UCC, UCPH
Feel Safe	SCIT
Resilience Wheel	UCPH
Social Media and Crowdsourcing Technologies Library	SIC
Social Media and Crowdsourcing Guidelines Library	UCPH, FEU, SIC
Social Media and Crowdsourcing Use Cases Library	SIC
LINKS Framework	VU
LINKS Community Center	SIC

6.1 Exploitation Strategies for the LINKS Results

In this section the exploitation strategies for each result are described. Compared to the strategy reported in D9.2 'Updated LINKS Dissemination, Exploitation and Communication Strategy 1' the current exploitation strategy has received a strong pulse thanks to the application to the Horizon Results Booster[7] services, and especially from the 'Portfolio Dissemination & Exploitation Strategy' service - 'Module C: Assisting projects to improve their existing exploitation strategy'. In fact, the exploitation strategy has been defined through an iterative process (due to the fact that a more and more precise strategy has been defined as the results became more and more mature), by using the materials provided by the Horizon Results Booster platform, referring to five canvases, which are:

● *Exploitation Intentions Table*, which gives an overview of the main information on the exploitation strategy, reporting the name(s) of the owner(s), the model of exploitation, and the activities to ensure the exploitation of the result;

● *Characterization Table*, summarising the main features of the results, focusing on the problems perceived by the target groups, the solutions that the target groups already have at their

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[6] Ala Mutka K. (2020). Dissemination and Exploitation in Horizon 2020. Retrieved December 16, 2020 from: https://ec.europa.eu/research/participants/data/ref/h2020/other/events/2017-03-01/8_result-dissemination-exploitation.pdf

[7] Horizon Results Booster: https://www.horizonresultsbooster.eu/

disposal to solve the identified problems, the Unique Value Proposition of the result (so what is the uniqueness of the result compared with other products/initiatives), who are the target groups and the related early adopters (so concrete organisations that first make use of the result, the competitors, the Use Model (so how the result is made available to the target group for the use), the timing of each action identified in the 'Use Model';

- *Priority Map and Risk Matrix*, which identifies the (partnership, technological, market, legal, financial, environmental) risks associated to the result;

- *Use Option Table*, which identifies how the result will be further exploited;

- *Exploitation Roadmap*, which summarises the activities to be performed after the end of the project, describing: the activities to be executed 3-6 months after the end of the project, the roles of the partners, the milestones, the financial costs, the revenues, the other sources of coverage, and the impact in 3-year time.

In the next sessions the exploitation strategy of each result is presented.

6.1.1 Including Citizens Handbook

Table 9: Including Citizens Handbook - Exploitation Intentions Table

PARTNER NAME	KEY EXPLOITABLE RESULT (KER)	YOUR INTEREST	YOUR ORGANIZATION CONTRIBUTION TO THE GENERATION OF THE KER	ROLE OF EACH ORGANISATION WITH REGARDS TO THE KER
UNIFI	Including Citizens Handbook on Accessibility	Licensing – open source (Attribution-Non Commercial-ShareAlike)	Was: Literature review and regular confrontation with DMOs Is: Development, Testing, Validation Will: Workshops and related activities (I.e. lectures) about the Handbook with actors such as DMOs (volunteers, technicians, experts and public administration personnel) as well as scholars	UNIFI: Creation and development of the KER PDT (Protezione Civile Province of Terni): Regular feedbacks on the KER and testing
UNIFI	Including Citizens Handbook on Mobility	Licensing – open source (as above)	Was: Literature review and regular confrontation with DMOs Is: Development, Testing, Validation Will: Workshops and related activities (I.e. lectures) about the Handbook with actors such as DMOs (volunteers, technicians, experts and public administration personnel) as well as scholars	UNIFI: Creation and development of the KER PDT (Protezione Civile Province of Terni): Regular feedbacks on the KER and testing
UCC	Including Citizens Handbook on Awareness	Licensing – open source (as above)	Was: From literature review and dialogue with Danish LINKS practitioner partners UCC and UCPH identified the need. Is: UCC produces content based on research within the field and from dialogue with practitioners Will: Finish the production of the handbook	UCC: Suggestions for disposition, themes, format and layout. STC, DHPOL, VRLZ, HBR: feedback on outlines and drafts UCC: Final production and test of produced material in HBR
UCPH	Including Citizens Handbook on Volunteering	Licensing – open source (as above)	Was: From literature review and dialogue with Danish LINKS practitioner partners UCC and UCPH identified the need. Is: UCPH produces content based on research within the field and from dialogue with practitioners Will: Finish the production of the handbook	UCPH: Suggestions for disposition, themes, format and layout. STC, DHPOL, VRLZ, HBR, Danish Red Cross: feedback on outlines and drafts UCPH: Final production and test of produced material among practitioners

Table 10: Including Citizens Handbook - Characterisation Table

KER NAME	INPUT FROM THE BENEFICIARY
Problem	There is a dominant tendency for DMOs (both authorities and private companies) first of all to communicate to the public as one homogenous group. Secondly, the citizens are very rarely invited into dialogue, their perspectives are not taken into consideration. The communication tends to be a monologue, where professionals inform the public without listening to their needs and perspectives. Moreover, the different segment groups shall overcome more specific problems, such as follows: ● Developers: Identify and understand processes and variables that impact on risk perception and vulnerability and how Social Media and Crowdsourcing impact; how vulnerability, especially informational vulnerability, and risk perception interact. ● Practitioners: how to produce more inclusive strategies considering vulnerability in a dynamic perspective in disaster risk management processes; understand how social media can contribute to involve citizens and make them feel included in the DRM and in disaster resilience. There is a need to address specific target groups more directly, to analyse their needs of communication and take this insight into consideration. ● Policy-makers: Developing more inclusive and people centred disaster risk management plans, build on a holistic approach to communication, leave the classic one way sender-to-receiver communication model. This is needed regarding private companies, and within governmental bodies on both local, regional and national level.
Alternative solution	Some examples from the DRS-01 Cluster projects: ● BuildERS: has identified an assessment tool to identify the most vulnerable groups and the ones more likely to be affected by a crisis and come up with solutions improving disaster preparedness Fundamental is also the "Inclusive Crisis Communication Canvas Tool", which intends to improve the communication of DMOs and make crisis communication more inclusive. ● RESILOC: has realised tools for the collection, classification, and elaboration of information on communities' resilience, planning specific strategies. ● ENGAGE: will provide practitioners with a trustworthy and resilient communication channel which can provide immediate information from every device and in every situation. ● RiskPACC: is developing a platform that will encompass the RiskPACC tools, a digitised version of the framework on the Risk Perception Action Gap (RPAG), a repository of good practices and gaps, and training material for making use of the methodology and tools. Expected users are Civil Protection Agencies (CPA) and communities. Moreover, a tool for crowd-sourcing from publicly available data is expected to be developed. The tool will offer CPA users to gain real-time alerts and situational awareness on their domain of expertise. It allows CPA to recognize at early stages signs of an emerging disruption and to support operational decisions based on a comprehensive overview of an emerging or ongoing event and its effects on the public.

KER NAME	INPUT FROM THE BENEFICIARY
	At the moment, it seems that the DMOs does not apply any competing solutions on the market. They do monitor social media, but they don't engage in dialogue or apply the insights in ways that include citizens.
Unique Selling Point USP - Unique Value Proposition UVP	Researchers share updates on the knowledge about how to involve citizens (e.g.: children, spontaneous volunteers, elderly people, etc.) in Disaster Risk Management processes. • Practitioners apply tools/practices to make information/communication via Social Media and Crowdsourcing more accessible to diverse communities and vulnerable groups. • Decision-makers consider the uptake of Disaster Risk Perception and Vulnerability recommendations into their communication campaigns and existing Disaster Risk Reduction policies. • Guides for decision-makers in using existing tools in a more effective way and to promote more inclusive apps/platforms that could potentially result in better management of the resources and of communication campaigns. • Businesses create more accessible and effective technological solutions.
Description	The Including Citizens Handbook is addressed to DMOs and first responders, henceforth to well-trained people who need additional assistance and guidance to guarantee safety and security to different vulnerable groups. It is divided in four main sections that focus on four main topics: how to make information accessible; how to mobilise people and aids, as well as good practices and social activities; how to mobilise volunteers; how to raise awareness. The product provides a multiple format: it has the structure of an educational platform with downloadable sources. For this reason, it provides differentiated information on multiple levels. Further notes on **Unique Selling Point USP - Unique Value Proposition UVP** • Researchers share updates on the knowledge about how to involve citizens (e.g.: children, spontaneous volunteers, elderly people, etc.) in Disaster Risk Management processes. Researchers study more on social vulnerability and Disaster Risk Perception in relation to the use of Social Media and Crowdsourcing in disasters adopting a dynamic perspective. • Practitioners apply tools/practices to make information/communication via Social Media and Crowdsourcing more accessible to diverse communities and vulnerable groups. Practitioners are more informed on the potential key role that citizens (especially minors) can play for better Disaster Risk Management strategies and how to involve and communicate with them, and they could be more willing to promote intergenerational participatory actions. • Decision-makers consider the uptake of Disaster Risk Perception and Vulnerability recommendations into their communication campaigns and existing Disaster Risk Reduction policies. Decision-makers are more informed on the potential key role that citizens

KER NAME	INPUT FROM THE BENEFICIARY
	(especially minors) can play for better Disaster Risk Management strategies and how to involve and communicate with them, and they could be more willing to promote intergenerational participatory actions. ● Guides for decision-makers in using existing tools in a more effective way and to promote more inclusive apps/platforms that could potentially result in better management of the resources and of communication campaigns. ● Businesses create more accessible and effective technological solutions.
"Market" – Target market	● DMOs and practitioners on a European scale. The segments are civil protection, firemen, red cross, volunteers. ● Decision-makers: legislative and executive bodies operating at different administrative levels dealing with development of strategies. European scale. ● Developers/researchers: individual researchers, universities and academic groups working on different aspects in the field of disasters (eg. Social sciences and computer sciences). European scale. Specifically: ● Civil Protection Lazio, Italy ● Civil Protection Italy Humanitarian NGOs (Save Children) ● German Red Cross ● Other German relief organizations (Malteser, Arbeiter Samariter Bund) ● Civil Protection Umbria
"Market" – Early Adopters	● Practitioners (Early Adopters): Organisations specialised in giving assistance in emergency situations. The practitioners can both be engaged with operational tasks concerning preparedness, prevention, response and recovery. ● Decision-makers (Early Adopters): Legislative and executive bodies operating at different administrative levels. Some hold positions where they deal with emergency management planning on operational or strategic level. Examples (possible early adopters): ● CTIF (International Fire Service Association) ● EMRIC+ (Cross-Border Initiative EuroRegio-MaasRhine ● ActionAid Italy ● THW in Germany Technical Support in disaster relief ● Policy (Germany) ● Federal Office for Civil Protection and Disaster ● Assistance (BBK) from Germany

KER NAME	INPUT FROM THE BENEFICIARY
"Market" - Competitors	The main competitors are other EU funded research projects that are working in a comparable field of research and providing tools. EU Projects such as ENGAGE, PANTHEON, RISKPACC, CORE, PARATUS. Our strength is the development of the product over a long period and its testing throughout the process. The product also has a valuable practitioner-driven approach and a broader context perspective. No weaknesses detected.
Go to Market – Use model	The product will be integrated in the LINKS website and in the Links Community Center. We addressed both as the most suitable and efficient platforms because they provide a narrative and an articulated framework for the understanding of the uses of the product. Creative Commons Licenses (Attribution-NonCommercial-ShareAlike) The different ways to disseminate the Handbook are going to be the following: Presentations, I.e. public presentation of the product to the potential practitioners, in the sense of presenting how it can be an effective tool and to highlight its resources; moreover, presentations in the academic field, in the sense of presenting the product as the outcome of research in the field of DRPV. In this latter context, the presentation would focus on how the knowledge has been translated in practical terms. So, it would deal more with the creation process of the product as an exemplary case. Academic publications on the development, outcome, and next steps involving the product. The publication would also explain the outcomes of the validation process and offer specific data on the usage of the Handbook. Testing sessions with practitioners: the active involvement of different actors (such as volunteers, technicians, local administrations) in the organisation of workshops on the prevention and specific usage of SCMC in dealing with hazards. It would be hence an additional opportunity not only to present the product but to test it.
Go to Market - Timing	The time to market the product is when the Including Citizens Handbook has been fully developed and tested with the practitioners (from end of October 2023)
Go to Market – IPR Background	//
Go to Market – IPR Foreground	//

Table 11: Including Citizens Handbook - KER Risk Assessment Map

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
	Partnership Risk Factors						
1	Workload of partners (e.g. sudden emergency that requires their full attention)	5	4	20	More effort to actively understand the problem the partners are coping with and develop a strategy to engage them through direct contact in the afterwards of a disaster	9	**Control.**
2	Disappearing interest of partners	6	5	30	More efforts to actively engage with the partners with targeted strategy and efforts designed based on their needs	8	**Control.**
3	Conflict on the ownership	5	2	10	The ownership has been agreed on since the beginning of the project	10	**Control.**
	Technological Risk Factors						
4	Sudden communication breakdown	5	8	40	The platform provides downloadable documents	8	**Control.**
5	Dependency on other LINKS results (eg. LCC and SMSC Technology Library)	4	4	16	The main parts of the Handbook are developed independently from the other results	8	**Control.**
	Market Risk Factors						

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
6	Lack of interest from companies	6	6	**36**	More in-depth and targeted research on the market and consequential development of the product	7	**Control.**
7	Development of comparable products, possibly more efficient than Including Citizens Handbook	9	7	**63**	Study the comparable products that have been launched on the market and understand why they are more efficient.	7	**Action!**
8	Resistance of target groups in adopting the results of the product	7	8	**56**	Working with practitioners to make the product useful and usable	7	**Action!**
	IPR/Legal Risk Factors						
9	Protection of the results	7	7	**49**	Make the product available under license	8	**Control.**
10	Protection of the results	6	6	**36**	Tracking of the users of the product	8	**Control.**
	Financial/Management Risk Factors						
11	Difficulty in sustainability after the closure of the project	8	8	**64**	Selling the product with licenses from DMOs that will sustain the product after the end of the project	8	**Action!**

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
12	Weak exploitation of the Handbook	5	4	20	Strengthening the distribution of the results through the networks established by the Consortium	7	**Control.**
	Environmental/Regulation/Safety risks:						
13	Different regulations in different countries in terms of management of citizens in disasters	3	3	9	Using European standards	10	**Control.**

Table 12: Including Citizens Handbook - Summarising Risk Table

SUMMARISING RISK TABLE	
Number of "No Action" Risks	0
Number of "Control" Risks	10
Number of "Action" Risks	3
Number of "Warning" Risks	0
Number of Risks in the middle of everything	0
Number of Risks Between Control & No Action	0

SUMMARISING RISK TABLE	
Number of Risks Between Action & Warning	0
Number of Risks Between No Action & Warning	0
Number of Risks Between Control & Action	0

LINKS

Strengthening links between technologies and society
for European disaster resilience

This project has received funding from the European Union's Horizon 2020
Research and Innovation Programme under Grant Agreement No. 883490

Priority Map - With Risk Numbers

Table 13: Including Citizens Handbook - Use Options Table

	SELECTED ROUTE	IMPLEMENTING ACTOR	YES	NAME OF THE PARTNER
DIRECT USE	A new research project (application to public funded research programmes)	A partner		
		A group of partners	X	VU, SIC, SCIT
INDIRECT USE	Licensing of the IPR	A partner		
		A group of partners	X	UNIFI, UCC, UCPH

Table 14: Including Citizens Handbook - Exploitation Roadmap Table

EXPLOITATION ROADMAP	
Actions	The protection of the intellectual protection of the product will be possible through a licensing/open source (e.g.: creative common licensing) The most optimal action to spread the news about the Citizen handbook is that the LINKS partners in general continue to discuss about the resource with other DMOs in European countries (practitioners, students, researchers, civil society organisations). The actions would involve dissemination activities on a twofold way: ● Presentation activities both in Italy and Denmark that will involve the respective universities on the outcome of the product and on the further development of its design and overall improvements. ● Presentation activities both in Italy and Denmark that will involve a selected group of practitioners from both countries: it will entail workshops and training sessions. ● Preparation of additional training materials (by UNIFI/UCC and UCPH) that will reflect the further development of the product as a form of update on the Handbook. ● LINKS practitioner partners will also inform colleague institutions about the products. These activities should be executed within 3 months after the end of the project. The Handbook may also play a part in the upcoming Horizon funded project SYNERGIES, implemented in use cases related to involving citizens by SIC, VU, SCIT.
Roles	The product is developed through the joint efforts of UNIFI and UCPH-UCC.

	UNIFI is responsible for the whole product. Its additional responsibility is the development of two parts of the Handbook: Accessibility and Mobility. UCPH-UCC oversees the development of the remaining two parts, that is Volunteers and Awareness. All partners will communicate about the Citizen Handbook after the end of the project. VU and SCIT will see about the use of the Handbook in SYNERGIES project.
Milestones	● First month: workshops with Italian civil protection offices (October 2023) ● Third month: lecture at the University of Florence on the product (October 2023)
Financial Costs	Partners will spend working hours on their own budget.
Revenues	We don't expect revenues since we plan licensing/open source as a use option.
Other sources of coverage	Resources needed to bridge the investment needed to increase TRL and ensure the result is used. Financial resources to cover costs (during the "time to market" – see costs) and their sources. Sources can be partners' own budget, other project grants, national/regional incentives, risk capital, loans, etc. Make sure to obtain them at the right timing.
Impact in 3-years time	● Shortening the divide between researchers, practitioners, policy makers and communities, by sharing the knowledge related to SMCS in disasters. ● Improving disaster resilience at the local level through SMCS by enabling practitioners and policy makers to make more informed decisions about the use of SMCS in all the phases of DRM. ● Improving information and communication for citizens and the inclusion of diverse people and groups (e.g., for languages, cultures, abilities, etc.) in all the phases of DRM.

6.1.2 Feel Safe

Table 15: Feel Safe - Exploitation Intentions Table

PARTNER NAME	KEY EXPLOITABLE RESULT (KER)	YOUR INTEREST (EXPLOITATION INTENTION OF THIS KER, INTENDED MARKET/CUSTOMERS)	YOUR ORGANIZATION CONTRIBUTION TO THE GENERATION OF THE KER	ROLE OF EACH ORGANISATION WITH REGARDS TO THE KER
Save the Children Italia	Feel Safe (open-source website. Feel Safe provides educational material to engage children in DRR and promotes good practices around children's rights during emergencies and participation in emergency management. The main target group is represented by "School Teachers, Education Community and Practitioners organisations for disaster management"	SCIT is the partner responsible for the development of Feel Safe. Moreover, SCIT will ensure the management and sustainability of the product beyond the project. The product will be an open-source website mostly targeting schoolteachers (main customers will be primary and secondary schools). The website is bilingual (Italian and English), therefore it intends to target the European Market. The user will have the opportunity to Use and find resources such as readings and projects related to child centred DRR Find activities that can be implemented in school with children Feel Safe will be promoted through online and face to face workshops. Schools will be supported and asked to adopt Feel Safe in their scholastic program as part of cross cutting civic education activities. The product will be launched during the International Day of Disaster Risk Reduction 2023 and, in order to disseminate the product, SCIT together with LINKS partners will promote: Webinars and Workshops with schools, emergency management and scholastic institutions Social Media campaign Trainings on the use of the product for main users	SCIT is the main product owner of Feel Safe. SCIT will ensure design, co-design, feedback, guided test, free test, improvement, publication and maintenance of the product. SCIT will then ensure the dissemination of the product in Italy and in Europe.	PDT is contributing directly to the design of the activities for children proposed in the website. PDT is also facilitating the test phase of the resources together with the secondary school Fanciulli Research Partners --> Content Development. This is done with some of the partners by suggesting thematic activities to be included in the website or publications to be included in the library. Practitioner Partners --> Testing of activities. Some of the partners are implementing the activities with their partners and their beneficiaries. This will lead to recommendations and improvements of the website. All Partners --> Participation in workshops on the status advancement of the product All Partners --> Identification of opportunities for dissemination of the product

Table 16: Feel Safe - Characterisation Table

KER NAME	INPUT FROM THE BENEFICIARY
Problem	The use of technological tools in primary and secondary school is still limited and schools still need to find a way to integrate digital literacy into their curricula. Also, the role of technology cannot only be exploited for educational purposes, but it can also become a learning tool on broader topics, such as disaster risk reduction, and in emergency situations.
Alternative solution	So far, when dealing with disaster prevention and preparedness activities, schools (in particular in Italy) have relied on specific educational materials and guidance coming from the civil protection. However, the said material is not conceived in a form of participatory activities, rather as scientific knowledge suitable for high school students. Oftentimes, despite the interest in the topic, teachers struggle to come up with coherent programs on DRR related to civic education and such initiatives are left to the individuals or occasional opportunities to collaborate with external stakeholders. Therefore, Feel Safe tries to fill this gap and provide an activities package that can be easily adopted and applied in school context. The aim of Feel Safe is to support networks of good practices that encourage a child-centred approach to disaster risk reduction. Feel Safe contributes to fill the generational gap in the use of technological tools and refers to the digital skills required to educators by the European Union, the DigiCompEdu, to "encourage the involvement, enhancement of students' potential and the development of their digital skills".
Unique Selling Point USP - Unique Value Proposition UVP	Feel Safe ensures a bottom-up approach, as it is co-designed with a participatory approach by teachers and students. The website is free access as it is an open-source platform, and all the content is free. Feel Safe also focuses on the promotion of good practices networks, advertising external useful links and initiatives Sustainability is ensured as it is managed by Save the Children Italy with planning and exploitation strategy that goes beyond the lifespan of the project. The approach to the product is one that provides a fun experience, with an appealing layout for children. It is, in fact, a social experience, through practical experiences and learning by doing and teamwork activities that not only engage children within the school context but also promotes relationships between the schools and other emergency stakeholders in the area. The website contains a mix of resources, you can find a library (stories for promotion of good practices and reading material) and activities divided by topic (I.e., natural disasters of communication during emergencies) Feedback mechanisms from user to product owner to ensure continuous development and co-design are included in the website which will see continuous updates and new features, as new activities will be proposed seasonally, and resources updated constantly.
Description	Feel Safe is an online bilingual (Eng and Ita) educational tool that promotes the use of social media, technologies and digital education and digital literacy to improve the community's resilience to disasters and promote the multidimensional method of teaching civic education in schools, sustainable development and digital citizenship.

KER NAME	INPUT FROM THE BENEFICIARY
	The website is organised into 5 thematic areas focused on vulnerability, awareness, communication, preparedness and natural hazards (e.g., earthquake), aimed at stimulating students' awareness and learning about prevention and preparedness to the risk of natural and human-made disasters. Each activity is designed to facilitate teachers in guiding students in the use of technology and support the learning process. Each activity, indeed, includes a brief introduction to the topic followed by individual or group activities. Furthermore, the activities are based on Save the Children's approach based on the pedagogy of rights and are characterised by a strong participatory and playful approach, thus responding to the need for a language and design that stimulate both creativity and learning. In addition to the activities, a 'stories' channel and a 'news' channel will be integrated in the home page. The 'stories' channel will contain experiences, good practices and documents that can be shared and integrated into activities. The 'news' channel will be used to draw users' attention to national or international events (e.g., school safety day) and give users the opportunity to provide feedback and share their stories, to encourage sharing, exchange, and communication.
"Market" – Target market	The product will be an open-source website mostly targeting schoolteachers (main customers will be primary and secondary schools) and children 9-14 years. However, anyone working with children on DRR is considered a user. Moreover, the website includes a library section dedicated to children and emergency managers that contains useful resources and stories related to child centred DRR. The website is bilingual (Italian and English); therefore, it intends to target the European and Global Market.
"Market" – Early Adopters	Early adopters are teachers from primary and secondary schools as well as emergency managers working with children on DRR. SCIT is already partnering with one secondary school to test the use of the product including 45 children. Moreover, SCIT will officially launch the product through its school network (approximately 300 schools) on the International DRR Day 13th October and support schools to adopt Feel Safe in their program starting from the year 2023-2024.
"Market" - Competitors	There are no competitors as such. One of the true aims of the product is to give visibility to other worthy initiatives, therefore Feel Safe intends to create or promote a movement of good practices and inspire child centred-DRR initiatives. There are in Italy and Europe few similar products (I.e., BeFireSafeinSchoo project), however their content is complementary and approaches quite different.
Go to Market – Use model	• Co-design activities, consultations, feedback sessions, guided tests with educators (sign up for and promote training evens: multiplier effect) • Giving support to schools (from September 2023), integrating Feel Safe in school programming • Webinars, workshops, trainings involving both emergency management institutions and schools • Translation of the product in other languages

KER NAME	INPUT FROM THE BENEFICIARY
	• Management of the platform to create consistency between the different sections (especially in relation to the implementation of new contents) • Engagement of Save the Children International branches in webinars
Go to Market - Timing	Feel Safe will be disseminated through social media sponsorships and other channels. Moreover, SCIT will host a webinar on the use of the product that will be recorded and uploaded on the website to facilitate the use. After the launch, SCIT will advertise the product through its school and other networks; one of the key results will be to monitor how many schools commit to integrate the use of the product in their school curriculum.
Go to Market – IPR Background	//
Go to Market – IPR Foreground	//

Table 17: Feel Safe - KER Risk Assessment Map

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
	Partnership Risk Factors						
1	Partners are not interested in collaborations for	5	2	**10**	The initiative is at an early stage and already very successful. The topics are relevant for our times. SCIT is already promoting a network of good practices and ensuring collaborations through the	8	**Control.**

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
	fundraising and content development				product itself. Future actions for partnerships and collaborations are already in planning		
	Technological Risk Factors						
3	The product becomes outdated fast	7	3	21	SCIT will ensure constant update of the graphics, content with new activities and update of new resources	8	**Control.**
	Market Risk Factors						
5	The product is not appealing	8	3	24	The product is the result of a strong participatory and consultation process, therefore is considered quite appealing. However, the product will be improved and revised according to the feedback mechanism in place to ensure its appeal and relevance also in the medium and long term	8	**Control.**
7	Schools are not receptive or find difficult the implementation of the product in their curriculum	8	3	24	Feel Safe ensures that activities are applicable in the school context and integrates them by connecting them to the school curriculum in order to facilitate implementation	6	**Control.**
	IPR/Legal Risk Factors						
10	Resources are published without the	5	1	5	SCIT is using only free access to already published material ensuring copyrights. Moreover, SCIT is	8	**Control.**

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
	due authorisation from other stakeholders				requesting approval to publish information coming from other organisations written		
	Financial/Management Risk Factors						
11	Sustainability of the project is not guaranteed to to end of the project fund	8	1	8	SCIT will manage the product beyond the project and plans for future collaborations are already undergoing	8	**Control.**
	Environmental/Regulation/Safety risks:						
14	The topics of the activities proposed are too sensitive and cause emotional or physical stress to children	7	2	14	SCIT is ensuring a clearance process of the activities with supervision of psychologists specialised in emergency operations. Moreover, SCIT is adopting an inclusive approach and ensures proposal of alternative ways to implement the activities thus putting the teachers in the position to evaluate the best way forward according to the specific context	2	**No Action'**

Table 18: Feel Safe - Summarising Risk Table

SUMMARISING RISK TABLE	
Number of "No Action" Risks	1
Number of "Control" Risks	6
Number of "Action" Risks	0
Number of "Warning" Risks	0
Number of Risks in the middle of everything	0
Number of Risks Between Control & No Action	0
Number of Risks Between Action & Warning	0
Number of Risks Between No Action & Warning	0
Number of Risks Between Control & Action	0

Priority Map - With Risk Numbers

Table 19: Feel Safe - Use Options Table

	SELECTED ROUTE	IMPLEMENTING ACTOR	YES	NAME OF THE PARTNER
DIRECT USE	Commercialisation: deployment of a novel product/service (offered to the target markets)	A partner	X	SCIT
		A group of partners		
	A new research project (application to public funded research programmes)	A partner		
		A group of partners	X	VU, SIC, SCIT

Table 20: Feel Safe - Exploitation Roadmap Table

EXPLOITATION ROADMAP	
Actions	At the end of the project, Feel Safe will be already public (copyrights, cookie policy, privacy policy, tests, official launch, dissemination, capacity building...) and the focus will be on fundraising to ensure the product development. The key actions planned are to improve the features, accessibility and the quality of the content proposed. Moreover, new resources will be developed to broaden the target envisaged by the product (smaller and bigger students). Feel Safe is launched (# launch webinar and social media campaign) Feel Safe is successfully disseminated (# of schools committing to the implementation) ● Social Media campaign targeting schools and emergency managers ● Webinars and workshops targeting school institutions and emergency management institutions ● Training dedicated to teachers and educators Feel Safe is constantly improved through feedback mechanism (# feedback received monthly and managed). Feel Safe is further development through new funding and partnerships (# projects centred on Feel Safe funded). FeelSafe (especially the activities related to the earthquakes) is translated in Japanese Feel Safe may also play a part in the upcoming Horizon funded project SYNERGIES, implemented in use cases related to involving citizens by SIC, VU, SCIT.
Roles	Research Partners --> Content Development Practitioner Partners --> Testing of activities

EXPLOITATION ROADMAP	
	All Partners --> Participation in workshops on the status advancement of the product All Partners --> Identification of opportunities for dissemination of the product CRESD --> Translation of the earthquake activities of Feel Safe in Japanese SCIT will look into the use of Feel Safe in SYNERGIES
Milestones	• Feel Safe is launched (# launch webinar and social media campaign) • Feel Safe is successfully disseminated (# of schools committing to the implementation) • Feel Safe is constantly improved through feedback mechanism (# feedback received monthly and managed) • Feel Safe is further developed through new funding and partnerships (# projects centred on Feel Safe funded)
Financial Costs	The minimum cost estimated for the implementation of Feel Safe is represented by coordination for the general management and update of the platform, social media campaign, webinars and workshops for schools and emergency managers, training for educators and teachers. Additional costs are represented by graphics and content improvement as well as new partnerships. SCIT will ensure the funding of the product. New funding opportunities and project development is already underway
Revenues	The website is meant to be open source. However, SCIT will ensure approximately an annual budget of 15 thousand Euros for the basic management and fundraising for further development and promotion
Other sources of coverage	Additional funding is required to improve the accessibility of the product (languages), features (web developers) and content (experts' contributions)
Impact in 3-years time	• Child centred DRR is successfully integrated in school curriculum with support from national Civil Protections and Ministry of Education • Child centred DRR is promoted further through visibility of projects and strong network

6.1.3 SMCS Technologies Library

Table 21: SMCS Technologies Library - Exploitation Intentions Table

PARTNER NAME	KEY EXPLOITABLE RESULT (KER)	YOUR INTEREST (EXPLOITATION INTENTION OF THIS KER, INTENDED MARKET/CUSTOMERS)	YOUR ORGANIZATION CONTRIBUTION TO THE GENERATION OF THE KER	ROLE OF EACH ORGANISATION WITH REGARDS TO THE KER
SIC	SMCS Technologies Library	Provide target audiences with a structured information overview of SMCS technologies to support their choosing and usage of these technologies. The SMCS Technologies Library is freely available in the LINKS Community Center. The product is to be carried by a community (consisting of moderators, (contributing) users and guests (no registration)) in the sense of the crowdsourcing principle. How we intend to reach the target groups: ● different DEC-measures such as conferences, exhibitions and events (e.g. vfdb Jahresfachtagung, ISCRAM, CMINE, EENA, etc.) ● via the LINKS social media campaign ● collaboration with other networks and related projects The tools we want to use: the LINKS Community Center, presentations and exhibitions, social media promotion, collaborations	We already established the structure of the KER and made it available in the LINKS Community Center. The next steps are refinement, further development and exploitation. Activities: The development is mostly done, we are presenting the result at different exhibitions, events, and conferences. We also conducted expert interviews and a lot of case activities to further develop and promote the product (cf. D6.5). Also the conduction of short surveys are conducted at different events.	FEU will also promote the result at events where they participate. The partners involved in the CATs also tested the product and where applicable, reached out to different stakeholder to give feedback to the product.

Table 22: SMCS Technologies Library - Characterisation Table

KER NAME	INPUT FROM THE BENEFICIARY
Problem	Since the beginning of this millennium, there has been an increasing use of social media and crowdsourcing (SMCS) technologies in disaster situations. Disaster management organisations and corresponding research are increasingly working on ways of integrating SMCS into the processes of crisis management. One of the major challenges to solve is the overwhelming number of existing technologies on the market and their heterogeneous application and functional scope. Embedded in a rapidly changing technological landscape with an increasing

KER NAME	INPUT FROM THE BENEFICIARY
	diversity of stakeholders in disaster situations, it is impossible as a disaster management organisation to gather enough information about technologies to be able to compare them and select a suitable one.
Alternative solution	From the findings of the interviews, survey and workshops, we know that the disaster management organisations have not been able to solve the problem satisfactorily in the field of SMCS in disaster management so far. There is no really comparable solution on the market that focuses on SMCS technologies in disaster management. Nearly alternative solutions could be: ● The H2020-project ENGAGE is developing a catalogue of solutions, which will provide different kinds of solutions for the interactions between civil society and first responders. The type of solution is much broader than our approach and also includes for example guidelines, alert systems and websites. It also does not contain data about social media technologies. ● CMINE provides a portfolio of solutions, with detailed documentation on the solutions and partly evaluated during the trials testing from DRIVER+. The catalogue supports the sharing of user experiences, which should ease the successful implementation by other practitioners. Some solutions also deal with crowdsourcing solutions, especially managing data from the crowd. Again, this catalogue of solutions does not contain data about social media technologies. ● There are also some commercial collections and comparisons of social media analysis tools. These do not have a focus on disaster management.
Unique Selling Point USP - Unique Value Proposition UVP	The SMCS Technologies Library provides a unique, up-to-date overview of the overwhelming market. Furthermore, a scientific description schema will be provided, which can be also used by developers and adapted. A library that structures and presents information about existing SMCS technologies to grasp the overwhelming market and to guide the selection and application of these technologies. It can be used to be able to get a better understanding of the market, better select and apply suitable SMCS technologies according to their needs with the aim of integrating the information gained from SMCS technologies into decision-making processes. The SMCS Technologies Library is already available at the LINKS Community Center in English. It is designed as a filter-based library and consists of three components: 1) a market overview (current collection of and permanent search for new technologies), 2) a classification schema (set of categories to describe and compare the technologies), 3) and the assessment of the technologies. The content can be specified by selecting the filters according to the needs. Updates will be constantly made by the community.
Description	A library that structures and presents information about existing SMCS technologies to grasp the overwhelming market and to guide the selection and application of these technologies. It can be used to be able to get a better understanding of the market, better select and apply suitable SMCS technologies according to their needs with the aim to integrate the information gained from SMCS technologies into decision-making processes.

KER NAME	INPUT FROM THE BENEFICIARY
	• Practitioners recognize more likely the potentials and benefits of technologies. Practitioners should be able to get a better understanding of the market and therefore better select and apply suitable SMCS technologies according to their needs. Practitioners can further make use of the knowledge provided, which contains core information and context about social media and crowdsourcing technologies by using a suitable technology, policy makers can integrate the information gained from SMCS technologies into decision-making processes. • The SMCS Technologies Library is providing a unique, up-to-date overview about the overwhelming market. Furthermore, a scientific description schema will be provided, which can be also used by developers and adapted. • Local communities can learn and apply crowdsourcing solutions in a disaster. • Businesses see increased sales of technologies suitable for usage of SMCS during disasters and improve their technologies based on the needs of the community. • SMCS Technologies Library could also contain technologies, which can support the work of disseminators. The SMCS Technologies Library is already available at the LINKS Community Center in English. It is designed as a filter-based library and consists of three components: • a market overview (current collection of and permanent search for new technologies), • a classification schema (set of categories to describe and compare the technologies), • and the assessment of the technologies. The content can be specified by selecting the filters according to the needs. Updates will be constantly made by the community.
"Market" – Target market	The target market consists primarily of disaster management organisations who already use or are interested in the usage of SMCS technologies. Also policy makers, researchers and business entities are targeted with the SMCS Technologies Library. It competes in the market of crisis technologies/crisis informatics and commercial social media analysis technologies.
"Market" – Early Adopters	The SMCS Technologies Library was already presented to and discussed with many potential early adopters. These are e.g. external experts from the LINKS Advisory Committee, local practitioner organisations, VOST, EENA, DPPI SEE, German Society for the Promotion of Social Media and Technology in Civil Protection (DGSMTech e.V.) or special forces of the police.
"Market" - Competitors	The ENGAGE knowledge platform and CMINE catalogue of solutions are quite similar in terms of organisational background (e.g. developed in a research project, free of charge use model) but in terms of content they have a broader approach and accordingly the content listed can vary a lot. The strength of the SMCS Technologies Library is the clear focus on SMCS technologies in disaster management. As an advantage over commercial collections of social media analysis tools is the focus on disaster management.

KER NAME	INPUT FROM THE BENEFICIARY
Go to Market – Use model	The SMCS Technologies Library is designed as a filter-based structured collection of information and is already publicly available in the LINKS Community Center. It is free of charge and without subscription. Furthermore, the following uses are foreseen and for some already started: ● Integration with external platforms (e.g. CMINE – Crisis Management Innovation Network Europe, DRMKC- Disaster Risk Management Knowledge Center, DGECHO Knowledge Network, PreventionWeb) ● Cooperation with services/platforms provided by other projects (e.g. ENGAGE knowledge platform, RiskPACC) ● Trainings and workshops (LAC, LCW) ● Presentation to existing networks and associations (FEU, GDPC, EFA, DPPI SEE, vfdb, VdF, AGBF, DGSMTech) ● Creation of the connection to the sales channels of the technology providers, becoming one of the communication channels for these technologies , leading to a referral-based revenue ● Option to add new technologies and interact with the community ● Support service for businesses for the identification of market potentials in specific fields ● New funding opportunities at the EU level where to exploit the library (e.g. SYNERGIES project) ● Creative Commons licenses (Attribution-NonCommercial-ShareAlike 3.0)
Go to Market - Timing	Prototype is already available in the LINKS Community Center (https://links.communitycenter.eu/index.php/List_of_Disaster_Community_Technologies). We are already recognized by the market, a concrete point of timing for market can not be defined, it is an ongoing process. The next steps are validation and evaluation with different groups of stakeholder and ongoing refinement of the product.
Go to Market – IPR Background	//
Go to Market – IPR Foreground	Conceptual model and visualisation of the Technologies Library.

Table 23: SMCS Technologies Library - KER Risk Assessment Map

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY OF THE RISK (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
	Partnership Risk Factors						
1	Low contribution of the technology providers	5	4	20	Demonstrate the benefits of a well-maintained technology profile	9	**Control.**
	Market Risk Factors						
2	Capture the timeliness of the market (new technologies and changing information about already included technologies)	6	5	30	Community engagement and contribution of the providers	7	**Control.**
	IPR/Legal Risk Factors						
3	Copying the idea and competitive implementation	1	1	1	Seek cooperation with the respective organisation/ project	10	**Control.**
	Financial/Management Risk Factors						
4	**Limited resources to fully implement and further develop the product**	6	3	18	Follow-up research projects Define an appropriate business plan Foresighted planning and community engagement as well as contribution from the providers	8	**Control.**

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY OF THE RISK (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
5	No follow-up project proposal accepted	5	5	25	Keep making more follow-up proposals	8	**Control.**
	Environmental/Regulation/Safety risks:						
6	Lack of understanding of the potentials of technologies by disaster management organisations	5	4	20	Carrying out convincing work within LINKS	7	**Control.**

Table 24: SMCS Technologies Library - Summarising Risk Table

SUMMARISING RISK TABLE	
Number of "No Action" Risks	0
Number of "Control" Risks	6
Number of "Action" Risks	0
Number of "Warning" Risks	0
Number of Risks in the middle of everything	0

SUMMARISING RISK TABLE

Number of Risks Between Control & No Action	0
Number of Risks Between Action & Warning	0
Number of Risks Between No Action & Warning	0
Number of Risks Between Control & Action	0

Priority Map - With Risk Numbers

Table 25: SMCS Technologies Library - Use Options Table

	SELECTED ROUTE	IMPLEMENTING ACTOR	YES	NAME OF THE PARTNER
DIRECT USE	Commercialisation: deployment of a novel product/service (offered to the target markets)	A partner	X	SIC
		A group of partners		
	A new research project (application to public funded research programmes)	A partner		
		A group of partners	X	VU, SCIT, SIC
INDIRECT USE	Assignment of the IPR	A partner	X	SIC
		A group of partners		

Table 26: SMCS Technologies Library - Exploitation Roadmap Table

EXPLOITATION ROADMAP	
Actions	• Continue to fill the SMCS Technologies Library with information and connect it with the other SMCS Libraries. • Moderated adjustments to the library structure. • Continuing building of an active community. • Scouting of additional funding opportunities to promote the SMCS Technologies Library • The Library may also play a part in the upcoming Horizon funded project SYNERGIES, implemented in use cases related to involving citizens by SIC, VU, SCIT
Roles	Technology providers (businesses) will verify and contribute to the entries regarding their technology. Also they are capable of evaluating the categories in detail. This could also be used to establish commercial relationships with the technology providers, i.e. by advertising them in exchange for a fee. Community members will contribute to the information needed to fill the libraries. LINKS consortium partners will promote and exploit the product.

EXPLOITATION ROADMAP	
	SIC will see how to use the Library in the upcoming Horizon funded project SYNERGIES
Milestones	Milestones regarding the application of the result in practice are to be determined within the LINKS community strategy for the remainder of the project
Financial Costs	Estimated costs for 1 year: Costs for the continued maintenance. The costs of completing, optimising and extending the Libraries is approximately 100.000 Euros (incl. overhead), in addition to the server costs for the LCC (approximately 10.000 Euro).
Revenues	Not expected at this point.
Other sources of coverage	Not applicable at this point.
Impact in 3-years time	In the short and medium term after the end of the project, the expected positive impact on the DRM community will continue to be to provide an up-to-date and structured overview about the overwhelming market of SMCS technologies. Especially disaster management organisations could recognize more likely the potentials and benefits of using SMCS technologies in disaster situations and will be able to get a better understanding of the market and therefore better select a suitable SMCS technology. After the end of the project it will be also important to consider whether the SMCS Technologies Library can be integrated into an external platform (e.g. CMINE, DRMKC, DGECHO, PreventionWeb) or further developed into a follow up EU project.

6.1.4 SMCS Guidelines Library

Table 27: Guidelines Library - Exploitation Intentions Table

PARTNER NAME	KEY EXPLOITABLE RESULT (KER)	YOUR INTEREST (EXPLOITATION INTENTION OF THIS KER, INTENDED MARKET/CUSTOMERS)	YOUR ORGANIZATION CONTRIBUTION TO THE GENERATION	ROLE OF EACH ORGANISATION WITH REGARDS TO THE KER AND ACCORDING
UCPH, FEU, SIC, VU	The Guidelines Library	The guidelines library gathers and structures existing guiding documents (guidelines, legal documents, SOP). The intention is to support the implementation and use of social media and crowdsourcing in LINK's target audiences. While the library	Was: Collecting and organising relevant guidelines, designing a user-friendly search interface	UCPH, FEU, SIC, VU is actively represented in the product Task Force which gathers and implement the feedback from

PARTNER NAME	KEY EXPLOITABLE RESULT (KER)	YOUR INTEREST (EXPLOITATION INTENTION OF THIS KER, INTENDED MARKET/CUSTOMERS)	YOUR ORGANIZATION CONTRIBUTION TO THE GENERATION	ROLE OF EACH ORGANISATION WITH REGARDS TO THE KER AND ACCORDING
Product owner: UCPH		targets disaster management organisations, it also contains documents intended for use by researchers, businesses, citizens or others interested in using SMCS in their crisis communication.	Is: Collecting feedback on the product, testing and validating Will be: Integrating feedback and upgrading the product	the case assessments, workshops, LAC and feedback obtained during various presentations of the Guidelines Library

Table 28: SMCS Guidelines Library - Characterisation Table

KER NAME	INPUT FROM THE BENEFICIARY
Problem	There was no centralised data platform gathering relevant resources on how to use social media and crowdsourcing (SMCS) to support disaster management organisations and practitioners in their activities. The Guidelines Library aimed to fill that gap and facilitate access to practical knowledge for better integration of SMCS in disaster management practices. It provides a centralised space to access and share best practices, harmonise information and support decision-making processes.
Alternative solution	In the best-case scenario, users would spend time searching for relevant information; however, information may have been sparse, scattered and unverified, and the searching process is a considerable waste of practitioners' time.
Unique Selling Point USP - Unique Value Proposition UVP	The Guidelines Library includes an extensive variety of resources on SMCS use and implementation in DMP. It covers a wide range of relevant topics, and classifies all resources by thematic content, language, disaster management phase, target audience and more, to make the platform easy to navigate and user-friendly, and the search process as efficient as possible.
Description	The Guidelines Library is a platform that gathers and organises existing guiding documents (guidelines, legal documents, SOP) that support the implementation and use of social media and crowdsourcing in LINK's target audiences.
"Market" – Target market	While the guidelines library targets disaster management organisations, it also contains documents intended for use by researchers, businesses, citizens or others interested in using SMCS in their crisis communication.

KER NAME	INPUT FROM THE BENEFICIARY
"Market" – Early Adopters	The Guidelines Library will focus primarily on practitioners, they should be the early adopters. So far HBR, FRB and FEU have adopted the guidelines library.
"Market" - Competitors	Other EU projects focusing on disaster management (i.e.: ENGAGE, RISKPACC, BUILDERS) developed comparable knowledge platforms, but they are much less comprehensive and include only limited guidance on the use of social media and crowdsourcing in terms of guidelines.
Go to Market – Use model	- Provision of a free-access online knowledge-sharing platform (provision of a service) - Integration with external platforms (e.g. CMINE – Crisis Management Innovation Network Europe, DRMKC- Disaster Risk Management Knowledge Center, DGECHO Knowledge Network, PreventionWeb) - Cooperation with services/platforms provided by other projects (e.g. ENGAGE knowledge platform, RiskPACC) - Trainings and workshops (LAC, LCW) - Presentation to existing networks and associations (FEU, GDPC, EFA, DPPI SEE, vfdb, VdF, AGBF, DGSMTech) - Creation of the connection to the sales channels of the technology providers, becoming one of the communication channels for these technologies, leading to a referral-based revenue - Option to add new technologies and interact with the community - Support service for businesses for the identification of market potentials in specific fields - New funding opportunities at the EU level where to exploit the library - Creative Commons licenses (Attribution-NonCommercial-ShareAlike 3.0)
Go to Market - Timing	The Guideline Library has been tested by various partners and potential users. Feedback is currently being analysed and integrated into the product. After that process, the Guidelines Library should be ready to go to market (April 2023). It will continue to grow, as the database will be updated and expanded even after the product is available on the market.
Go to Market – IPR Background	//
Go to Market – IPR Foreground	//

Table 29: SMCS Guidelines Library - KER Risk Assessment Map

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY OF THE RISK (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
	Partnership Risk Factors						
1	Conflict or misunderstanding between partners	6	2	12	Hold monthly meetings to allow for regular and productive communication between partners, on various issues related to the product, workload division, etc.	7	**Control.**
	Technological Risk Factors						
3	Technological breakdown/bugs	5	6	30	Back up the database. Continuously monitor risks.	7	**Control.**
	Market Risk Factors						
5	Lack of interest from the target audience	9	1	9	Working together with the target audience to make sure the product caters to their needs as well as possible.	8	**Control.**
6	Emergence of competitive products	8	7	56	Examine competitive products, understand why and how they are successful and use them as opportunities to keep innovating (inspiration, strategic partnerships, etc)	6	
7	Weak uptake by users/limited application of the guidelines	9	2	18	Working together with the target audience to make sure the product is as user-friendly and intuitive as possible.	8	**Control.**

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY OF THE RISK (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
	IPR/Legal Risk Factors						
10	Copyrights of the guidelines in general, specifically if/when unavailable on the original source	*5*	*4*	20	The Guidelines Library will visibly credit the original source and provide publisher details in each guideline introduction page. The guidelines synopses provide a detailed account of the key points and recommendations, so that users can still benefit from it if the guideline disappears from the original source.	*8*	**Control.**
	Financial/Management Risk Factors						
11	Limited inputs from users to update existing/add new guidelines	*7*	*6*	42	Develop a strategic plan for increasing users' engagement with the product. E.g.: Create an incentive system, reward most active users	*7*	**Control.**
	Environmental/Regulation/Safety risks:						
14	Accessibility and applicability of guidelines can differ across contexts (i.e.: varying linguistic abilities, varying relevance...)	*7*	*5*	35	Inclusion of many EU-wide guidelines, sensitive to differences across countries. Inclusion of guidelines written in a diversity of languages, published in various settings, which will hopefully allow many different nationalities to understand and relate to the guidelines. Tips on how to integrate the "google	*8*	**Control.**

DESCRIPTION OF RISKS	DEGREE OF CRITICALITY OF THE RISK (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
				translate" tool in the browser will be provided for users to translate guidelines if needed.		

Table 30: SMCS Guidelines Library - Summarising Risk Table

SUMMARISING RISK TABLE	
Number of "No Action" Risks	0
Number of "Control" Risks	7
Number of "Action" Risks	1
Number of "Warning" Risks	0
Number of Risks in the middle of everything	0
Number of Risks Between Control & No Action	0
Number of Risks Between Action & Warning	0
Number of Risks Between No Action & Warning	0
Number of Risks Between Control & Action	0

Table 31: SMCS Guidelines Library - Use Options Table

	SELECTED ROUTE	IMPLEMENTING ACTOR	YES	NAME OF THE PARTNER
OTHER	Deployment of a novel product but without financial gain involved because it will be in open access	A group of partners	X	UCPH, FEU, SIC

Table 32: SMCS Guidelines Library - Exploitation Roadmap Table

EXPLOITATION ROADMAP	
Actions	Throughout the spring of 2023, the feedback contributed by partners on the usability of the Guidelines Library will be analysed and used to further develop the product. We will present and discuss the Guidelines Library on three different occasions, during which we hope to gather valuable input from various professionals across the public safety field, including but not limited to fire and rescue professionals: ● The annual conference of the European Fire Academy (EFA) ● A workshop of the Working group Fire Safety and Disaster Management of EMRIC (Euregio Mass Rhine Incident Response and Crisis Management ● The EENA Conference
Roles	The evaluation activities described above will be carried out as a joint effort by UCPH, FEU and SIC, with the contributions of practitioners and other interested parties attending the conferences. UCPH is responsible for the product. FEU played a pivotal role in supporting the overall process and collecting and classifying the guidelines, and SIC significantly contributed to the technical readiness of the product. SIC will see how to use the Library in the upcoming Horizon funded project SYNERGIES.
Milestones	● The EENA Conference (19-21 April 2023) ● Annual roundtable of the European Fire Academy (EFA) (October 2023) ● Workshop of the Belgium, Dutch, German Working group "Fire Safety and Disaster Management"of EMRIC (Euregio Mass Rhine Incident Response and Crisis Management) (October 2023)
Financial Costs	Estimated costs for 1 year: Costs for the continued maintenance. The costs of completing, optimising and extending the Libraries is approximately 100.000 Euros (incl. overhead), in addition to the server costs for the LCC (approximately 10.000 Euro).

EXPLOITATION ROADMAP	
Revenues	We don't expect revenues since we plan licensing/open source as use option
Other sources of coverage	No need for other sources of coverage
Impact in 3-years time	Bridging the gap between researchers, practitioners, policy makers and communities, by promoting sharing of information and best practices in relation to the use of SMCS in disasters, and thereby improving local disaster resilience and the inclusion of vulnerable groups in all phases of DRM.

6.1.5 Use Cases Library

Table 33: SMCS Use Cases Library - Exploitation Intentions Table

PARTNER NAME	KEY EXPLOITABLE RESULT (KER)	YOUR INTEREST (EXPLOITATION INTENTION OF THIS KER, INTENDED MARKET/CUSTOMERS)	YOUR ORGANIZATION CONTRIBUTION TO THE GENERATION	ROLE OF EACH ORGANISATION WITH REGARDS TO THE KER AND ACCORDING
SIC	SMCS Use Cases Library	Provide target audiences with structured information about different usages of SMCS. In the library we collect helpful examples (positive and negative experiences, key facts...) about the innovative application of SMCS in disasters in a structured way. The aim is to provide interested organisations and individuals with concrete examples and inspiration. The SMCS Use Cases Library is freely available in the LINKS Community Center. The product is to be carried by a community (consisting of moderators, (contributing) users and guests (no	We already established the structure of the KER and made it available in the LINKS Community Center. The next steps are refinement, further development, contribution by other partners and externals and exploitation. Activities: The development currently ongoing, we are presenting the concept at different exhibitions, events, and conferences. Furthermore, we started a consortium-wide collection of use cases to enrich the knowledge we have in the LINKS	The conceptual development was mainly done by SIC with support of VU. The contribution of use cases is currently done by all partners in the project. Based on the contribution a follow-up process is currently under development,

PARTNER NAME	KEY EXPLOITABLE RESULT (KER)	YOUR INTEREST (EXPLOITATION INTENTION OF THIS KER, INTENDED MARKET/CUSTOMERS)	YOUR ORGANIZATION CONTRIBUTION TO THE GENERATION	ROLE OF EACH ORGANISATION WITH REGARDS TO THE KER AND ACCORDING
		registration) in the sense of the crowdsourcing principle. How we intend to reach the target groups: • different DEC-measures such as conferences, exhibitions and events (e.g. vfdb Jahresfachtagung, ISCRAM, CMINE, EENA...) • via the LINKS social media campaign • collaboration with other networks and related projects The tools we want to use: the LINKS Community Center, presentations and exhibitions, social media promotion, collaborations	Community Center. For that we have developed a contribution form embedded in the LCC. After an analysis of the collected use case, the next step will be the distribution of the contribution form to externals, networks and via social media. We also conducted expert interviews and a lot of case activities to further develop and promote the product (cf. D6.5). Also, the conduction of short surveys are conducted at different events.	considering e.g. quality assurance of the content.

Table 34: SMCS Use Cases Library - Characterisation Table

KER NAME	INPUT FROM THE BENEFICIARY
Problem	Since the beginning of this millennium, there has been an increasing use of social media and crowdsourcing (SMCS) in disaster situations. Disaster management organisations and corresponding research are increasingly working on ways of integrating SMCS into the processes of crisis management. One challenge we have identified since the beginning of the project is that members of the DRM community, and especially disaster management organisations, want practical examples. There is often a lack of concrete, practical examples of how SMCS or a related technology can be used. In principle, individual examples can be searched for at any time, but what is missing is a clear collection of helpful examples.

KER NAME	INPUT FROM THE BENEFICIARY
Alternative solution	From the findings of the interviews, survey and workshops, we know that the disaster management organisations have not been able to solve the problem satisfactorily in the field of SMCS in disaster management so far. There is no really comparable solution on the market that focuses on SMCS use cases in disaster management. Nearly alternative solutions could be: ● The H2020-project ENGAGE is developing a catalogue of solutions, which will provide different kinds of solutions for the interactions between civil society and first responders. The type of solution is much broader than our approach and also includes for example guidelines, alert systems and websites. ● CMINE provides a portfolio of solutions, with detailed documentation on the solutions and partly evaluated during the trials testing from DRIVER+. The catalogue supports the sharing of user experiences, which should ease the successful implementation by other practitioners. Some solutions also deal with crowdsourcing solutions, especially managing data from the crowd. Again, this catalogue of solutions does not contain data about social media technologies.
Unique Selling Point USP - Unique Value Proposition UVP	The SMCS Use Cases Library is providing a unique overview about innovative uses of SMCS in crisis situations. Based on a scientific description schema the library structures and presents information about SMCS usages to inspire other interested stakeholder for their own approaches. It can be used to be able to get a better understanding of the potentials of the application of SMCS according to different goals. The SMCS Use Cases Library is already available at the LINKS Community Center in English.
Description	A library that structures and presents information about existing SMCS examples to provide interested organisations and individuals with concrete, innovative examples and inspiration. It can be used to be able to get a better understanding of the application of SMCS. It is designed as a filter-based library and consists of three components: 1) a collection of different SMCS applications, 2) a classification schema (set of categories to describe and compare the use cases), 3) and a detailed description (profile page) of the use case. The selection of use cases can be specified by selecting the filters according to the needs. Updates will be constantly made by the community.
"Market" – Target market	The target market consists primarily of disaster management organisations who already use or are interested in the usage of SMCS. Also policy makers, researchers and business entities are targeted with the SMCS Use Cases.
"Market" – Early Adopters	The SMCS Use Cases Library was already presented to and discussed with many potential early adopters. These are e.g. external experts from the LINKS Advisory Committee, local practitioner organisations, VOST, EENA, DPPI SEE, German Society for the Promotion of Social Media and Technology in Civil Protection (DGSMTech e.V.) or special forces of the police.

KER NAME	INPUT FROM THE BENEFICIARY
"Market" - Competitors	The ENGAGE knowledge platform and CMINE catalogue of solutions are quite similar in terms of organisational background (e.g. developed in a research project, free of charge use model) but in terms of content they have a broader approach and accordingly the content listed can vary a lot. The strength of the SMCS Use Cases Library is the clear focus on SMCS in disaster management.
Go to Market – Use model	The SMCS Use Cases Library is designed as a filter-based structured collection of information and is already publicly available in the LINKS Community Center. It is free of charge and without subscription. Furthermore, the following uses are foreseen and for some already started: ● Integration with external platforms (e.g. CMINE – Crisis Management Innovation Network Europe, DRMKC- Disaster Risk Management Knowledge Center, DGECHO Knowledge Network, PreventionWeb) ● Cooperation with services/platforms provided by other projects (e.g. ENGAGE knowledge platform, RiskPACC) ● Trainings and workshops (LAC, LCW) ● Presentation to existing networks and associations (FEU, GDPC, EFA, DPPI SEE, vfdb, VdF, AGBF, DGSMTech) ● Option to add new use cases and interact with the community ● New funding opportunities at the EU level where to exploit the library ● Creative Commons licenses (Attribution-NonCommercial-ShareAlike 3.0)
Go to Market - Timing	Prototype is already available in the LINKS Community Center. We are already recognized by the market, a concrete point of timing for the market cannot be defined, it is an ongoing process. The next steps are validation and evaluation with different groups of stakeholder and ongoing refinement of the product.
Go to Market – IPR Background	No background IPR.
Go to Market – IPR Foreground	Conceptual model and visualisation of the SMCS Use Cases Library.

Table 35: SMCS Use Cases Library - KER Risk Assessment Map

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY OF THE RISK (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
	Partnership Risk Factors						
1	Low contribution of use cases	5	4	20	Demonstrate the benefits of a well-maintained use case profile	9	**Control.**
	IPR/Legal Risk Factors						
2	Copying the idea and competitive implementation	1	1	1	Seek cooperation with the respective organisation/ project	10	**Control.**
	Financial/Management Risk Factors						
3	Limited resources to fully implement and further develop the product	6	3	18	Follow up research projects Define an appropriate sustainability plan Foresighted planning and community engagement	8	**Control.**
4	No follow-up project proposal accepted	5	5	25	Keep making more follow-up proposals	8	**Control.**
	Environmental/Regulation/Safety risks:						
5	Lack of understanding the potentials of the collection of use cases by disaster	5	4	20	Carrying out convincing work within LINKS	7	**Control.**

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY OF THE RISK (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
	management organisations						

SUMMARISING RISK TABLE	
Number of "No Action" Risks	0
Number of "Control" Risks	5
Number of "Action" Risks	0
Number of "Warning" Risks	0
Number of Risks in the middle of everything	0
Number of Risks Between Control & No Action	0
Number of Risks Between Action & Warning	0
Number of Risks Between No Action & Warning	0
Number of Risks Between Control & Action	0

Priority Map - With Risk Numbers

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Table 37: SMCS Use Cases Library - Use Options Table

	SELECTED ROUTE	IMPLEMENTING ACTOR	YES	NAME OF THE PARTNER
DIRECT USE	Commercialisation: deployment of a novel product/service (offered to the target markets)	A partner	X	SIC
		A group of partners		
	A new research project (application to public funded research programmes)	A partner	X	SIC
		A group of partners		
INDIRECT USE	Assignment of the IPR	A partner	X	SIC
		A group of partners		

Table 38: SMCS Use Cases Library - Exploitation Roadmap Table

EXPLOITATION ROADMAP	
Actions	• Continue to fill the SMCS Use Cases Library with information and connect it with the other SMCS Libraries. • Moderated adjustments to the library structure. • Continuing building of an active community. • Scouting of additional funding opportunities to promote the SMCS Use Cases Library
Roles	Community members will contribute to the information needed to fill the libraries. LINKS consortium partners will contribute, promote and exploit the product.
Milestones	• Finalised structure of the categories • Alignment of the content • Quality Assurance Process deployed • Milestones regarding the application of the result in practice are to be determined within the LINKS community strategy for the remainder of the project
Financial Costs	Estimated costs for 1 year: Costs for the continued maintenance. The costs of completing, optimising and extending the Libraries is approximately 100.000 Euros (incl. overhead), in addition to the server costs for the LCC (approximately 10.000 Euro).

EXPLOITATION ROADMAP	
Revenues	Not expected at this point.
Other sources of coverage	Not applicable at this point.
Impact in 3-years time	In the short and medium term after the end of the project, the expected positive impact on the DRM community will continue to be to provide a structured overview about the practical examples. Especially disaster management organisations could more likely recognize the potentials and benefits of using SMCS in disaster situations and will be able to get a better understanding of the concrete application. After the end of the project it will be also important to consider whether the SMCS Use Cases Library can be integrated into an external platform (e.g. CMINE, DRMKC, DGECHO, PreventionWeb) or further developed into a follow up EU project.

6.1.6   Resilience Wheel

Table 39: Resilience Wheel - Exploitation Intentions Table

PARTNER NAME	KEY EXPLOITABLE RESULT (KER)	YOUR INTEREST (EXPLOITATION INTENTION OF THIS KER, INTENDED MARKET/CUSTOMERS)	YOUR ORGANIZATION CONTRIBUTION TO THE GENERATION	ROLE OF EACH ORGANISATION WITH REGARDS TO THE KER AND ACCORDING
UCPH (product owner), UCC	The Resilience Wheel	The resilience wheel serves as the basis for a strategic conversation and assessment on the use of social media and crowdsourcing in an organisation. It does so by providing a set of steps that may support organisations working with disaster risk management at the national and local levels in strategically strengthening the use of social media and crowdsourcing in disasters. (examples include: National disaster management agencies, fire brigades, local municipality level departments	Was: developing the Resilience Wheel, through sessions of feedback and integration of literature review Is: applying the tool developed in workshops that can support organisations in strengthening and formalising social media and crowdsourcing use in their disaster risk management efforts, with the definition of instructions on how to use it and testing of the tool together with partners (see LCWs).	The role of UCPH has been to develop the wheel – first as a conceptual framework and then as a practical tool. UCC has supported the test and validation through the case assessments.

PARTNER NAME	KEY EXPLOITABLE RESULT (KER)	YOUR INTEREST (EXPLOITATION INTENTION OF THIS KER, INTENDED MARKET/CUSTOMERS)	YOUR ORGANIZATION CONTRIBUTION TO THE GENERATION	ROLE OF EACH ORGANISATION WITH REGARDS TO THE KER AND ACCORDING
		working with disasters and climate change adaptation) The strategic conversation centres around a series of workshops, which can be used to map out current practices and future needs of using social media and crowdsourcing in relation to the three main drivers: digital literacy, inclusion of citizens and cooperation within and between organisations. It supports organisations in getting an overview, finding the gaps and prioritising actions for strategic implementation. It can be applied both internally in an organisation and by involving two or more organisations that often cooperate.		The role of UCPH and UCC is to test and further improve the wheel in practice. Workshops have been held/will take place in DK, the Netherlands and Germany during 2023. An instruction sheet and adjustable templates will be developed by UCC and UCPH in the fall of 2023

Table 40: Resilience Wheel - Characterisation Table

KER NAME	INPUT FROM THE BENEFICIARY
Problem	To facilitate collaborative identification and prioritisation of strategic projects strengthening the use of social media and crowdsourcing in disaster risk management efforts within and across disaster management organisations. According to the results of the LINKS case assessments, disaster management organisations have 1) not used SMCS in disaster management processes 2) used SMCS in a fragmented or passive way without utilising the potential for the inclusion of citizens or 3) approached the use of SMCS in "silos" (e.g. without collaborating within or across organisations).
Alternative solution	No alternative solutions can be identified.

KER NAME	INPUT FROM THE BENEFICIARY
Unique Selling Point USP - Unique Value Proposition UVP	The Resilience Wheel builds on existing and field-tested solutions (e.g. the Arup/Rockefeller Resilience Framework), however, is adapted to the context of technology application in disasters. It thus has the strength of using an approach which is already validated but is adjusted to target the specific potential of increasing the strategic use of SMCS in disaster management processes.
Description	The Resilience Wheel as a practical tool supports organisations working with disasters in mapping their current activities and future needs using social media and crowdsourcing in disasters. It provides a tool for dedicated sets of workshops designed to map out and assess resilience-building practices in the context of social media and crowdsourcing. Using the tool in a workshop format can support organisations in strengthening and formalising social media and crowdsourcing use in their disaster risk management efforts.
	The Resilience Wheel is developed to spark conversations within and across organisations working together and to facilitate collaborative identification and prioritisation of strategic projects strengthening the use of social media and crowdsourcing in disaster risk management efforts. The format is flexible in the sense that it allows organisations to customise an approach that suits local needs while serving as a starting point for having such dialogue.
"Market" – Target market	It targets all organisations working to improve disaster management processes and who wants to work strategically with SMCS to support these processes. See D3.1 and D3.2 for analysis of the market.
"Market" – Early Adopters	Early adopters are organisations that work closely with our project partners and would benefit for improved interaction and communication across organisations (e.g. the police forces, municipalities, emergency services and utility companies). FRB, HBR, DhPol and the Safety Region have all adopted it so far.
"Market" - Competitors	The Resilience Wheel builds on existing and field-tested solutions (e.g. the Arup/Rockefeller Resilience Framework), however, is adapted to the context of technology application in disasters. It thus has the strength of using an approach which is already validated but is adjusted to target the specific potential of increasing the strategic use of SMCS in disaster management processes.
Go to Market – Use model	● Provision of a free-access online knowledge-sharing platform as well as dissemination and "training" of its use through workshops and presentations. ● Integration with other external platforms (e.g. CMINE) and projects (e.g. ENGAGE board game) ● Creation of a guideline manual to explain how to use the product during workshops ● MOOC (e.g. within Erasmus + programs) and training programs oriented to practitioners ● Producing template that can be translated into any given language, and that provides opportunity to select and adjust the 'characteristics' related to the three drivers ● Redefinition of the workshop following a game-oriented approach ● Policy outputs

KER NAME	INPUT FROM THE BENEFICIARY
Go to Market - Timing	The first version of the Resilience Wheel is already "on the market" in English, Danish, Dutch and German editions. Feedback is currently being analysed and integrated into the final version of the product which will take shape as "instructions" of how to implement and facilitate the Resilience Wheel as a practice tool. This will be ready in September/October 2023 when all field testing of the first version is finished.
Go to Market – IPR Background	//
Go to Market – IPR Foreground	//

Table 41: Resilience Wheel - KER Risk Assessment Map

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY OF THE RISK (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
	Partnership Risk Factors						
1	Change of staff in partner organisations conducting fieldtests and providing feedback	3	10	30	1. Testing across multiple organisations to ensure robustness. 2. Allocating time and resources to update and include new employees when getting involved in the testing	9	**Control.**
2	Translation and "adaptation" of the Resilience Wheel is highly dependent on local partners who	6	2	12	1. Clear instructions on how to translate and adapt from the english version and allocation of resources to ensure this process is carried out the same way across the different partner countries	8	**Control.**

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY OF THE RISK (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
	speak the language and understands the local context in which the tool is to be implemented						
	Technological Risk Factors						
3	Similar methodology and approach already exists	*9*	*1*	*9*	1. Extensive background research on existing tools and approaches	*9*	**Control.**
	Market Risk Factors						
5	Creating awareness of the Resilience Wheel and its value	*9*	*5*	**45**	1. Integrate dissemination and exploitation activities with other LINKS products 2. Ensure implementation and use among early adopters. 3. Integrate the wheel / or some elements of it with other frameworks and tools that are available.	*7*	**Control.**

Table 42: Resilience Wheel - Summarising Risk Table

SUMMARISING RISK TABLE

Number of "No Action" Risks	0
Number of "Control" Risks	4
Number of "Action" Risks	0
Number of "Warning" Risks	0
Number of Risks in the middle of everything	0
Number of Risks Between Control & No Action	0
Number of Risks Between Action & Warning	0
Number of Risks Between No Action & Warning	0
Number of Risks Between Control & Action	0

Table 43: Resilience Wheel - Use Options Table

	SELECTED ROUTE	IMPLEMENTING ACTOR	YES	NAME OF THE PARTNER
OTHER	Deployment of a novel product but without financial gain involved because it will be in open access	A group of partners	X	The LINKS consortium – through the LCC

Table 44: Resilience Wheel - Exploitation Roadmap Table

EXPLOITATION ROADMAP	
Actions	- Publish report (targeting Disaster management organisations) on the results carried out in WP3 –this includes the Resilience Wheel and how to use it - Disseminate it at various conferences and presentations for local disaster management organisations - Continue the support of implementing the RW among local partners (the Copenhagen fire department and the municipality of Frederiksberg) - Academic publications on the how to strategically plan for SMCS in disaster management with a focus on the RW - Explication through the LCC
Roles	- UCPH will be involved in all points above - UCC will be leading the activities on dissemination among local disaster management organisations and the continuous support of local partners
Milestones	- Publishing the report – fall 2023 - Dissemination at conferences and among local partners – continuous throughout 2023 and 2024 - One academic publication on the RW will be submitted to a journal in December 2023 the latest - Inclusion in teaching on courses at the University of Copenhagen
Financial Costs	No costs involved in implementation except a some time allocated from partners in terms of human resources
Revenues	Open/free access – no revenues expected
Other sources of coverage	No costs involved in implementation except a sometime allocated from partners in terms of human resources

EXPLOITATION ROADMAP	
Impact in 3-years time	The resilience wheel serves as the basis for a strategic conversation and assessment on the use of social media and crowdsourcing in an organisation. It does so by providing a set of steps that may support organisations in strategically strengthening the use of social media and crowdsourcing in disasters. The impact is an increased strategic and integrated approach to SMCS in disaster management organisations across Europe.

6.1.7 LINKS Framework

Table 45: LINKS Framework - Exploitation Intentions Table

PARTNER NAME	KEY EXPLOITABLE RESULT (KER)	YOUR INTEREST (EXPLOITATION INTENTION OF THIS KER, INTENDED MARKET/CUSTOMERS)	YOUR ORGANIZATION CONTRIBUTION TO THE GENERATION	ROLE OF EACH ORGANISATION WITH REGARDS TO THE KER AND ACCORDING
VU	LINKS Framework	To consolidate and make accessible knowledge and experiences on the uses of social media and crowdsourcing in disasters in one place. The intended target audience are DMO practitioners, researchers, decision makers, businesses and other stakeholders that would be interested in or could profit from SMCS use in disaster management.	Was: VU led the development of the conceptual design for the Framework, and (together with SIC) the implementation of the Framework in the LINKS Community Center (LCC). Is: VU is finalizing the mapping of the Framework user guidance to LINKS products in the LCC. Will: Develop the sustainability strategy for the LF together with the product owners.	All partners contributed to the development of the Framework. UCPH, SIC and UNIFI provided early inputs to the design and link to knowledge bases. SIC is responsible for technical implementation in the LCC. All product owners and case teams continue to promote the Framework in events and activities.

Table 46: LINKS Framework - Characterisation Table

KER NAME	INPUT FROM THE BENEFICIARY
Problem	The uses of SMCS in disaster risk management is diverse across Europe and globally. Interested stakeholders need easy and user-friendly access to knowledge and experience on these uses in one place.
Alternative solution	The landscape is scattered in publications/guidelines (some online), and within the individual operating procedures of DMOs. To our knowledge no alternative solution exists.
Unique Selling Point USP - Unique Value Proposition UVP	The LINKS Framework is developed to help disaster management organizations (DMOs) focus on what is important when considering the application of Social Media and Crowdsourcing in disaster management processes. It supports strategic thinking in relation to two main themes: "Engaging with Citizens" and "Improving Communication". It has the aim of guiding DMOs, especially in the planning phase.
Description	The LINKS Framework consolidates knowledge and experiences on the uses of social media and crowdsourcing in disasters, into products for relevant stakeholders. The Framework is accessible online through the LCC, and can be used by stakeholders to openly explore knowledge, or as a strategic planning tool for guiding users (namely DMOs) in their planning for using social media and crowdsourcing in disasters. The LINKS Framework consists of a user guidance structure linked to 6 useful products for working with Social Media and Crowdsourcing in disaster management: • Including Citizens Handbook • SMCS Technologies Library • SMCS Guidelines Library • SMCS Use Cases Library • Feel Safe Resilience Wheel
"Market" – Target market	DMO Practitioners, as well as policy and decision makers, researchers, civil society and businesses that are involved or interested in disaster management.
"Market" – Early Adopters	Currently any community members (including LINKS partners) which access the products through the LCC. See specific early adopters under this row in the tables for the specific products.
"Market" - Competitors	ENGAGE catalogue of solutions provides a broader platform with user guidance to DRR solutions. Not direct competition.

KER NAME	INPUT FROM THE BENEFICIARY
Go to Market – Use model	Some Framework products (e.g. Libraries) facilitate communication among and contributions from stakeholders via the LCC. Thus, it can be viewed as provision of a service. And also provision and guidance to free-access online knowledge. Potential integration with other external platforms and projects (e.g. ENGAGE catalogue of solutions). - Promotion via relevant networks (CMINE, Prevention web, etc).
Go to Market - Timing	The Framework is in the final round of evaluation, and the user guidance almost complete. The completion also relies on the complete state of other products. Some sections are already in a marketable state, the full version will be marketable by October 2023.
Go to Market – IPR Background	//
Go to Market – IPR Foreground	//

Table 47: LINKS Framework - KER Risk Assessment Map

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY OF THE RISK RELATED TO THE FINAL ACHIEVEMENT OF THIS KEY EXPLOITABLE RESULT (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
	Partnership Risk Factors						
	Disagreement on further investments: some partners may	7	7	**49**	Clear agreements on ownership, maintenance and future admin of the Framework and products will	7	**Control.**

DESCRIPTION OF RISKS	DEGREE OF CRITICALITY OF THE RISK RELATED TO THE FINAL ACHIEVEMENT OF THIS KEY EXPLOITABLE RESULT (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
leave the upkeep and maintenance of products to others.				be outlined in D9.6 which includes the sustainability strategy for the LINKS Results.		
Technological Risk Factors						
Dependency on the development of other technologies/products.	*7*	*7*	**49**	Clear agreements on ownership, maintenance and future admin of the Framework and products will be outlined in D9.6 which includes the sustainability strategy for the LINKS Results. This will also be addressed under the Quality Assurance of the LCC under WP7.	*7*	**Control.**
Market Risk Factors						
Framework and products are not accessed, used or contributed to further.	*6*	*6*	**36**	The exploitation plan in the document, and our community strategy in D8.3, need to be executed by all LINKS partners. Implement risk interventions outlined under specific products in this document. EC should support LINKS in the final exploitation of results including establishing links to the Knowledge Network to better promote the results.	*6*	**Control.**
IPR/Legal Risk Factors						

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY OF THE RISK RELATED TO THE FINAL ACHIEVEMENT OF THIS KEY EXPLOITABLE RESULT (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
	See under LCC.	0	0	0		0	**Not Filled**
	Financial/Management Risk Factors						
	Post-project costs for maintenance and admin for Framework and products.	7	7	**49**	Clear agreements on ownership, maintenance and future admin of the Framework and products will be outlined in D9.6 which includes the sustainability strategy for the LINKS Results.	6	**Control.**

Table 48: LINKS Framework - Summarising Risk Table

SUMMARISING RISK TABLE	
Number of "No Action" Risks	0
Number of "Control" Risks	4
Number of "Action" Risks	0
Number of "Warning" Risks	0
Number of Risks in the middle of everything	0

SUMMARISING RISK TABLE	
Number of Risks Between Control & No Action	0
Number of Risks Between Action & Warning	0
Number of Risks Between No Action & Warning	0
Number of Risks Between Control & Action	0

Priority Map - With Risk Numbers

Table 49: LINKS Framework - Use Options Table

	SELECTED ROUTE	IMPLEMENTING ACTOR	YES	NAME OF THE PARTNER
DIRECT USE	A new research project (application to public funded research programmes)	A partner		
		A group of partners	X	VU, SIC, SCIT
	Implementation of a new university – course	A partner		
		A group of partners	X	Scientific Partners in LINKS

Table 50: LINKS Framework - Exploitation Roadmap Table

EXPLOITATION ROADMAP	
Actions	• Continue developing the last connections between user guidance and the products in the LCC. • Evaluation of Framework in upcoming activities including validation by selected externals in the five cases, and the LAC. • Promotion of the Framework via flyers and the LCC at upcoming events including the LINKS Final Event (Oct 2023), the NEEDS Conference (Nov 2023) and the CERIS DRS Week (Dec 2023). • Online social media and communication campaigns, at project and local case levels. • Scientific partners may uptake some results within the Framework into their publications and courses. • Continue discussions with other networks/projects on potential joint promotion and exploitation of results within the Framework. • Look for opportunities to use and build upon the Framework in follow-up research projects The Framework may also play a part in the upcoming Horizon funded project SYNERGIES, implemented in use cases related to involving citizens by SIC, VU, SCIT.
Roles	VU and LCU will create DEC materials for the Framework and steer the communication strategy at project level. This includes also promoting the Framework via the LINKS channels and website.

EXPLOITATION ROADMAP	
	All other consortium partners will take part in promotion and community-building tasks as well as exploitation of the Framework, especially at local levels. Some materials/messaging will be translated into local languages as needed. Cases are identifying externals locally to asses the user guidance. Sister projects and networks may be asked to promote the Framework including the products via their websites/platformms.
Milestones	The milestones are linked the use of the Framework (including products) and are therefore related the LINKS Community Strategy (D8.3.). At least 50% of the LINKS Community members in the countries where the cases take place, representing all target groups that are included in the LINKS Community, have assessed and contributed to the LINKS Framework by month 42. At least 25% of the members from the different target groups in the LINKS Community are using the Framework by M42.
Financial Costs	See under LCC and under the Libraries. Costs are linked to the further contributions/development of products which need to be linked the Framework user guidance.
Revenues	Not applicable as the Framework is not envisioned to produce profits.
Other sources of coverage	Not applicable.
Impact in 3-years time	Since the Framework includes all products/results accessible in the LCC, the potential impacts in both short and long term are dependent on the products/results themselves. For these impacts, see the respective product's document. Nevertheless, the user guidance which the Framework offers may create an impact on all stakeholders accessing it, and especially those developing specific strategies for using SMCS in DRM. It may also continue to evolve through the ongoing contributions to products, as the most important and prominent space and resource for knowledge in this domain.

6.1.8   LINKS Community Center

Table 51: LINKS Community Center - Exploitation Intentions Table

PARTNER NAME	KEY EXPLOITABLE RESULT (KER)	YOUR INTEREST (EXPLOITATION INTENTION OF THIS KER, INTENDED MARKET/CUSTOMERS)	YOUR ORGANIZATION CONTRIBUTION TO THE GENERATION	ROLE OF EACH ORGANISATION WITH REGARDS TO THE KER AND ACCORDING
SIC	LINKS Community Center (LCC)	The LCC is a Web platform that consolidates project results in one place and aims to foster a community around the use of Social Media and Crowdsourcing (SMCS) in disaster management. Thus, the exploitation intention is to provide easy and wide-reaching access to other products/results of the LINKS project. The intended target audience are practitioners, researchers and other stakeholders that would be interested in or could profit from SMCS use in disaster management. Furthermore, the LCC provides possibilities for its users to contribute content. So, a larger and more active community will increase its usefulness and longevity. Therefore, increasing community size is another intention.	SIC is the owner of the LCC and is also its sole developer. Thus, SIC is entirely responsible for the creation of the LCC in its current form. SIC also made efforts to promote the LCC at various public events such as conferences, webinars, etc. Furthermore, SIC has performed user tests and exercises with participants both internal and external to the consortium, including experts and practitioners, collected feedback, and implemented appropriate changes in the LCC. All these activities are still ongoing and will be continued in the future as required by the project.	SIC is responsible for the development, maintenance, and operation of the LCC as part of the WP7. Other products and project results available or accessible on the LCC are the responsibility of the respective product owners. SIC will update the LCC accordingly as the products are developed further.

Table 52: LINKS Community Center - Characterisation Table

KER NAME	INPUT FROM THE BENEFICIARY
Problem	Users need easy and user-friendly access to LINKS results and means to exchange knowledge and experiences.
Alternative solution	LCC does not directly compete with other/similar solutions as its purpose is specific to the LINKS project – to provide a platform for project results. Any potential competition should be viewed on product or project level. Not applicable (see below).

KER NAME	INPUT FROM THE BENEFICIARY
Unique Selling Point USP - Unique Value Proposition UVP	The LCC is a Web platform that consolidates project results in one place and provides easy access to them for all stakeholders. It also aims to foster a community around the use of Social Media and Crowdsourcing (SMCS) in disaster management, thus helping the project to disseminate its results and keep them sustainable.
Description	LCC is an online platform based on the Wiki technology that consolidates products and results of the LINKS project in one place. It is accessible via any Web browser, including on mobile devices. Accessing content is free and requires no registration. Users can also communicate via the forum and add or edit content which requires a free signup.
"Market" – Target market	Practitioners, policy and decision makers, researchers, civil society and businesses that are involved or interested in disaster management. Since LINKS is an EU project, its results (and thus the LCC as well) are aimed at European markets.
"Market" – Early Adopters	Primary target audiences are disaster management practitioners, decision makers and researchers, e.g., European VOST organisations, medium to large-scale fire departments, etc.
"Market" - Competitors	Not applicable. Competitors should be compared on product or project level.
Go to Market – Use model	LCC provides an open platform for accessing LINKS results and facilitating communication between stakeholders. Thus, it can be viewed as both provision of a service and as a publication platform.
Go to Market - Timing	LCC is being improved and developed continuously, but it has already reached a marketable state.
Go to Market – IPR Background	//
Go to Market – IPR Foreground	//

Table 53: LINKS Community Center - KER Risk Assessment Map

	DESCRIPTION OF RISKS	DEGREE OF CRITICALITY OF THE RISK (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
	Technological Risk Factors						
3	Cyberattack aimed at disrupting normal operation, destroying the system or stealing data.	7	3	21	Increasing cybersecurity measures, setting up systems and protocols for protection and quick recovery in case of an attack.	8	**Control.**
4	Loss of data and implementation progress due to server failure or other severe technical issue.	9	3	27	Setting up a robust backup mechanism.	9	**Control.**
	Market Risk Factors						
5	Not enough users in the community, leading to stagnating content base and reduced appeal.	6	6	36	Establishing a community management strategy. Increased promotion.	7	**Control.**
6	Decreasing interest from the user base.	8	6	48	Regular content updates, campaigns to increase engagement e.g. community games, polls, newsletters etc.	8	**Control.**
	IPR/Legal Risk Factors						
10	Users/partners contribute or upload	5	4	20	Preparing a legal disclaimer / terms of service and providing a channel to submit complaints and	9	**Control.**

DESCRIPTION OF RISKS	DEGREE OF CRITICALITY OF THE RISK (1 LOW - 10 HIGH)	PROBABILITY OF RISK HAPPENING (1 LOW - 10 HIGH)	RISK GRADE	POTENTIAL INTERVENTION	ESTIMATED FEASIBILITY / SUCCESS OF INTERVENTION (1 LOW – 10 HIGH)	CONCLUSION
content protected by copyright prompting a legal action from copyright owners.				takedown notices. Consultation with legal experts. Possibly legal insurance.		

Table 54: LINKS Community Center - Summarising Risk Table

SUMMARISING RISK TABLE	
Number of "No Action" Risks	0
Number of "Control" Risks	5
Number of "Action" Risks	0
Number of "Warning" Risks	0
Number of Risks in the middle of everything	0
Number of Risks Between Control & No Action	0
Number of Risks Between Action & Warning	0
Number of Risks Between No Action & Warning	0
Number of Risks Between Control & Action	0

Priority Map - With Risk Numbers

Table 55: LINKS Community Center - Use Options Table

	SELECTED ROUTE	IMPLEMENTING ACTOR	YES	NAME OF THE PARTNER
DIRECT USE	A new research project (application to public funded research programmes)	A partner	X	SIC
		A group of partners		

Table 56: LINKS Community Center - Exploitation Roadmap Table

EXPLOITATION ROADMAP	
Actions	• Continue developing and operating the LCC • Build and foster a live community • Look for opportunities to promote the LCC • Look for opportunities to use and build upon the LCC and LINKS results in follow-up research projects • The LCC may also play a part in the upcoming Horizon funded project SYNERGIES, implemented in use cases related to involving citizens by SIC, VU, SCIT.
Roles	All activities will be performed by SIC. All other consortium partners will also potentially take part in promotion and community-building tasks as well as exploitation of the LCC. SIC and VU will see how to use the LCC in SYNERGIES.
Milestones	• Securing a follow-up research project that builds upon the LCC • Continuous non-negative trend in user numbers • Regular updates, at least 3 times a year • LCC is used by at least three stakeholder organisations
Financial Costs	Cost estimations for **1 year**: • Operational costs (server, backup, domain) = 10.000 EUR

EXPLOITATION ROADMAP	
	• Personnel costs for tech support, maintenance and continued **technical** development (no content updates) = 65.000 EUR (incl. overhead)
Revenues	Not applicable as LCC is not envisioned to produce profits.
Other sources of coverage	Not applicable.
Impact in 3-years time	Since the LCC is not directly a product per se, but rather a platform to make the products/results accessible, all potential impacts in both short and long term are dependent on the products/results themselves. For these impacts, see the respective product's document. Additionally, the LCC will strive to build and foster a community of practitioners, researchers and policy makers in order to mutually augment their knowledge and experiences through exchange and communication.

6.2 Innovation Management

Based on the findings reported on in D9.2 Updated LINKS dissemination, exploitation and communication strategy 1 and D5.5 Final version of the LINKS Framework, innovation within the LINKS project has continued to develop. To more properly track the development of the products the project adopted the Technology Readiness Level (TRL) Scale as described in the Horizon Booster (HRB) Module A programme.

Figure 1: Technology Readiness Levels (TRL)

MEASURE YOUR TECHNOLOGY READINESS LEVELS - TRL
How technology ready is your service/product?

0 IDEA
Unproven concept, no testing has been performed

1 BASIC RESEARCH
You can now describe the need(s) but have no evidence

2 TECHNOLOGY FORMULATION
Concept and application have been formulated

3 NEEDS VALIDATION
You have an initial 'offering'; stakeholders like your slideware

IDEA

4 SMALL SCALE PROTOTYPE
Built in a laboratory environment ("ugly" prototype)

5 LARGE SCALE PROTOTYPE
Tested in intended environmentt

PROTOTYPE

6 PROTOTYPE SYSTEM
Tested in intended environment close to expected performance

7 DEMONSTRATION SYSTEM
Operating in operational environment at pre-commercial scale

VALIDATION

8 FIRST OF A KIND COMMERCIAL SYSTEM
All technical processes and systems to support commercial activity in ready state

9 FULL COMMERCIAL APPLICATION
Technology on 'general availability' for all consumers

PRODUCTION

According to the feedback and activities in the internal and external assessments, the product maturity levels have increased as essential components have undergone significant enhancements and fine-tuning, facilitated by activities such as testing, internal and external evaluations, and task force meetings. Most of the products have now achieved a Technology Readiness Level (TRL) of 7, signifying their validation and capability to operate at a pre-commercial scale. Their current product maturity levels will be maintained through ongoing discussions, usage, and minor refinements to be carried out during upcoming project workshops and meetings, including the LINKS Final Conference in October 2023. Please see D5.5 'Final version of the LINKS Framework' for more information on the status of the products.

7. OVERVIEW OF DEC ACTIVITIES: THE ROADMAP

Table 57 contains the overview of the dissemination, exploitation, and communication activities of LINKS from M24 to M42 (and for exploitation activities also after M42). The indicated months are, however, indicative. They will be adjusted as the projects evolves.

Table 57: Roadmap of DEC Activities in LINKS

		40	41	42	AFTER THE END OF THE PROJECT
LINKS and Partners Website	Planning of activities	▓	▓	▓	
	Publication	▓	▓	▓	
	Possibility to access the related contents	▓	▓	▓	▓
LINKS and Partners (Professional) Social Media	Planning of activities	▓	▓	▓	
	Publication	▓	▓	▓	
	Possibility to access the related contents	▓	▓	▓	▓
Newsletter	Realisation of the articles	▓	▓	▓	
	Sending to the subscribers			▓	
Press Release	Realisation			▓	
	Sending to the database			▓	
Leaflets	Distribution	▓	▓	▓	▓
Articles in Informative and Sector Magazines and Blogs	Planning and realisation	▓	▓	▓	
	Publication		▓	▓	
	Possibility to access the related contents	▓	▓	▓	
Informative Events	Planning and preparation	▓	▓	▓	
	Participation	▓	▓	▓	▓
Specialised Events and Exhibition	Planning and preparation	▓	▓	▓	
	Participation	▓	▓	▓	▓
LINKS Conference	Organization	▓	▓	▓	
	Realisation		▓		
Online Repositories	Scouting and strategy definition	▓	▓	▓	
	Publication			▓	
	Possibility to access the related contents	▓	▓	▓	▓
LINKS Community Center	Realisation	▓	▓	▓	
	Use	▓	▓	▓	▓
Infographics	Realisation	▓	▓	▓	
	Publication	▓	▓	▓	
	Possibility to access the related contents	▓	▓	▓	▓

		40	41	42	AFTER THE END OF THE PROJECT
Videos	Realisation				
	Publication				
	Possibility to access the related contents				
Scientific Publications	Scouting				
	Publication				
	Possibility to access the related contents				
Policy Outputs	Realisation				
	Publication				
	Possibility to access the related contents				
Networks and Projects connected	Planning of activities				
	Realisation of the actions				
Training and Lectures	Planning				
	Lectures/Trainings				
Interactive Workshops	Planning and Organisation				
	Realisation				

8. CONCLUSION

This deliverable presents the updating of the Dissemination, Exploitation and Communication strategy for LINKS. It has been elaborated on the basis of the initial strategy defined in D9.1 ('LINKS dissemination, exploitation, and communication strategy'), on the updated strategy defined in D9.2 ('Updated LINKS Dissemination, Exploitation, and Communication Strategy') with the feedback provided by the REA in the project reporting and with the results of the 'First status report on the development and distribution of dissemination materials' (D9.4) and 'Second status report on the development and distribution of dissemination materials' (D9.5).

As demonstrated in section 3, the achievement of positive impacts at the scientific, economic, and societal levels for the target groups represents the main objective of the communication, dissemination, and exploitation activities. For this reason, as explained in sections 4 and 5, we have planned specific activities carried out both at the project level and by individual partners to conduct before the end of the project and beyond. The most important activities of the next period concern: the social media campaign based on the results, the videos and factsheets on the findings at the LINKS Cases level, the webinars, and the final LINKS conference. To ensure the use of the results also after the end of the project, specific actions are planned; among them: the definition of policy outputs giving indications of key LINKS topics, the availability of the results information on LINKS website also after the end of the project, the LINKS Community Center that becomes the digital platform for the LINKS Community as well as where to find the results, etc. In relation to the objective of ensuring the use of the results, the definition of a complete strategy of exploitation for each result is provided in section 6. An activity linked to this is carried out at the WP8 level and is related to community building, consisting in the identification of all the stakeholders in the market that will benefit from the LINKS results.

In the D9.6 ('Final report on the development and distribution of dissemination material and on the execution of the LINKS Framework sustainability strategy'), the last deliverable of WP9, the final strategy to ensure the sustainability of the LINKS results will be provided. On this, a strong connection with the WP7 and WP8, for what concerns the focus on the community building and on the networks, is established.

ANNEX I: LINKS OUTCOMES

Table 58: LINKS Outcomes

Target Groups	Outcomes
Practitioners	• Practitioners apply tools/practices to make information/communication via SMCS more accessible to diverse communities and vulnerable groups (**Including Citizens Handbook**). • Practitioners are more informed on the potential key role that children can play for better DRM strategies and how to involve and communicate with them, and they could be more willing to promote intergenerational participatory actions (**Including Citizens Handbook**, **Educational Toolkit**, **Pocket Ethics Guidelines**). • They have an overview of the drivers that an organization can work with to support their disaster management processes using social media and crowdsourcing. As part of this, pushing organizations to think holistically about the use of social media and crowdsourcing in disaster management processes and to support the relationship between the technologies themselves and the context they are implemented in (**Resilience Wheel**). • They have an overview of existing knowledge and formal practices on using social media and crowdsourcing as depicted in guidelines, regulatory frameworks and policies (**Resilience Wheel**). • Practitioners recognize more likely the potentials and benefits of technologies (Social Media and Crowdsourcing Technology Library, Social Media and Crowdsourcing Guideline Library). • Practitioners should be able to get a better understanding of the market and therefore better select and apply suitable social media and crowdsourcing technologies according to their needs (**Social Media and Crowdsourcing Technology Library**, **Social Media and Crowdsourcing Guideline Library**). • Practitioners can further make use of the knowledge provided, which contains core information and context about social media and crowdsourcing technologies (**Social Media and Crowdsourcing Technology Library**, **Social Media and Crowdsourcing Guideline Library**). • Practitioners can get access products and to templates for thinking through specific issues on the application of SMCS. Through the LINKS Framework, they can take more informed decisions (**LINKS Framework**).

	• Practitioners improve efficiency and effectiveness in the usage of social media and crowdsourcing before, during and after disasters. This could be through the help of a technology they've discovered using the LCC, through a new guideline that has improved their efficiency or through a contact to another organization they established using the LCC (**LINKS Community Center**).
Developers	• Researchers share updating on the knowledge about how to involve children in DRM processes (**Including Citizens Handbook**, **Educational Toolkit**). • Researchers study more on social vulnerability and DRP in relation to the use of SMCS in disasters adopting a dynamic perspective (**Including Citizens Handbook**, **Pocket Ethics Guidelines**, **Educational Toolkit**). • Researchers apply a systematic approach to assess the use of social media and crowdsourcing in disaster risk management through qualitative interviews (the interview protocol) (**Resilience Wheel**). • The Social Media and Crowdsourcing Technology Library is providing a unique, up-to-date overview about the overwhelming market. Furthermore, a scientific description schema will be provided, which can be also used and adapted (**Social Media and Crowdsourcing Technology Library**, **Social Media and Crowdsourcing Guideline Library**). • Researchers can use the same methods applied in the LINKS cases and can get access to useful resources (e.g. literature review) (**LINKS Community Center**, **LINKS Framework**).
Policy Makers	• Decision makers consider the uptake of DRPV recommendations into their communication campaigns and existing DRR policies (**Including Citizens Handbook**). • Decision makers are more informed on the potential key role that children can play for better DRM strategies and how to involve and communicate with them, and they could be more willing to promote intergenerational participatory actions (**Including Citizens Handbook**, **Educational Toolkit**). • Guides for decision makers in using existing tools in a more effective way and to promote more inclusive apps/platforms that could potentially result in better management of the resources and of communication campaigns (**Including Citizens Handbook**). • Policy makers access to a common language/vocabulary for discussion and approaching technology and institutions in DRM efforts. They attempt to use the pathways provided towards good governance mechanisms for SMCS use in DRM (**Resilience Wheel**). • Policy makers use LINKS results as a source/background for national and local level policies on SMCS and as a basis to ensure integration with what already exists in terms of guidelines, policies and legal frameworks (**Resilience Wheel**). • Innovative policies are embedded into government decision making (**Resilience Wheel**). • Policy makers can integrate the information gained from social media and crowdsourcing technologies into decision-making processes (**Social Media and Crowdsourcing Technology Library**, **Social Media and Crowdsourcing Guideline Library**).

	• The repository of guidelines offers a comprehensive mapping of relevant documents which is useful for policy analyses and to identify potential gaps (**LINKS Framework**). • Policy makers can access consolidated policy guidance regarding the usage of social media and crowdsourcing during disasters, leading to better policy decisions (**LINKS Community Center**).
Civil Society	• Citizens are more informed on the potential of children in DRM strategies and how to stay informed (**Educational Toolkit**). • Citizens are more informed (higher awareness/risk perception) and willing to react in an efficient way (**Educational Toolkit**). • Citizens can learn and apply crowdsourcing solutions in a disaster (**Social Media and Crowdsourcing Technology Library**). • The usage of social media and crowdsourcing during disasters is established or improved using results from LINKS (**LINKS Community Center**).
Local Communities	• Communities are more informed on the potential of children in DRM strategies and how to stay informed (**Educational Toolkit**). • Communities are more informed (higher awareness/risk perception) and willing to react in an efficient way (**Educational Toolkit**). • The usage of social media and crowdsourcing during disasters in local communities is established or improved using results from LINKS (**LINKS Community Center**).
Businesses	• Businesses create more accessible and effective technological solutions (**Including Citizens Handbook**). • Businesses increase their awareness on features that can be used in an event of a disaster and can adapt these into their own developments, helping to increase safety (**Resilience Wheel**). • Businesses see increased sales of technologies suitable for usage of social media and crowdsourcing during disasters and improve their technologies based on the needs of the community (**Social Media and Crowdsourcing Technology Library**, **LINKS Community Center**).
Disseminators	• Social Media and Crowdsourcing Technology Library could also contain technologies, which can support the work of disseminators (**Social Media and Crowdsourcing Technology Library**). • Disseminators can improve communication regarding local emergencies on social media (**LINKS Community Center**).

ANNEX II: LINKS IMPACTS AND QUALITATIVE INDICATORS

Table 59: LINKS Impacts and Qualitative Indicators

IMPACTS	IMPACT-BASED INDICATORS	MEANS OF EVALUATIONS
SCIENTIFIC: Fostering multidisciplinary knowledge on the application of SMCS in disaster risk management, to improve the impacts of SMCS in the management of disasters. This includes a novel way of study SMCS by the research community *Results that contribute:* ● Including citizens Handbook, Pocket Ethics Guidelines, Resilience Wheel (high) ● Educational Toolkit, SMCS Technology Library, Guidelines about the usage of SMCS technologies, LINKS Framework, LINKS Community Center (medium)	● Number of researchers (coming from different fields) declared their scientific knowledge on the LINKS topics increased ● Use of LINKS scientific contributions in external academic contributions ● Use of LINKS scientific contributions in multidisciplinary fields ● Number of external researchers involved in LINKS activities ● Number of LINKS spin-off research projects approved ● Number and typology of course/curriculum implemented on LINKS topics ● Number of students working on LINKS-related topics	● Publication monitoring procedures ● Citations of the academic contributions realised ● Engagement of students on the LINKS topics ● Implementation of LINKS outputs into courses and curriculum ● Analysis of the types/numbers of LINKS Community members engaging in LINKS activities ● Project proposals submitted and approved ● Feedback received during the scientific events ● Feedback received during lectures/training sessions on the LINKS topics
SOCIETAL: ● Shortening the divide between researchers, practitioners, policy makers and communities, by sharing the knowledge related to SMCS in disasters	● Number of practitioners and policy makers declared their knowledge on the LINKS topics increased ● Number of local communities' members and civil society declared their knowledge on the LINKS topics increased	● Feedback collected during the meetings with children ● Feedback collected during the LINKS Community Workshops ● Feedback collected during the LINKS Advisory Committee meetings

IMPACTS	IMPACT-BASED INDICATORS	MEANS OF EVALUATIONS
• Improving the disaster resilience at the local level through SMCS by enabling practitioners and policy makers to take more informed decisions about the use of SMCS in all the phases of DRM • Improving information and communication for citizens and the inclusion of diverse people and groups (e.g. for languages, cultures, abilities, etc.) in all the phases of DRM *Results that contribute:* Including citizens Handbook, Educational Toolkit, Pocket Ethics Guidelines, Resilience Wheel, SMCS Technology Library, Guidelines about the usage of SMCS technologies, LINKS Framework, LINKS Community Center (high)	• Number of practitioners and policy makers become familiar with the LINKS products • Effective application of the LINKS products in the local communities • Number of practitioners, policy makers and local communities declared the LINKS products useful in their practices/in their local contexts • Number of practitioners, policy makers and local communities available in the future to apply LINKS products in their practices/in their local contexts • Actual/Future application (/integration in already available practices) of the LINKS products to improve communication on disaster topics (including vulnerable groups and children) • Actual/Future application of the LINKS products (/integration in already available practices) to increase citizens and volunteers engagement in disasters • Number of stakeholders who have decided to become part of the LINKS Community	• Feedback collected during the LINKS Cases assessments • Analysis of the types/numbers of LINKS Community members engaging in LINKS activities • Analysis of communication/dissemination activities: • engagement through LINKS social media (e.g.: followers, reactions, sharing) • engagement through the newsletter (typology of subscribers) • engagement through events (number and typology of participants, feedback received, activated collaborations, etc.) • interaction with similar projects (e.g.: joint participation in events, joint exploitation activities, etc.)
ECONOMIC: Increasing the knowledge about the benefits of disaster community technologies in improving efficiency in disaster management processes. This will contribute to strengthening its attractiveness both for	• Number of businesses and disaster organisation declared their knowledge about disaster technologies increased • Number of organisations declared useful the Technology/Guidelines Library	• Feedback collected during the LINKS Community Workshops, LINKS Advisory Committee, and other activities

IMPACTS	IMPACT-BASED INDICATORS	MEANS OF EVALUATIONS
technology providers and disaster management organisations. *Results that contribute:* ● Including citizens Handbook, SMCS Technology Library, Guidelines about the usage of SMCS technologies, LINKS Community Center (high) ● LINKS Framework (medium) ● Educational Toolkit, Pocket Ethics Guidelines, Resilience Wheel (low)	● Number of organisations declared they are using Technology/Guidelines Library ● Number of organisation/businesses represented in the Technology Library	● Analysis of the types/numbers of LINKS Community members engaging in LINKS activities

ANNEX III: LINKS QUANTITATIVE INDICATORS

Table 60: KPIs and Targets to reach before M42

DEC CHANNELS AND EVENTS	KPIS	TARGETS (M42)			MEANS OF MONITORING (FREQUENCY)
		Poor	Good	Excellent	
LINKS and Partners Websites	LINKS website visitors per month	<120	120-170	>170	WordPress Analytics (monthly)
	LINKS website page views per month	<120	120-170	>170	
	LINKS website posts published per month	<2	2-3	>3	
	Partners website posts published	<3	3-4	>4	
LINKS and Partners Social Media and Professional Social Media	Total LINKS FB followers	<260	260-280	>280	Facebook, Twitter, LinkedIn, ResearchGate, Instagram Analytics (monthly)
	LINKS FB reactions per post	<4	4-5	>5	
	LINKS FB posts per month	<2	2-3	>3	
	Total LINKS TW followers	<850	850-900	>900	
	LINKS TW reactions per post	<6	6-10	>10	
	LINKS TW posts per month	<3	3-4	>4	
	Total LINKS LIn followers	<500	500-510	>510	
	LINKS LIn reactions per post	<6	6-10	>10	
	LINKS LIn posts per month	<2	2-3	>3	
	Total LINKS Instagram followers	<50	50-100	<100	
	LINKS Instagram posts per month	<1	1	>1	
	Partners posts shared on social media	<5	5-10	>10	
Newsletter	Total n° of newsletter realised	<4	4-5	>5	MailChimp dashboard (bi-monthly)
	Total n° of subscribers	<70	70-120	>120	
Press Releases	Total n° of press releases	<3	3-4	>4	Publication on the LINKS website (bi-monthly)

DEC CHANNELS AND EVENTS	KPIS	TARGETS (M42)			MEANS OF MONITORING (FREQUENCY)
		Poor	Good	Excellent	
Articles in Informative and Sector Magazines and Blogs	Total n° of articles realised Articles per partners	<25 <1	25-35 1-2	>35 >2	DEC - Dissemination, Exploitation and Communication Activity Report (bi-monthly)
Events	Total participations in external (informative and sector) events	<12	12-23	>23	DEC Activity Report, Proceedings, list of participants (monthly)
	N° of participants involved (per event)	<10	10-20	>20	
	Total participation in scientific conferences	<4	4-5	>5	
	Total n° of events organised by the partners	<1	1-5	>5	
	Total n° of LINKS Conferences organised	<1	1-2	>2	
	N° of participants involved in LINKS Conference	<20	20-40	>40	
	Total participations in EC events	<4	4-5	>5	
	Total participation in UNDRR events	<4	4-5	>5	
Online Repositories and LINKS Community Center	Total n° of online repositories involved Updating of online repositories (monthly) LCC members	<5 <1 <10	5-6 1 10-20	>6 >1 >20	DEC Activity Report (monthly)
Infographics	Total n° of infographics realised	<4	4-5	>5	DEC Activity Report (monthly)
Video	Total n° of videos realised (and shared on YouTube) Total views on YouTube	<3 <50	3-4 50-100	>4 >100	YouTube statistics (monthly)
Leaflets	Total n° of leaflets realised	<1	1-2	>2	DEC Activity Report (monthly)
Scientific Publications	Total n° of scientific papers Total citations per publication	<2 <2	2-3 2-3	>3 >3	DEC Activity Report (monthly)

DEC CHANNELS AND EVENTS	KPIS	TARGETS (M42)			MEANS OF MONITORING (FREQUENCY)
		Poor	Good	Excellent	
Policy recommendations	Total n° of policy recommendations planned	<1	1-2	>2	DEC Activity Report (monthly)
Projects and Networks connected	Total n° of related projects connected	<5	5-7	>7	DEC Activity Report (monthly)
	Total n° of external networks involved	<5	5-6	>6	
Training and Lectures	Total n° of lectures	<6	6-7	>7	DEC Activity Report (monthly)
	Total n° of students involved	<45	45-55	>55	
	Total n° of training sessions	<3	3-4	>4	
Interactive workshops	Total n° of interactive workshops organised	<3	3-5	>5	Dissemination, Exploitation and Communication Activity Report (monthly)
	LINKS Community Workshop organised	<2	2-3	>3	
	N° of participants per workshop	<10	10-20	>20	

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