



Driving Innovation in Crisis Management for European Resilience

## D81.21 – Objectives of SP8

Grant agreement number: 607798      Due date of deliverable: 2014-07-31  
Start date of the project: 2014-05-01      Actual submission date: 2014-07-31  
Duration: 54 months      Deliverable approved by the PMC:

Lead Beneficiary: FhG-INT (Maike Vollmer, Isabelle Frech)

Contributing beneficiaries: CIES (Ben Hayes), DIN (René Lindner, Philipp Albrecht), Ecorys (Laura Birkman, Linette de Swart), CSDM (Todor Tagarev, Valeri Ratchev)

### Keywords:

Supporting Analysis, Capabilities, Organisations, Policy, Legislations, Standardisation, Economic model

### Dissemination level:

PU   
PP   
RE   
CO

### Release History

Release number	Release date	Released by
V1	31/07/2014	Maike Vollmer



# Table of contents

- Executive Summary ..... 5
- 1 Introduction: DRIVER background & the role of SP8 “Supporting Information & Analysis” ..... 6
  - 1.1 DRIVER background: Concept and project objectives..... 6
  - 1.2 The role of SP8 “Supporting Information & Analysis” in DRIVER..... 6
- 2 Objectives of WP81 “Coordination & Conceptualisation of Supporting Information & Analysis” .. 8
- 3 Objectives of WP82 “Crisis Management Institutions & Capabilities” ..... 9
- 4 Objectives of WP83 “Governance” ..... 11
- 5 Objectives of WP84 “Standardisation” ..... 12
- 6 Objectives of WP85 “Economic & Legal Aspects of DRIVER Solutions” ..... 13
  - 6.1 A common approach for SP7 (WP73) and SP8 (WP85) on test bed sustainability and the exploitation of tools..... 13
  - 6.2 Objectives per (sub)tasks ..... 13
- 7 Correlations with other SPs..... 16
- 8 Conclusion..... 17

## List of Tables

*Table 1: SP8 correlations to other SPs* \_\_\_\_\_ 16

## Table of Figures

*Figure 1: DRIVER work breakdown structure: Subprojects (SPs)* \_\_\_\_\_ 7

## List of Acronyms

Abbreviation / acronym	Description
CEN	European Committee for Standardisation
CM	Crisis Management
COPL	Capabilities, Organisations, Policy, Legislations (in short for the information to be gathered in WP82 and WP83, incl. Procedures, Procurement aspects, CivMil aspects etc.)
CWA	CEN Workshop Agreement
DoW	Description of Work
JE	Joint Experiment
FD	Final Demonstration
MS	Member State/ Milestone
MSn	Milestone n
PoT	Portfolio of Tools
PPP	Public-Private-Partnership
PSS	Psycho-social-support
SE	Subproject Experiments
SOTA	State Of The Art
SP	Subproject
WP	Work package

## Executive Summary

This deliverable sets out the objectives of SP8 of the DRIVER project in the context of the overall concept, scientific objectives and the core methodologies that the project will employ. The report provides background information and sets out the aims and objectives of each of the five SP8 work packages (WPs).

The main objective of WP81 is to coordinate all of the activities in SP8 and liaise with the other SPs where necessary. The main objective of WP82 is to provide high-level analysis of the procedural, organisational and institutional actors and processes involved in crisis management in Europe (Member States, EU and UN-level); the main objective of WP83 is to provide high-level analysis of the governance, policy and legislative issues. WP82 and WP83 have both been designed to support the development of the DRIVER Portfolio of Tools and the subsequent experiments and will employ a common methodology with respect to information gathering and analysis. Both work packages will produce recommendations for the development of EU crisis management policy based on the R&D produced by the DRIVER project. The objective of WP84 is to examine, on the basis of the results of DRIVER's activities – particularly in SP2-5 and SP9 – whether new areas of crisis management should be subject to new standardisation activities on European level, or whether existing standards should be amended. The objective of WP85 is to build the economic model and plans supporting the sustainability of the DRIVER Test-bed, exploitation of the DRIVER Portfolio of Tools, and the provision of legal advice in the context of new crisis management tools and techniques.

# 1 Introduction: DRIVER background & the role of SP8 “Supporting Information & Analysis”

## 1.1 DRIVER background: Concept and project objectives

The DRIVER project implements the Aftermath Crisis Management System-of-Systems Demonstration Programme funded under the 7<sup>th</sup> Framework Programme by the EU.

The DRIVER project aims at two main dimensions:

- firstly, the development of a pan-European test-bed enabling the testing and iterative refinement of new crisis management (CM) solutions and thereby facilitating capability development through the provision of respective methodologies and infrastructure;
- secondly, the actual development of a DRIVER Portfolio of Tools that improves CM at Member State and EU level.

The DRIVER consortium consists of 37 organisations from 13 EU Member States and two associated countries. The project is coordinated by European IT services leader Atos with technical and scientific support from the Swedish Defence Research Agency (FOI) and the Fraunhofer Institute for Technological Trend Analysis (INT).

The total available budget will be roughly 45 million Euros, i.e. DRIVER will be the largest CM project in Europe, if not the world, for the foreseeable future.

## 1.2 The role of SP8 “Supporting Information & Analysis” in DRIVER

DRIVER consists of nine subprojects (SPs), as shown in figure 1. The thematic dimension (SP3-SP5) is rendered as vertical. Horizontal SPs, such as SP8, enable operationalisation of Crisis Management solutions (but can have other roles as well).

The role of SP8 is to analyse the non-technological environment of potential tools and to derive requirements to be taken into account for the design of the experimental campaigns, in order for DRIVER to be able to develop promising solutions into fieldable CM tools. Such data include CM institutions, processes, capabilities as well as CM policy and CM related legislation. The CM innovation process fostered by DRIVER will further be supported by SP8 in proposing new standards for CM, and by providing necessary economic analysis needed to exploit the DRIVER Portfolio of Tools and to develop a business model for the sustainability of the test-bed.

Consequently, SP8 is designed to provide the remaining DRIVER SPs with non-technological data (institutional, doctrinal, policy, legal) required (i) to be fed into the test-bed’s information resources, (ii) to provide the adequate data for ensuring the sustainability of the test bed beyond the project’s life span and proper exploitation of the Portfolio of Tools that are operationalised during the course of the project. Further, (iii) SP8 will provide crisis managers, policy makers and legislators with evidence based recommendations that are derived from the combined analysis of the

aforementioned data and the results of the experimental campaigns. In order to transfer the project results of DRIVER to the market SP8 will further propose new standards in CM, e.g. through CEN Workshop Agreements, or give input to already existing standardisation activities.

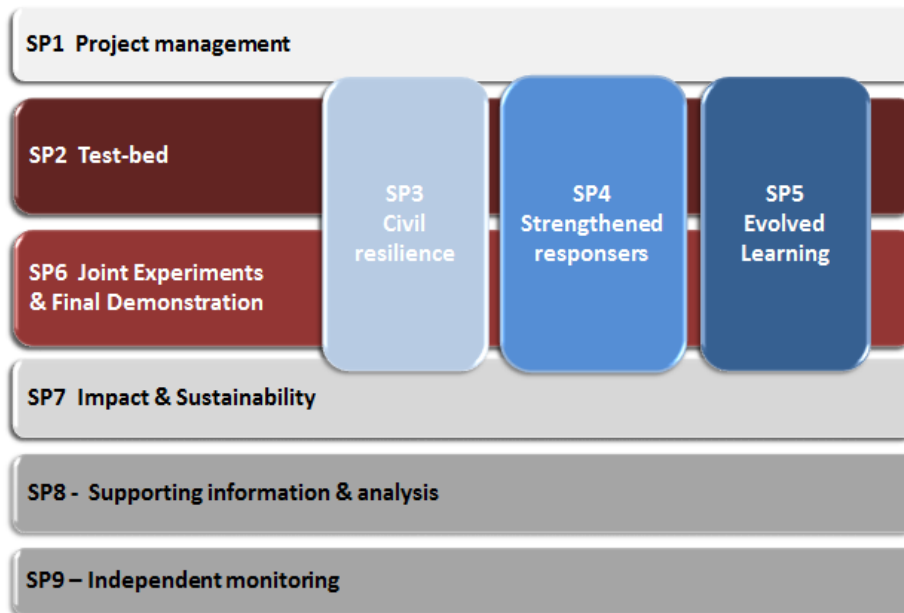


Figure 1: DRIVER work breakdown structure: Subprojects (SPs)

The SP8 objectives require close correlations to other DRIVER SPs, which are described in chapter 7.

In the following chapters, objectives of each WP in SP8 will be described, especially with regard to the first project period, M1-M29. An update of these objectives will be provided in M29 (D81.2.2). WPs are led by different partners, using different approaches, which also resulted in differences in the structure of the corresponding chapters in this document. In contrast, due to the strong correlation of WP82 and WP83 (see chapter 2.2 and 2.3), their approach and corresponding work plans (see also D81.1) are similar. Objectives of WP84 are expected to be further elaborated in detail – main activities in this WP are planned to start from M18.

## 2 Objectives of WP81 “Coordination & Conceptualisation of Supporting Information & Analysis”

The objective of WP81 is to coordinate the efforts in SP8, which includes leading, coordinating, monitoring and reporting to SP1.

In addition, WP81

- (i) is responsible for the development of a **common understanding** and vision of SP8 among all contributing partners,
- (ii) **implements the updates** provided by the other DRIVER SPs (MS1, MS2) to be conducted, into the SP8 Work Plan,
- (iii) is responsible to ensure **information flows between the WPs** and to organise meetings and telephone conferences (e.g. monthly reports from WP leaders in telephone conferences),
- (iv) develops a **work plan** for SP8 (see D81.1, submitted at the same time as this deliverable), which will be updated at M8 and M29 (informal deliverables), based on first SP8 results as well as input from SP2-5.
- (v) will set-up an **SP8 contact database**, based on contacts made in the course of SP8 work, which will be handed over to SP7 for inclusion into the DRIVER communities.



## 3 Objectives of WP82 “Crisis Management Institutions & Capabilities”

Main objectives of WP82 are:

1. Analysis of high-level **CM procedural, organisational, and institutional structures** (of Member States (MS), EU-level, and UN-level as well as of those countries concerned by the DRIVER scenarios) that is intended to support the experimentation by serving as description of the actual framework’s conditions and thus, **support the development of the Portfolio of Tools (PoT)**
2. Analysis of high-level **CM procedural, organisational, and institutional structures** that will later **support the development of the scenarios and the execution of Joint Experiments (JEs)** and the Final Demo (FD) in SP6
3. **Development of recommendations** for the EU and its MS on how to benefit from the DRIVER-results to strengthen CM structures and improve common preparation and operations and thus, European resilience.

The first aspect plays a more important role as compared to the second and should, if any budget issues arise, prioritized above aspect 2, since this is also part of SP6 (detailed work share will be defined).

Taking into account the available budget and time for the analysis and to receive comparable results from the partners that will perform the analysis of countries and international organisations, “high-level” for tasks 82.1+82.2 (same for WP83) has been defined as followed:

- national level
- crossborder, bi- or multilateral
- decision maker related.

WP82 and WP83 are closely related, which led to the decision to conduct main parts of the work together (see D81.1).

WP82 (as well as WP83) therefore provides important input for the work conducted in other SPs, especially SP2 – SP5. Thus, these SPs were consulted, focusing on analysing their specific information needs (see internal document “D81.1\_COPL\_functional requirements analysis for SP2-5\_Internal questionnaire“, working document).

While results of these interviews with relevant partners from SP2-5 did not change the objectives of WP82 (and WP83), they slightly changed the work plans (see D81.1): Only little information needs could be gathered at this stage, as it is still very early in the project’s life time. Thus, the high level analysis in the first phase will provide the recipients of the deliverables in the experimentation stage with a general overview on COPL (Capabilities, Organisations, Policy, Legislations – in short for the information to be gathered in WP82 and WP83, incl. Procedures, Procurement aspects, CivMil aspects etc.), covering the EU member states, selected neighbouring countries and international organisations (EU and UN). In contrast, the update phase (M25-M29) will be able to focus on more pertinent COPL issues identified by the other SPs including the support of the development of the scenarios in SP6.

For the first phase of the high-level analysis, a common template for WP82 and WP83 has been developed (see internal document "Draft DRIVER\_SP8\_COPL\_template\_2014-07-10"), to be used for the country studies as well as EU- and UN-level. Objective of the analyses using this template are:

1. To describe and analyse the existing high-level CM procedural, organisational, and institutional structures of MS, EU-level, and UN-level as well as of those countries concerned by the DRIVER scenarios
2. To describe capabilities and the existence of bi- and multilateral cooperative linkages between nations
3. To prepare recommendations for the EU and MSs on how to benefit from the DRIVER-results to strengthen CM structures and improve common preparation and operations and thus, European resilience.

For WP82, this template is covering issues on Organisation (e.g. chain of command, cross-border operational cooperation), Procedures (e.g. Standing Operating Procedures, national crisis management plans), and Capabilities (e.g. human resources, materiel resources).

The development of recommendations involves an analysis of results of the high level analysis as well as experimentation results of solutions coming out of SP3-6 with regard to potential implications for adjustments of structures and processes in MS or EU-level.

## 4 Objectives of WP83 “Governance”

As described in chapter 2.2 and more detailed in D81.1, WP82 and WP83 are closely related. Thus, also their objectives are similar, just having a different thematic focus. In both WP a “high-level analysis” will be conducted, while WP82 is focusing on procedural, organisational, and institutional structures; WP83 is analysing governance issues, i.e. policy and legislation relevant for CM.

Main objectives of WP83 are:

1. Analysis of high-level **CM policy and legislation** (of MS, EU-level, and UN-level as well as of those countries concerned by the DRIVER scenarios) that is intended to support the experimentation by serving as description of the actual framework’s conditions and thus, **support the development of the Portfolio of Tools (PoT)**
2. Analysis of high-level **CM policy and legislation** that will later **support the development of the scenarios and the execution of Joint Experiments (JEs)** and the Final Demo (FD) in SP6
3. **Development of recommendations** for the EU and its MS on how to benefit from the DRIVER-results to strengthen CM policy and legislation, and improve common preparation and operations and thus, European resilience.

Just as in WP82, the first aspect plays a more important role as compared to the second and should, if any budget issues arise, prioritized above aspect 2, since this is also part of SP6 (detailed work share will be defined).

As described above, “high-level” for tasks 83.1+83.2 (same for WP82) has been defined as followed:

- national level
- crossborder, bi- or multilateral
- decision maker related.

For the consultation of SP2-5, corresponding results and consequences for the work plan, see chapter 2.2.

The template for the high-level analysis is covering for WP83 issues on Policy (e.g. with regard to risk assessments, or financing) and Legislation (e.g. general CM law, emergency rule).

The development of recommendations involves an analysis of results of the high level analysis as well as experimentation results of solutions coming out of SP3-6 with regard to potential implications for adjustments of policy and legislation in MS or on EU-level.

## 5 Objectives of WP84 “Standardisation”

The main objective of WP84 is the transfer of DRIVER results, mainly from SP2-5 and SP9, into standardisation activities. Thus, the gaps among existing standards in the fields of crisis management will be filled. At first, the analysis of existing standards and standardisation activities will give an overview of the status quo, including the development of D84.1. Additionally, providing the overview of standards and standardisation activities (D84.1) to all other SPs will particularly raise the awareness of DRIVER partners for the planned standardisation activities in the later phase of DRIVER. Afterwards, WP84 will crosslink with the respective SPs in order to identify in workshop(s) the potentials of DRIVER results for standardisation and to develop a standardisation strategy (D84.3). This strategy considers D84.1 and D84.2, and also includes a draft of a business plan which will be used for the development of the envisaged CWA(s) or as input for already existing standards and standardisation activities.

## 6 Objectives of WP85 “Economic & Legal Aspects of DRIVER Solutions”

The objective of WP85 is to build the economic model and plans supporting the sustainability of the DRIVER Test-bed (85.1), exploitation of the DRIVER Portfolio of Tools (85.2), and the provision of legal advice (85.3). WP85 will collect relevant economic data, analyse project results from an economic perspective, develop economic models and plans and integrate the feedback from the working sessions with the concerned stakeholders in SP7. WP85 will further support the experimentation conducted in SP3-6 with regard to the legal issues (e.g. insurance of participants) and the development of the DRIVER Portfolio of Tools with regard to legal requirement (e.g. safety and data security).

### 6.1 A common approach for SP7 (WP73) and SP8 (WP85) on test bed sustainability and the exploitation of tools.

In order to avoid unnecessary duplication and potential research gaps in the provision of relevant information and analysis for the coordination of impact and sustainability of the test beds in SP7, task leaders of WP85 and WP73 (Ecorys, Arttic, and ATOS) have agreed to develop a common approach and integrate overlapping activities in developing sustainable test beds and exploiting tools. Benefits of a common approach include: the adoption of a shared problem definition for tasks WP85 and WP73, maximisation of impact, resource efficiency, and ongoing knowledge sharing.

More specifically, the integration of the work packages ensures that the inventory of relevant data and inputs for the construction of relevant economic scenarios and business models matches the realities of the stakeholder environment, such as test bed providers, technology suppliers, users and policy makers, especially at EU level. Finally, it enables the exploitation of DRIVER tools at a deeper, more innovative, level. To facilitate this common approach, WP85 and WP73 will use the same project teams and adopt a roadmap of (shared) activities (see figure 7 in D81.1). A (draft) vision document is currently being developed to outline this common approach for WP85 and WP73, including a roadmap of activities, that will ensure maximum alignment of the content, deliverables and teams involved.

### 6.2 Objectives per (sub)tasks

The objectives outlined below are subject to small changes as research and experimentation needs from SP2-6 will become better defined and assessed in the course of the first 6 months of DRIVER.

#### *Task 85.1 – Sustainability of the DRIVER test-bed (M1-M52)*

Task 85.1 will focus in M1-M29 on the collection of inputs and the development of economic scenarios and business models for SP7.

### 1 – Data collection and research

This task will use inputs from SP2 where the DRIVER Test-bed will be developed (description of test-bed available tools, results of all tests, experiences of users, etc.) and inputs from 22.3, where economic effects of past disasters will be collected. Relevant costs aspects (maintenance, exploitation, further improvements, etc.) and economic information related to the sustainability of the test-bed will be collected such as factors related to the test-bed influencing the market. This included for example pre-commercial testing possibilities, pre-commercial procurement, benchmarking options, potential solutions to the CM market failures, etc. Additionally, information on the current economic situation in Europe and expected economic developments will be collected.

### 2 – Development of economic scenarios

The inputs will feed the development of future economic scenarios. The scenarios developed will be used in the analysis of the test-bed sustainability. Potential economic models and organisational set-ups will be investigated, taking into account different economic scenarios. These economic models will take into account issues such as the differing number of suppliers or for example possibilities for the use of PPP, etc. Possible business options will be developed and these will be further investigated in SP7.

### 3 – Development of business models

Relevant information on necessary adjustments to a potential crisis management experimentation business case will be investigated. Two public DRIVER impact and sustainability workshops will be jointly organised by SP7 and SP8 (with external stakeholders) in M9 and M17 to ensure ongoing feedback on the (interim) outputs of 85.1. The results of the discussions with stakeholders in SP7 will then be fed back into the analytical work carried out in this task. The most promising economic models will be selected and recommended for further investigation in SP7.

All collected information in 85.1 will be shared and used in SP7 to further investigate the sustainability of the test-bed.

## *Task 85.2 – Exploitation of the DRIVER Portfolio of Tools (M1-M52)*

### 1 – Data collection and analysis

The economic scenarios developed in 85.1 will be used as a main input for task 85.2. Additionally, the results of the experimental campaigns in SP3-6 as well as the results of SP9 regarding potential positive societal impact related to different tools will serve as inputs for this task. The test results will be analysed in this task taking into account the economic aspects and the exploitation plans of the involved tool developers in particular. In addition, relevant economic information related to the exploitation of these tools will be collected. This will include the analysis of the competitiveness of tools in their respective market sectors. The main markets will be investigated at European level and in the most relevant MS.

### 2 – Competitiveness analysis

The competitiveness analysis will include the characteristics of the market sector, relevant developments, global competitive position of Europe, number of suppliers, export possibilities,

export constraints, etc. This will then be used to develop business models and exploitation planning options for the DRIVER Portfolio of Tools.

### 3 – Exploitation of DRIVER tools

The WP85.2 results will be shared with SP7 (WP73.2) on a regular basis and discussed with the respective stakeholders – both suppliers and their future clients. This feedback will then be used to further improve the business models and exploitation plans for the DRIVER Portfolio of Tools. Two public DRIVER impact and sustainability workshops will be jointly organised by SP7 and SP8 (with external stakeholders) in M9 and M17 to ensure ongoing feedback on the outputs of 85.2.

All collected information will be used in SP7 to further investigate exploitation of the DRIVER Portfolio of Tools.

### *Task 85.3 – Legal advice (M1-M54)*

The objective of task Task 85.3 is to act as legal and regulatory advisor to the DRIVER project (LRA) with regard to three subtasks:

#### 1 – Advice on legal and regulatory conditions with regard to experimentation (research)

Issues to be addressed include: loss of wages for civilians, data protection, insurance, liability, etc.

#### 2 – Advice on legal and regulatory conditions and policy with regard to the DRIVER tools (implementation: e.g. safety & data security)

These conditions relate to e.g. legal constraints for PSS tools, liability aspects of community building and volunteering, liability aspects in general, freedom of press, loss of wages for private logistics providers, safety at work, data security, etc.

#### 3 – Legal advice

This subtask concerns provision of legal advice upon request (throughout the project's life span), if possible within the available budget of this subtask. Any ad-hoc requests will only be performed on the condition that the available budget is sufficient enough to honour the request.

For both subtasks (1) and (2), generic information on legal conditions will be provided early in the project (year one). On the basis of the description of experiments run in SP3-6, more detailed legal aspects to comply with are to be gathered and provided towards the end of the project. In order not to duplicate efforts in regard to legal advice for experimentation, task 85.3 will seek close cooperation with WP91 (see submitted D95.2.1 with guidance with regard to SC15, data protection and D91.3).

## 7 Correlations with other SPs

To achieve the SP8 objectives, close collaboration with other DRIVER SPs is required. Table 1 provides an overview on major correlations – inputs and outputs – of SP8 activities and other SPs.

WP	Input from SPx	Output to SPx
81	<b>SP1</b> (overall DRIVER concept, updates, first project results)	<u>SP8 work plan &amp; objectives to MS1 &amp; MS3;</u> <u>List of contacts to SP7</u>
82, 83	<b>SP1; SP6</b> (description of JE Scenarios), for high-level analysis; <b>SP2</b> (SOTA test-bed), <b>SP3</b> (SOTA civil resilience), <b>SP4+SP5</b> (results of SEs), <b>SP6</b> (JE execution report + evaluation data), for recommendations	<u>CM organisations report/ Policy &amp; Legislation report to SP2-SP6;</u> <u>Recommendations to SP7</u>
84	<b>SP2</b> (SOTA test-bed), <b>SP3</b> (SOTA civil resilience), <b>SP4</b> (SOTA response systems), <b>SP5</b> (results of SEs), <b>SP9</b> (reports on societal impacts, for standardisation potential)	<u>Overview of existing standards &amp; standardisation activities to SP1 (SOTA) and to SP6 (Final Assessment);</u> <u>Strategy for standardisation to SP7</u>
85	<b>SP2</b> (E.g. SOTA test-bed; DRIVER Experimentation communities of interest; DRIVER Reference Database), <b>SP3</b> (SOTA civil resilience), <b>SP4</b> (e.g. results of SEs), <b>SP6</b> (e.g. report of DRIVER Portfolio of Tools), <b>SP7</b> (interim results exploitation of DRIVER Portfolio)	<u>Economic info on sustainability of test-bed/ for exploitation of DRIVER tools to SP7</u> <u>Legal conditions report to SP2-6</u>

Table 1: SP8 correlations to other SPs

### SP8 work packages

WP81: Coordination & Conceptualisation of Supporting Information & Analysis

WP82: Crisis Management Institutions & Capabilities

WP83: Governance

WP84: Standardisation

WP85: Economic & Legal Aspects of DRIVER Solutions

### DRIVER subprojects

SP1: Project Management

SP2: Test-bed

SP3: Civil resilience

SP4: Strengthened responders

SP5: Evolved Learning

SP6: Joint Experiments & Final Demonstration

SP7: Impact & Sustainability

SP8: Supporting information & analysis

SP9: Independent monitoring



## 8 Conclusion

The objectives of SP8 as described in this document reflect those in the DoW, but have been elaborated in more detail.

In sum, the overall objective of SP8 is to analyse the non-technological environment of potential tools and to derive requirements to be taken into account for the design of the experimental campaigns, which includes data on CM institutions, processes, capabilities as well as CM policy and CM related legislation; proposing new standards for Crisis Management; and providing necessary economic analysis. To achieve this, the work is split up in five WPs. Objectives of WP82 “Crisis Management Institutions & Capabilities” and WP83 “Governance” are closely related, and the work will mainly be conducted in close collaboration. WP84 “Standardisation” is strongly dependent on input from other SPs and will start its main activities later in the project. WP85 “Economic & Legal Aspects of DRIVER Solutions” has strong correlations to SP7 (WP73 “Developing Testbed Sustainability & Portfolio Exploitation”), thus strong collaboration is already ongoing.

The approach how to achieve the objectives described in this document is content of D81.1 “SP8 Work Plan”, submitted at the same time as this deliverable.

In M29, an update of these objectives, based on first results in SP8 as well as input from other SPs, will be provided (D81.2.2).