



D8.1 Project Dissemination and Communication Strategy

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List of Acronyms

Abbreviation / acronym	Description
CA	Consortium Agreement
CFS	Certificate on the Financial Statements
DE4A	Digital Europe For Everyone
DoA	Description of Action
Dx.y	Deliverable number y, belonging to WP number x
DOs	Dissemination Objectives
EC	European Commission
GA	Grant Agreement
KPI	Key Performance Indicator
Mx	Month X
PC	Project Coordinator
PM	Person-month
QA	Quality Assurance
QM	Quality Manager
RASCI	Responsible/Accountable/Supportive/Consulted/Informed
RP	Reporting Period
TL	Task Leader
UC	Use Case
WP	Work Package
WPL	Work Package Leader
YRx	Year X

Executive Summary

This document defines the dissemination and communication strategy for the DE4A project. The purpose of DE4A is to develop an open and comprehensive environment and platform for EU Member States to support and meet obligations under the Single Digital Gateway Regulation, to consistently deliver secure cross-border, high quality, fully online procedures under the Once-Only Principle (OOP).

The first sections of this deliverable define the objectives and context of “WP8 Stakeholder dialogue, dissemination and communication” in the context of the project. It defines the high-level strategy, as well as its scope and target audience. The dissemination plan, details the different classes of stakeholders to which the project is focused, being split between those focussed on specific issues (mainly technical), those supporting the pilots, and horizontal stakeholders with reach to large memberships and audiences, such as businesses and citizens. This document defines key messages for each class.

The document also details the methods to be used to deliver the dissemination objectives, via communication tools and their Key Performance Indicators (KPIs), as well as direct dialogue. The communications tools comprise the visual identity of the project, namely the logo and presentation templates, and the social networks in which the project should be present. An important milestone briefly described in this document, (and in much more depth in DE4A “Deliverable 8.2 Project website and social media channels”), is the public website development. Within the site, it is expected to distribute detailed information (if not restricted) about the consortium, public deliverables and any event related to the project. A high-level pilot brochure (suitable for paper and digital format) will be distributed to the members of the consortium to ease the dissemination of the project in Face-to-Face events, especially to non-technical audiences.

Overall, the document has described how the strategy has been re-aligned with the changing circumstances due to COVID-19 as well as project timelines, which particularly impacts communications and dissemination.

In future versions of this document, workshop strategies aimed at promoting the results of the project will be described. as well as growing an active stakeholder group. These strategies should be applied once the pilots’ deployments are ready to be publicised.

Collaboration with WP6 (Sustainable Impact and New Governance Models) is expected to be a key feature of the second and third years especially prioritising dialogues with stakeholders.

It is important to note that this document is describing a real-time strategy on communication and dissemination actions and so it will be subject to modifications throughout the project as technologies and pilot activities progress to real demonstrable deployments. Changes in our societal environment will also be reflected in later versions.

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1. Introduction

1.1 Purpose of the document

The present document entitled “Project Dissemination and Communication Strategy” is particularly associated with Work package 8 “Stakeholder dialogue, dissemination and communication” (WP8) and as such, describes the communication and dissemination strategy, from the communication tools, visual identity, website building, conferences participation and stakeholders’ strategy.

This transversal work package 8 will retain close collaboration with all project’s activities, especially WP6 “Sustainable Impact and New Governance Models” to ensure that all up to date information and knowledge produced within the project will be effectively recognised and disseminated as appropriate.

1.2 Scope and Objective

The main goal of WP8 is to elaborate and execute the communication and dissemination of the data and knowledge generated from the beginning of the project, with the goal to raise awareness with stakeholders and prospective users and to maintain alignment with European Commission and Member State actions.

Therefore, this report aims to describe the communication and dissemination that are expected to be carried out to promote the DE4A project, understanding the sensitivity of the political and developmental issues of the project, and its place in the wider environment of Member States and previous involvement with previous related projects such as TOOP.

Communication and dissemination must be focussed on multiple stakeholders (a non-exhaustive list with stakeholder’s profiles is included later in this document) and in addition, specific actions which will be performed to raise awareness among the general public and all those who may interact with DE4A outcomes and aim to increase their awareness of the project’s goals in relation to the Single Digital Gateway.

For that purpose, social network accounts and a web page have been created, and virtual events, conferences and round tables will be organised to ensure the success of the communication and dissemination plan and to increase the impact of the project.

1.3 Context and Motivation

This document will describe the communication and dissemination plan strategy, from the communication tools, visual identity, website building, and the events and conferences participation strategy.

To do so, this workpackage has to:

- Create and disseminate the public project website, provided means for long-term collaboration between project members, relevant stakeholders and target groups.
- Establish relationships with media in the countries of the consortium members, (via the local consortium members); and
- Produce conference papers (for virtual or if possible physical) meetings describing the project results.

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To achieve those objectives, the advice of stakeholders, and sister projects should be sought to optimise the execution and development of the platform as appropriate and within budgetary limits.

To enhance the impact of DE4A and engage with other stakeholders, we will work with WP6 and also use our consortium members' extensive relationships with public bodies, local authorities, policy think tanks and media.

Consortium members will use a multi-level approach including tailor-made dissemination tools and events oriented to the respective target audiences (e.g. professional associations, relevant authorities, on-line services and providers of relevant technologies).

Consideration should be taken into accounts for businesses and citizens, who will require non-technical and benefits focussed communications to promote demand.

D8.1, "Project Dissemination and Communication Strategy" is a living document that will be updated and made available at the end of each period, to reflect the activities and adapted planning over the course of the project.

1.4 Structure of the document

This document is divided into four main sections:

- Chapter 1 describes the DE4A High level strategy
- Chapter 2 introduces the communication tools
- Chapter 3 presents the different stakeholders
- Chapter 4 provides the timelines for the dissemination activities
- Chapter 6 describes the monitoring methodology and procedures

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2. DE4A High Level Strategy

DE4A will establish liaisons with relevant European Projects and initiatives, in order to promote the objectives of the project, share knowledge and information. The aim of these liaisons is to get synergies among the projects and eventually collaborate to extend their reach to interested citizens and other stakeholders.

Following the lines of the DE4A proposal and considering the interrelation between the diverse activities to maximise the project's impact, it is important to identify early on, the potential targeted audiences of DE4A along with their specific interest in the project.

Where possible, 'Multipliers' will be engaged. Typically, they are either representative bodies or membership organisation who have wide-reach and memberships.

There are 3 main classes of Stakeholders:

- Issue-Based Stakeholders that are considered directly interested parties and users of DE4A at a strategic level who may be involved directly with the SDG and other issues which will influence the success of DE4A in attaining its goals at a platform level. DE4A WP6 and WP8 will be collaboratively addressing these stakeholders in detail from YR 2 onwards.
- Pilot-Based Stakeholders that comprise all those entities that will be trialling and utilising the pilot Use-Cases (UCs) in each country. Project Partners and Member States will collate each of those entities into defined groups so that they can be addressed specifically for their own needs and local policies.
- Horizontal-Based Stakeholders who may fall into pilot or issue-based categories, but they should be recognized that they may have multiple interests. They can be considered secondary influencers and may also be considered as 'multipliers', ie are an efficient channel to reach a European-Wide audience, as they may have an EU-wide membership. They are also likely to be the main channel of communications towards businesses and citizens.

2.1 Key Messages

Communications from the project should be made in the context of a unified set of key messages, which might be extended as the project and its findings become more refined later in YR2. In the later phase of the project, messages should be focused on summarising project findings and achievements and will be posted on the public website and communicated via Twitter, LinkedIn and direct and personnel emails to website members and other contacts. These will likely be distributed via consortium members' own mail lists. We will always pay attention to dissemination policies that guarantee that no private or restricted information is disclosed.

During the initial phase of the project, key messages should echo the mission, goals and values, focusing specifically on the recruitment of stakeholders and on traction generation by sending them news on the project outcomes and inviting them to our conferences and events.

This primary phase of key messages will be embodied on collateral and website messages and consist at top level:

- DE4A is building further on Large Scale Pilots like STORK, STORK2.0, SPOCS, eSENS, and initiatives like ISA
- DE4A takes into account:
 - EU Regulations: eIDAS, SDGR,

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- EU declarations: Tallinn
- EU principles: OOP -> TOOP
- EU guiding principles: EIF, EIS, EIRA
- The availability of new technologies (i.e blockchain)
- DE4A realises the **European Single Market** in practice

The second phase of key messages concern the pilots and the public administrations including universities that are the key actor in the pilots:

- DE4A Real-Life Pilot “Studying Abroad”
- DE4A Real-Life Pilot “Doing Business Abroad”
- DE4A Real-Life Pilot: “Moving Abroad”

The pilot descriptions will be supplemented by the pilot use cases.

It is recognised that without detailed descriptions of the methodology, semantics and processes of DE4A, even a technical user will struggle to understand how DE4A works, so key messages will be restricted to high level and detailed technical issues. The key messages above are used throughout the DE4A standard presentation, video and website.

A third phase of messages will be targeted at industry and citizens who have no interest in the technical aspects of DE4A, and will concentrate on the outcomes of the DE4A and how they will benefit, by making life easier:

- When I want to study abroad
- When I want to move home
- When I try to move or expand my business.

Differentiating and describing DE4A and its benefits over existing practices will be advantageous.

2.2 Campaigns

Communication campaigns generally aligned with the project will support content generation for both the project public website and social media.

The envisioned project campaigns are:

- Sharing the mission, goals and values;
- Notifying target stakeholders and establishing networks of activities throughout the phases of the project;
- DE4A: “What’s in it for me?”
- Promotion events, including debates specifically tasked with enhancing the findings of DE4A; These will include local events for pilot use-cases and EU-wide events for horizontal stakeholders and ‘stakeholder multipliers’ (member organisations representing their markets.)
- Announcing deliverables and extracting key outcomes to encourage adoption of their findings.

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2.3 Goals

The dissemination activities will deal with the diffusion of knowledge generated within the context of the project, aiming to ensure both a mid- and long-term impact by informing the undermentioned target audiences. Within project budgets, the dissemination strategy to be applied in DE4A is aligned to the following dissemination objectives:

- **Raise awareness:** Ensure that all key concepts and messages are disseminated through tailored methods and channels to increase awareness and eventual feedback.
- **Engagement of key stakeholders:** Sustain the engagement of stakeholders who are already involved (Issue-based and Pilot-based Stakeholders) and those who do not have specific interests in DE4A itself but may have interest either in the technologies used and their involvement elsewhere, or the implications of the pilots in other non-directly related processes. They may lack awareness, resources or incentives to become more involved at the initial stages (Horizontal-based Stakeholders).
- **Boost sustainability:** Ensure sustainability of the DE4A over-arching goals and architectures for a cost efficient provision of Digital Public European Services.
- **Support impact and sustainability efforts** (Work Package 6) to ensure long term uptake and incorporation of DE4A into Member State systems and thus contributing to more efficient cross Member State digital communication and transfer of evidences.

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3. Communications Tools

The tools for the implementation of the communication plan have been divided into three groups according to their specific objective, as detailed in the following sections:

- A unified and compelling visual identity and associated branding;
- Information tools to facilitate and scale communication; and
- Common promotional materials specially to support one-to one interactions (including virtual)

3.1 Visual Identity Tools

3.1.1 Project Logo

The project logo was designed to demonstrate the promotion of communications between Member States. The logo is comprised of several elements. The name, the strapline and the network icon. These combined elements make up the narrative that surrounds the DE4A project.)



Figure 1: Square and wide versions of DE4A Logo

3.1.2 Logo Rationale

The logo combines a number of different elements to create an abstract mark that, when used as part of the overall identity, combines some of the key elements behind the DE4A project.

The icons are markers to signify a geographic location, like a map pin, moving between locations and across borders rather than simply indicating a fixed point.



Figure 2: Logo Rationale

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The diagram shows the core elements and their combination in creating the graphic to like countries and businesses. The intention of the identity is to use these shapes throughout documents and social posts, animated if appropriate to tie the logo into the project and provide a visual narrative to digital data being shared.

The colours are based loosely on the colours of the European Union with a vibrant gradient used to suggest key features and convey a premium aesthetic, communicating the value of the information provided by the programme.

The font choice is modern with subtle sans-serif flourishes. As a huge proportion of data is absorbed on mobile devices the font was chosen to be legible at all sizes using a free font choice to ensure the identity is easily maintained across multiple platforms and ensure ease of future applications and uses.

The brand guidelines offer more information on this.

3.1.3 Brand Guidelines

A Brand Design Guidelines booklet (**See Annex I**) have been produced to maximise brand identity and control clarity of messaging.

These guidelines are used throughout the website and are available for additional uses by partners on the OwnCloud repository and also on the “Consortium only” resource on the DE4A website.

3.2 Information Tools

3.2.1 Social Media

Social media channels are used for publishing project information, such as events, publicly available deliverables and findings, as well as disseminating news on related topics. The primary objective of social media activity is to generate interest of a wide range of stakeholders, through additional communication and dissemination channels. It may also re-enforce the awareness of DE4A to more technical stakeholders. Primary channels (after the website) will be twitter and LinkedIn.

3.2.1.1 Twitter

EEMA has created and is responsible for the management of the project’s Twitter account. The Twitter handle @DE4A_EU was running from the beginning of the project and all partners have been asked to contribute relevant content that could be shared and / or retweeted.

Figure 3 below shows the look and feel of the project account.



Figure 3: Twitter Look and Feel and early tweet

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The account is used for the promotion of project messages and monitoring social engagement. Furthermore, when appropriate, each partner might promote project activity through their own organisations’ Twitter accounts to enable a greater audience to be reached through established networks and followers.

In addition to using the organisational Twitter accounts of project partners, individual project members are using their own social media accounts on Twitter and LinkedIn to communicate with their followers.

3.2.1.2 LinkedIn

The proposed approach for project promotion via LinkedIn is designed to utilise each partner’s organisation’s existing LinkedIn accounts, if any, to achieve good engagements and results. A DE4A LinkedIn page was created for communication of the project achievements to our stakeholders and general public.

Figure 4 below shows the consistent look and feel of the DE4A LinkedIn page as well as some of its initial posts. EEMA created and is responsible for the management of the project’s LinkedIn account.

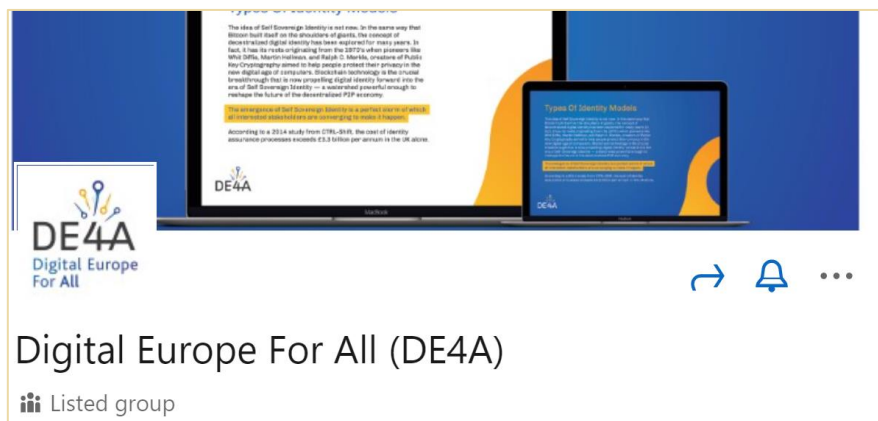


Figure 4: Linked in header page

3.3 DE4A Public Website

3.3.1 DE4A Unique URLs

The rights to the following URLs have been registered:

Table 1: DE4A Registered URLs

URL	Redirect
DE4A.eu	Primary Website
DE4A.com	DE4A.eu
DE4A.org	DE4A.eu
digitalEuropeforall.eu	DE4A.eu
digitalEuropeforall.com	DE4A.eu
digitalEuropeforall.org	DE4A.eu

This range of URLs will help ensure that the range of ‘intuitive’ naming will be captured and redirected to the primary website.

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3.3.2 Purpose of Website

An attractive project website has been developed to provide visibility and unique recognition to DE4A.

The website consists of two parts. The first part by giving public access to relevant non-confidential results and deliverables (i.e. summaries on progress and achievements, downloadable periodic activity reports, publishable milestones, etc.). The second part serves as a private area for internal use by the consortium partners to provide a centralised access to all materials and published results of the project.

In Year 2, these separations will be reviewed based on the effectiveness of the site membership success in recruiting members.

3.3.3 Website Theme

The website theme is intended to convey a fresh approach benefiting both citizens and government. With this reasoning, a white background with vibrant imagery and colours was chosen. Use of video will be made, within reasonable bandwidth limitations. It was felt important not to promote the impression of an “ICT-heavy” project, yet still convey the importance of the issues being addressed.

The website is intended to be dynamic. It will adapt to changing project requirements as needed, with pages being added and suspended as determined by the coordinators and dissemination lead.

A full description of the website can be found in Deliverable D8.2 or please visit <https://de4a.eu> for the latest version.

3.3.4 Hosting, Domain & SSL Certificate

EEMA currently maintains the domain DE4A (.eu and .com) and will continue to be responsible for domain management and renewals for the smooth running of the website. EEMA requires DNS access to the domain for the duration of the contract. The hosting solution is purely for providing web hosting.

EEMA currently uses an SSL certificate on the domain to ensure that the website data is encrypted.

3.3.5 Search Engine Optimisation

A Search Engine Optimisation company (SEO) will be contracted to improve the performance of the website in search engines and social media and so increase awareness of DE4A. Because SEO takes a period to have any impact, the performance of the SEO methodology and its use on the DE4A will be reviewed towards the end of YR2

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3.3.6 Generation and Re-use of Content

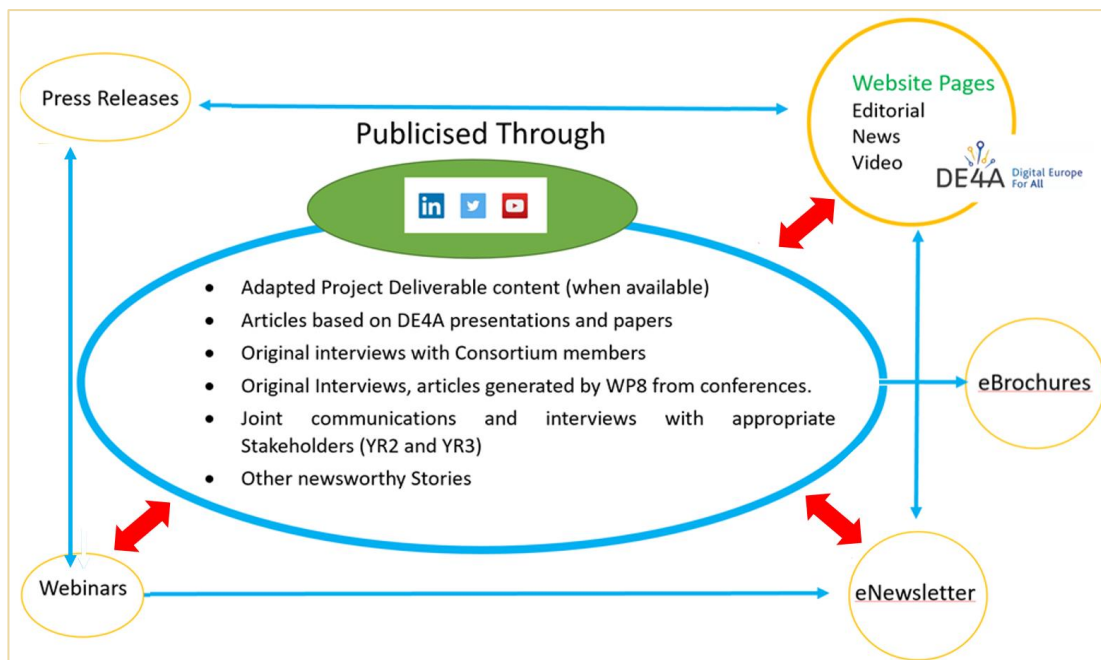


Figure 5: Content Generation

The content for the various collateral is primarily, but not exclusively generated from six sources with the Primary Key Messages diffused across all communications, with the aim to maximise content and its reuse:

- Adapted Project Deliverable content (when available)
- Articles based on DE4A presentations and papers
- Original interviews with Consortium members
- Original Interviews, articles generated by WP8 from conferences.
- Joint communications and interviews with appropriate Stakeholders (YR2 and YR3)
- Other newsworthy Stories.

This also has the benefit of re-presenting a similar message through different channels which can strengthen the impact of the recipient.

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3.4 Internal Collaboration Repository

For internal collaboration and distribution of information and documents, DE4A utilises ‘OwnCloud’, an Open Source platform for sharing documents available at <https://owncloud.org/>). The coordinator hosts and manages the platform.

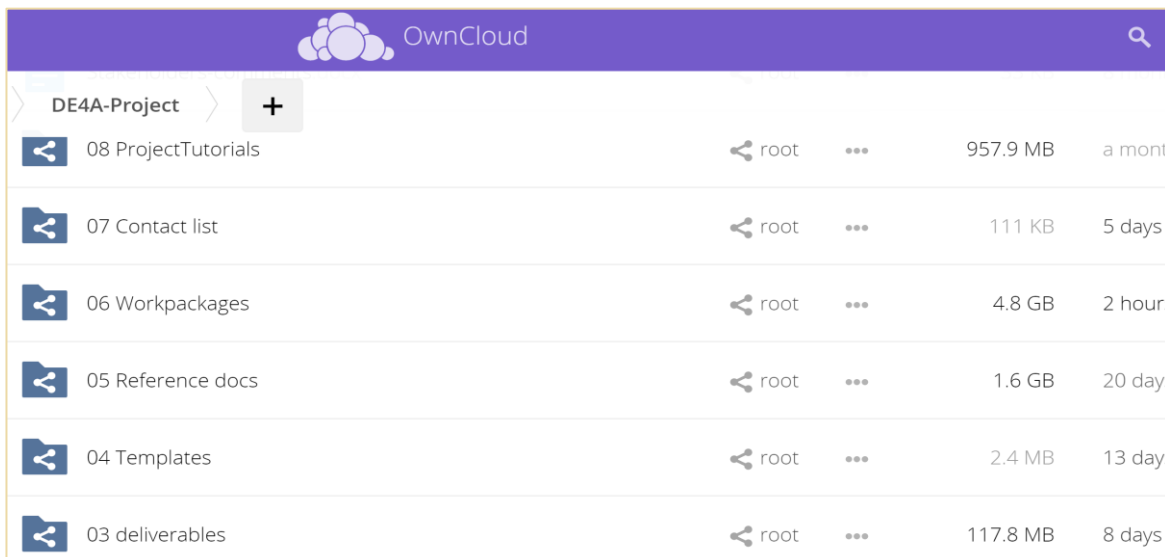


Figure 6: OwnCloud Repository – Look and Feel

3.5 Common Promotional Material and Tools

Promotional Materials use key messages and a common look and feel based on the style guides described previously.

3.5.1 DE4A eBrochure for End users (business and citizens)

High level DE4A brochures will be used as an introduction to DE4A in simple terms for non-technical end-users and are intended to be attractive to read and not to contain any technical descriptions. There will be a small range of these brochures as required for promoting the project outcomes to end users and can be distributed through multiplier third parties and social media without further effort or support and driving those readers who wish to have further technical information to the DE4A website.

The initial brochure (subject to change), aimed at describing pilots, is shown in **Annex-3**. The brochure will be made available in PDF format, suitable for email and downloading. Partners are permitted to distribute it online or physically. A print-ready PDF version will be available if needed. It is planned to create at least one general brochure and another as the pilot messaging matures.

Also, they will be accessible from the public DE4A website and DE4A social networks. The generic project brochures are not intended to be very technical in content and will maintain the style of the project website.

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3.5.2 Standard Distributable Presentation

To support partners in their communication, a standard presentation slide template was created and distributed to ensure consistent stylistic approach and coherence of messages. All presentations should contain information on the project objectives and relevant information about the Consortium. This information will be updated and maintained as the project progresses to summarise the growing set of findings and suitability for the audience.

Partners may include slides from this presentation in their own slide-sets, and customise them to their needs, provided that:

- The essential messages are not materially distorted; and
- The project branding is retained, with any copyrights respected.

A full example of this template can be found in the **Annex 2**.



Figure 7: Front page of presentation template

3.5.3 Press Releases

It is expected that there will be four or more press releases issued during each year of the project, announcing (when occurring); DE4A passing of significant milestones or events, a significant collaboration or activities or other notable activity. The press releases will be distributed via EEMA's own PR department and via those of Partners. Press releases can be found at <https://www.de4a.eu/press>. Press releases will be drafted and disseminated extensively to international media outlets incorporating digital, print-based and broadcast media, with specific sectors targeted including:

- International, national and regional government media outlets
- Public sector outlets
- Technology focused outlets
- Internet services outlets

Senior reporters at regional and national news media outlets will also be targeted with the press announcements.

3.5.4 Newsletter

There will be two project newsletters each year of the project providing background information to stakeholders and project partners and will introduce key personalities and information. They are

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intended to be for external use and will not contain confidential information. The primary medium will be digital.

DE4A Digital Europe For All

Issue 1 • June 2020

DE4A Support European Public Administrations in the Implementation of the SDGR

DE4A inaugural project meeting in Madrid, Spain

Digital Europe for All (DE4A) is a major three-year project, launched on January 1st 2020, to support the implementation of the Single Digital Gateway Regulation (SDGR) across Europe ((EU) 2018/1724) and make the digital single market a reality. The three-year, large scale pilot has received funding from the European Union's Horizon 2020 research and innovation program under G.A. No. 870 635, and is being driven by 10 Member States and a consortium of 23 partner organisations.

This initiative will facilitate migration towards European Digital Public Services co-delivered across borders, across sectors and with different participants reinforcing trust in public institutions and unleashing multiple measurable positive impacts on efficiency gains and reductions in administrative burden and costs.

DE4A is in compliance with the Single Digital Gateway (SDG) – of which the European Commission states: "The single digital gateway will facilitate online access to the information, administrative procedures and assistance services that citizens and businesses need to get active in another EU country. By the end of 2020, citizens and companies moving across EU borders will easily be able to find out what rules and assistance services apply in their new residency. By the end of 2023 at the latest, they will be able to perform a number of procedures in all EU member states without any physical paperwork, like registering a car or claiming pension benefits."

Achieving these objectives will be realised through three real-life cross-border pilots, chosen from the SDGR fully online administrative procedures, that will validate the DE4A approach in real-life settings:

- 1. Studying abroad, based on paperless procedures for students' mobility** will investigate improved process for higher education and study grant applications, as well as sharing diplomas and certifications for professional recognition.
- 2. Doing business abroad will meet business needs, retrieving and keeping up-to-date company data from authentic sources.** It will also test more efficient ways of starting a business and creating and sharing digital annual reports.
- 3. Enabling Citizens' Mobility across the EU** will look at the process of registering a change of address, civil status certificates and retirement such as pension and claims information.

DE4A is being coordinated by ATOS Spain SA and Ana Maria Piñuela Marcos, Head of the Secure Societies and Societal Transformations Unit at its Research & Innovation department states: "DE4A will contribute towards the implementation of common solutions for the digitalisation of public services in cross-border situations". Ana continues: "We will create a breakthrough in validating across borders once only principle and SDG procedures with real citizens."

Figure 8: Newsletter. Front Page Issue 1

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3.5.5 Video

DE4A will produce videos to supplement presentations and to deliver dynamic content to partners. The first video will be a short animation based on the standard DE4A PowerPoint presentation. It will be accessible from the DE4A website and from Youtube.com.



Figure 9: Example Video

3.6 Activities

3.6.1 Publications/ *Scholarly Articles*

The main DE4A achievements will be presented to relevant publications of the public administrations involved as well as in technical journals. These publications will include the technical/technological developments achieved as well as the new knowledge generated in the project that may help to foster commercialising this market. Use of such information may be restricted and so will be distributed as appropriate.

3.6.2 Conferences & Workshops

The main project achievements and results will also be presented at meetings of various networks and conferences, such as Information Security Solutions Europe conference, the EEMA Annual Conference, High Level Briefings, workshop days, summits and public sector events. Due to the restrictions on gatherings due to COVID-19, in year 1 and much of year 2, it is expected that the majority of conferences and workshops will take the form on on-line webinars. However, the opportunities to deliver presentations to third-party webinars or events are likely to be reduced as generally activities have been reducing the amount of content.

As these activities will be mainly open rather than confidential, the use of a typical webinar tool such as Zoom or Microsoft Teams or similar will be used.

3.6.3 Blog Posts

Blog posts in DE4A will be published in a regular basis by all partners with the view to communicate project findings as well as ignite interesting conversations. They will be made available in multiple publications such as the DE4A Newsletter, the EEMA Communique and other appropriate journals and newsletters. Please see: <https://www.de4a.eu/blog-1>

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3.7 Usage of Communications tools and stakeholders

The following is the applicability of each tool towards classes of stakeholders:

As can be seen, it is intended to provide many multi-purpose tools which can be re-worked as needed. Most of the tools are intended to be digital, rather than traditional paper-based, that providing high levels of agility in format and content.

Table 2: Communication Tool Applicability

Tool	Reference	Issue-Based Stakeholder	Pilot-Based Stakeholder	Horizontal-Based Stakeholder
Visual Identity Tools / Branding	4.1	X	X	X
Social Media	4.2		X	X
Web Site	4.3	X	X	X
eBrochures	4.5.1			X
Standard Presentation	4.5.2	X	X	X
Press Releases	4.5.3	X	X	X
Newsletter	4.5.4	X	X	X
Video	4.5.5		X	X
Publications	4.6.1	X	X	
Conferences & Workshops	4.6.2	X	X	X
Blogs	4.6.3	X	X	X

4. Classes of Stakeholders

Following the lines of the DE4A proposal and considering the interrelation between the diverse activities to maximise the project's impact, it is important to identify early on, the potential targeted audiences of DE4A along with their specific interest in the project.

4.1 Issue-Based Stakeholders

Issue-Based Stakeholders are considered directly interested parties and prospective users of DE4A at a strategic level who may be involved with the SDG and other topics which will influence the success of DE4A in attaining its goals. Supplemented by other partners, ATOS, the DE4A coordinators will take responsibility for the early liaison and management of the stakeholders who were engaged in YR1, as part of the foundation building of DE4A. These include European Commission entities and relationships. Additional MS focused stakeholders will also be engaged related to DE4A Pilot actions.

The list of stakeholders focusing on particularly relevant issues to be examined for liaison activities are :

- SDG (The single digital gateway) [28] is a critical activity and is a primary “raison d’etre” for DE4A. It will facilitate online access to the information, administrative procedures and assistance services that citizens and businesses need to get active in another EU country. By the end of 2020, citizens and companies moving across EU borders will easily be able to find out what rules and assistance services apply in their new residency. By the end of 2023 at the latest, they will be able to perform a number of procedures in all EU member states without any physical paperwork, like registering a car or claiming pension benefits. DE4A will be instrumental in these activities.
- CEF, [29] and in particular the management of specific building blocks will be briefed and engaged.
- SEMPER (Cross-Border Semantic Interoperability of Powers and Mandates) [30]: This CEF Telecom action aims to provide solutions for cross-border powers of representation and e-mandates. In particular, the action defines the semantic definitions for mandate attributes and enhance the eIDAS Interoperability Framework for connecting national mandate management infrastructures. This action is closely related to the “DE4A doing business abroad” that aims at lower barriers for companies starting a business or doing business in another Member State and therefore, will use the mandates / acting on behalf of solutions. This project will end in 2020, but liaison will be able to be continued through common partners.
- TOOP (The Once-Only Principle Project)[24]: The main objective of TOOP is to explore and demonstrate the once-only principle across borders, focusing on data from businesses. Doing this, TOOP wants to enable better exchange of business-related data or documents with and between public administrations and reduce administrative burden for both businesses and public administrations.
- BRIS (Business Register Interconnection System)[26] This initiative that connects the business registers of each Member State to a “European Central Platform” is directly related to the DE4A “Doing Business Abroad” pilot focused on business persons needs in the context of SDGR evidence exchange procedures involving company data and with use cases for starting business in another country, updating company data and providing services in business portals related to filing corporate tax declarations. DE4A will explore

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any overlaps / potential complementarities and possibilities for collaboration between our initiatives.

- EESSI (Electronic Exchange of Information)[20] which is a system for exchange of information between the social security institutions in EU countries. The DE4A “Moving Abroad” pilot which is focused on citizens needs has a use case focused on the procedures of request pension information and/or claim pension. Thus, DE44 intends to explore synergies with EESSI.
- ESSIF (European self-sovereign identity framework) [25] is part of the European Blockchain service infrastructure (EBSI). ESSIF implements a generic self-sovereign identity (SSI) capability, allowing users to create and control their own identity across borders without relying on centralized authorities. DE4A aims to re-use different CEF building blocks -including EBSI infrastructure. In particular, DE4A has a pilot aimed at cross-border students with three use cases which are currently being defined and which correspond with 3 SDGR procedures: Application for Higher Education, Applying for Study Grant and Requesting Proof of Studies Recognition. DE4A is considering use of blockchain-based services and approaches especially for the third use case which is very well-aligned with the Diplomas EBSI Use Case.
- e-CERTIS [1] recognises that data are a priority for the new Commission. eCertis is thus set to grow in importance, while high data quality will become even more essential. In view of the growing number of visits to and connections with eCertis, EU countries constantly update and improve the documentary evidence they provide to the platform. eCertis is being developed further all the time. One major development is the creation of a domain-neutral model. This will allow enable members of the public and businesses to reuse eCertis in other procedures or live events. eCertis helps companies (bidders) to identify what proof they need to submit when bidding for a contract in a EEA country and contracting authorities (buyers) in EEA countries to establish which documents they can accept or need to ask bidders for. Both parties can identify means of proof with the same value in different countries. The Commission seeks to support both bidders and buyers in the public procurement field by making all the information they need available in a single database. Accessible information is needed to help make the Single Market a reality.

Synergies with other projects and initiatives will be examined during the project and updated in later versions of this document. Sensitivity to EC political drivers will be recognised.

4.2 Pilot-Based Stakeholders

Pilot-Based Stakeholders will comprise all those entities that will be trialling and utilising the pilot Use-Cases (UCs) in each country. Project Partners and Member States will collate each of those entities into defined groups so that they can be addressed specifically for their own needs.

4.2.1 Studying Abroad

Apart from the project partners from the participating countries, the procedures in the Studying Abroad Pilot require other data consumers and data providers to be involved, for example regional governments, Ministries, regional agencies, institutions involved in the diploma recognition procedure, etc. Analysis also shows little overlapping of the mandatory and optional data required by the procedures between the participating Member States and even between different regions in one Member State. Ministries and higher educational institutions are the main sources of identification and academic data of the students, while examples of evidence necessary for the three procedures include diploma and diploma supplement, data concerning completion of

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secondary education, certificate of language proficiency, and data on income and household situation.

Stakeholders to be contacted in the second year of the project include

- **EUF** (European University Foundation) whose members of EUF [15] are public universities that share a culture of academic excellence. Together we have been in the forefront of European policy making for over a decade, promoting high quality student mobility and a strong European Higher Education area. The stakeholders of the European University Foundation are its founding universities, who convene annually at the Council of Rectors meeting (General Assembly). The EUF Coordinators convene annually to ensure efficient coordination of the network activities and they also elect a representative to the EUF Steering Committee.
- **GÉANT** [16] is a fundamental element of Europe's e-infrastructure, delivering the pan-European GÉANT network for scientific excellence, research, education and innovation. Through its integrated catalogue of connectivity, collaboration and identity services, GÉANT provides users with highly reliable, unconstrained access to computing, analysis, storage, applications and other resources, to ensure that Europe remains at the forefront of research. Through interconnections with its 39 national research and education network (NREN) partners, the GÉANT network is the largest and most advanced R&E network in the world, connecting over 50 million users at 10,000 institutions across Europe and supporting all scientific disciplines. The backbone network operates at speeds of up to 500Gbps and reaches over 100 national networks worldwide.

Since its establishment over 20 years ago, the GÉANT network has developed progressively to ensure that European researchers lead international and global collaboration. Over 1000 terabytes of data is transferred via the GÉANT IP backbone every day. More than just an infrastructure for e-science, it stands as a positive example of European integration and collaboration. They develop, deliver and promote advanced networks and associated e-infrastructure services. They support open innovation, collaboration and knowledge-sharing amongst our members, partners and the wider research and education networking community.

- **ERASMUS+**[17] is the EU's programme to support education, training, youth and sport in Europe. Its budget of €14.7 billion will provide opportunities for over 4 million Europeans to study, train, and gain experience abroad. The aim of Erasmus+ is to contribute to the Europe 2020 strategy for growth, jobs, social equity and inclusion, as well as the aims of ET2020, the EU's strategic framework for education and training.

Specific issues tackled by the programme include:

- Reducing unemployment, especially among young people
- Promoting adult learning, especially for new skills and skills required by the labour market
- Encouraging young people to take part in European democracy
- Supporting innovation, cooperation and reform
- Reducing early school leaving
- Promoting cooperation and mobility with the EU's partner countries
- **The Bologna Process** and the **European Higher Education Area** (EHEA) [18] is a mechanism promoting intergovernmental cooperation between 48 European countries in the field of higher education. The Bologna Process seeks to bring more coherence to higher education systems across Europe.

It established the European Higher Education Area to facilitate student and staff mobility, to make higher education more inclusive and accessible, and to make higher education in Europe more attractive and competitive worldwide.

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As part of the European Higher Education Area, all participating countries agreed to:

- introduce a three-cycle higher education system consisting of bachelor's, master's and doctoral studies
- ensure the mutual recognition of qualifications and learning periods abroad completed at other universities
- implement a system of quality assurance, to strengthen the quality and relevance of learning and teaching

4.2.2 Doing Business Abroad

Entities involved in Doing Business Abroad Pilot are listed in deliverable D4.5

- Participating and non-participating Member States Institutions and Project Partners
- Data Consumers
- Data Providers

Stakeholders to be contacted in the second year of the project are:

- **Eurochambres** [6] is “The Association Of European Chambers Of Commerce And Industry”. Established in 1958 as a direct response to the creation of the European Economic Community. EUROCHAMBRES acts as the eyes, ears and voice of the Chambers and business community. EUROCHAMBRES represents over 20 million businesses in Europe through 45 members (43 national associations of chambers of commerce and industry and two transnational chamber organisations) and a European network of 1700 regional and local chambers. More than 93% of these businesses are small and medium sized enterprises (SMEs). Chambers’ member businesses employ over 120 million.
- **EuroCommerce** [7] is the voice for six million retail, wholesale, and other trading companies. Members include national commerce federations in 31 countries, Europe’s 27 leading retail and wholesale companies, and federations representing specific sectors of commerce. The goals are to achieve competitive, sustainable and fair retail and trade in Europe. Activities include uniting the commerce sector (retail, wholesale, international trade), communicating the role of commerce in the European economy, and advocating EU legislation and policies. They cover Consumer rights, corporate social responsibility, E-commerce, Entrepreneur & SMEs, Environment, Food and nutrition, Logistics, Payment systems, Single market, Social, Supply chain and Trade.
- **BusinessEurope** [8] is the leading advocate for growth and competitiveness at European level, standing up for companies across the continent and campaigning on the issues that most influence their performance. A recognised social partner, they speak for all-sized enterprises in 35 European countries whose national business federations are direct members. The organisation is headquartered in Brussels at the heart of the EU institutions. The work on behalf of member federations to ensure that the voice of business is heard in European policy-making. They interact regularly with the European Parliament, Commission and Council as well as other stakeholders in the policy community. They also represent European business in the international arena, ensuring that Europe remains globally competitive.
- **CEA – PME** (European Entrepreneurs) [9] has been founded in 1991 and is an ideologically neutral Confederation of national business organisations. It represents the interests of voluntarily associated small and medium-sized enterprises of all sectors towards the European institutions with the aim to give SMEs a voice commensurate to their importance for the European economy. President of European Entrepreneurs CEA-PME is Prof. Dr. h.c. Mario Ohoven, also president of the German Mittelstand Association Bundesverband Mittelständische Wirtschaft e.V. BVMW. The Italian president of CONFAPI, Prof. Dr. Maurizio Casasco is the vice-president of the confederation since Oct. 2013, together with Ms. Valérie

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Guimard, the president of French AFDEE. Further members of the Executive Board are Mr. Walter Grupp (Founding member and Secretary General, Mr. Patrick Meinhardt (Head of Public and European Affairs of BVMW and former member of the German Parliament for the liberal party FDP), and Prof. Dr. Wolfgang Reinhard (Chairman of the CDU group in the Baden Württemberg Regional Parliament and former State Minister of Baden Württemberg for Federal and European Affairs). The Managing Director is Mr. Stefan Moritz.

The confederation currently comprises 22 full members, and with the associates of its members and its partners it covers practically the whole EU and many neighbouring European countries. It represents the interests of more than 2 Million enterprises with above 16 Million employees. European Entrepreneurs CEA-PME offers extensive information and advice to members and their associated companies in all matters related to the European Internal market, the European programmes and structural funds, EU-Policies and European legislation. It promotes cooperation and exchange of experience among its member associations.

4.2.3 Moving Abroad

Entities involved in the Moving Abroad Pilot are listed in deliverable D4.9 and consist mainly of Member State Institutions who require to transfer evidences. They consist for the following topics:

- User Case 1 (Notification of address changes)
- User Case 2 (Extract of Civil Status Register)
- User Case 3 (Retiring)

The Moving abroad is primarily a government-to-government pilot, which will expedite the needs of citizens and as such the interactions will be managed by the partners representing those Member States and communications. They will likely be effective through the local specific channels and any disseminations and communications will require to be coordinated with the MS entities who may be dictating uptake through regulation and carry weight with the local stakeholders. WP8 will coordinate with WP6 and the Member State representatives for this pilot.

4.3 Horizontal-Based Stakeholders

Many of these stakeholders listed below may also be included in pilot-based stakeholders, and they should be recognized that they may have both Europe-wide and national roles in this strategy.

4.3.1 European-Wide Influencers (example: Multipliers for businesses and citizens)

It is likely that businesses and citizens who are more outcomes focussed rather than technical

- Organisations representing business and consumers (Eurochambres[6], Eurocommerce[7]] BUSINESSEUROPE[8], national chambers of commerce, CEA-PME[9], Startup City Alliance Europe[9], etc, Digital SME Alliance.)
- Citizens/civil society organisations: ECAS (European Citizen Action Service)[11], CSE (Civil Society Europe[12], Council of Europe Civil Society Division,
- Higher education coordinating bodies like EUNIS[14], EUF[15], GÉANT[16], ERASMUS+[17], Bologna process[18] and EHEA[19], Specific European initiatives to facilitate citizens and workers mobility like EESSI[20] and ECRN[31].

4.3.2 Industry

- ICT industry from big ICT players, developers of blockchain, machine learning and self-emerging technologies. It is highly important to spread the knowledge to generalist ICT suppliers to be able to scale up knowledge and adopt DE4A successfully. This sector will

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be initially approached via EEMA as a ‘multiplier’ and formally engaged via EEMA industry activities.

- Expert Groups

This sector will be addressed via presentations at general ICT conferences (if possible) and at EEMA conferences and web conferences which are geared to the general ICT sector.

4.3.3 Government & Public Sector

- General EU departments and DGs who may be unaware of the DE4A implications for SDG
- Representatives of the Member States that do not participate in the DE4A consortium.
- Public sector bodies (at national, regional, local level) from all the Member States that provide online public services,
- Policy makers from the public institutions (international, national, regional, local) responsible for the implementation of the once-only principle.

These stakeholders will be engaged via Member State consortium members when they consider appropriate.

4.3.4 eGovernment-focused collaborative platforms

- Examples : ISA2[1], IMI[2], REFIT Platform[3], the Single Market Forum[4], the implementation of the services directive expert group, the EU Citizenship Inter-Service Group [11].

4.3.5 Other EU projects

Others EU projects not specifically addressed as Issue-Based Stakeholders – as appropriate.

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5. Stakeholders' Dialogue

DE4A will interact with a wide range of Stakeholders (see previous lists) to ensure that the solutions align with their requirements and that the DE4A pilots and outcomes are sustainable and conform to the regulations and practices. This work will be conducted between Work Package 6 ("Sustainable Impact and New Governance Models" and Work Package 8, ("Stakeholder Dialogue, Dissemination and Communications).

Because of the diverse practices between Member States, it is essential to maintain good communications with as many stakeholders as practical, and DE4A will conduct a number of workshops and streamed events over the later term of the project to ensure that this is the case.

However, it is important to ensure that these liaisons should not be exploited too soon before the pilot public launches lest there is 'exposure fatigue' from the stakeholders. EEMA's practice is that an estimated optimum commencement of publicity is approximately six months prior to pilot launches.

Note that all interactions will be required to receive approval from the coordinators regarding project confidentiality where appropriate.

Each of the 3 classes of stakeholders will be addressed differently as follows:

5.1 Issue-based Stakeholder Interactions

Work Package 6 (Sustainable impact and new governance models) will identify and prioritise the stakeholders who will most influence and assist DE4A in achieving sustainable impact

Issue-based interactions are aimed to address one or many specific technical or governance issues. These are usually few in number and might be the result of initial one-to-one communication and then expanded out to a wider specialist audience.

It is desirable that each Issue-based Stakeholder should have a primary DE4A point of contact to control and focus the 'direction of travel' with DE4A, and to provide dissemination support where needed.

5.2 Pilot-Based Stakeholder Process Interactions

Work Package WP4 "Cross-border Pilots for Citizens and Business and Evaluation" will be responsible for Pilot planning and execution in conjunction with Member State partners. WP4, along with WP6 will also be the primary DE4A point of contact to control and focus the 'direction of travel' with DE4A Stakeholders.

Marketing activities will commence in January 2021 with the production of a descriptive eBrochure for the pilots and additionally short non-technical videos are currently planned. Pro-Active

promotion will be coordinated between WP8, WP4 and WP6 and will start planning in February 2021, approximately 6 months before the launch of the first pilots.

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Marketing activities specifically for pilots will be continually reviewed and optimized to the completion of the project. Included in the activities will be webinars and presentations aimed specifically at Data Producers and Data Consumer organisations.

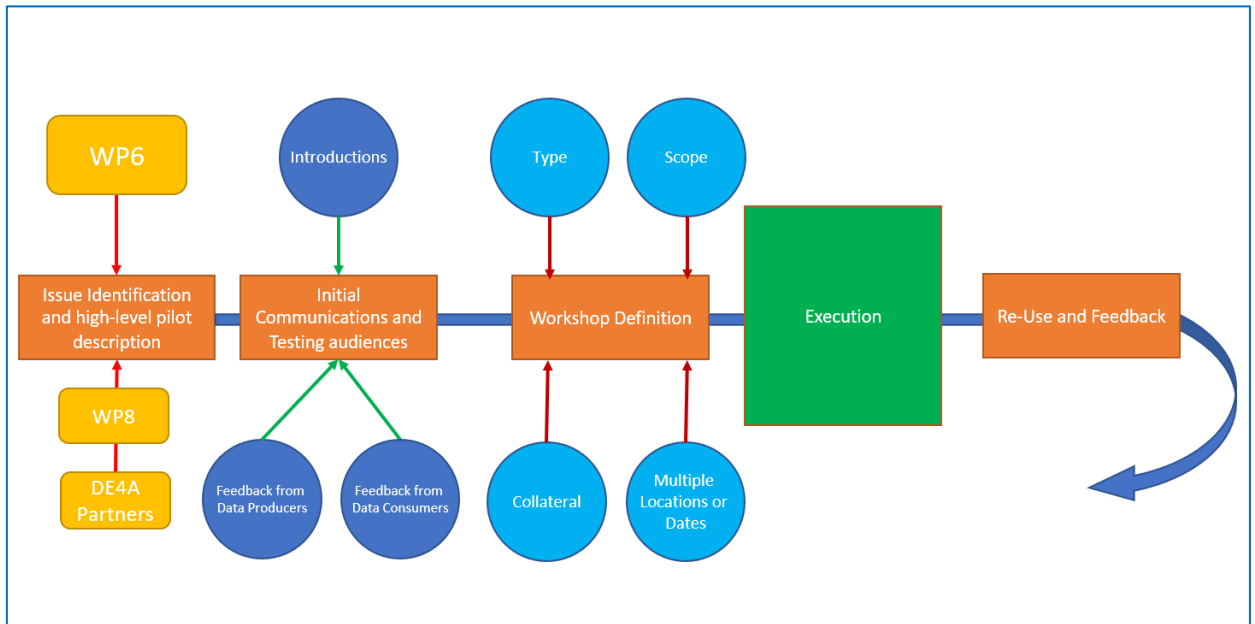


Figure 10: Phases of Pilot-based Workshop Creation

5.3 Horizontal Stakeholder Process Interactions

Horizontal Interactions with stakeholders are aimed to communicate to a wider audience than those that will attend issue-based activities. Horizontal activities are likely to take advantage of conference tracks at EEMA produced and other conferences and provide outreach.

The aim will be to use these horizontal stakeholders to promote DE4A towards their own members and sphere of influence, when engaged, WP8 will provide webinars and workshops as needed.

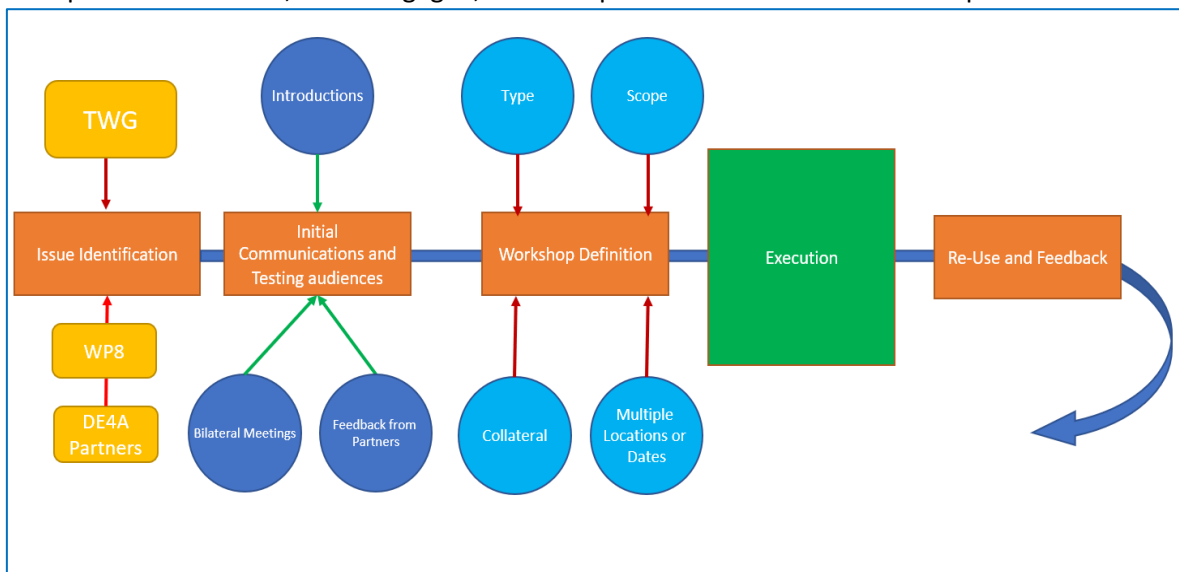


Figure 11: Phases of Horizontal Workshop Creation

6. Timelines for Dissemination activities

The plan for the three-year project is as follows:

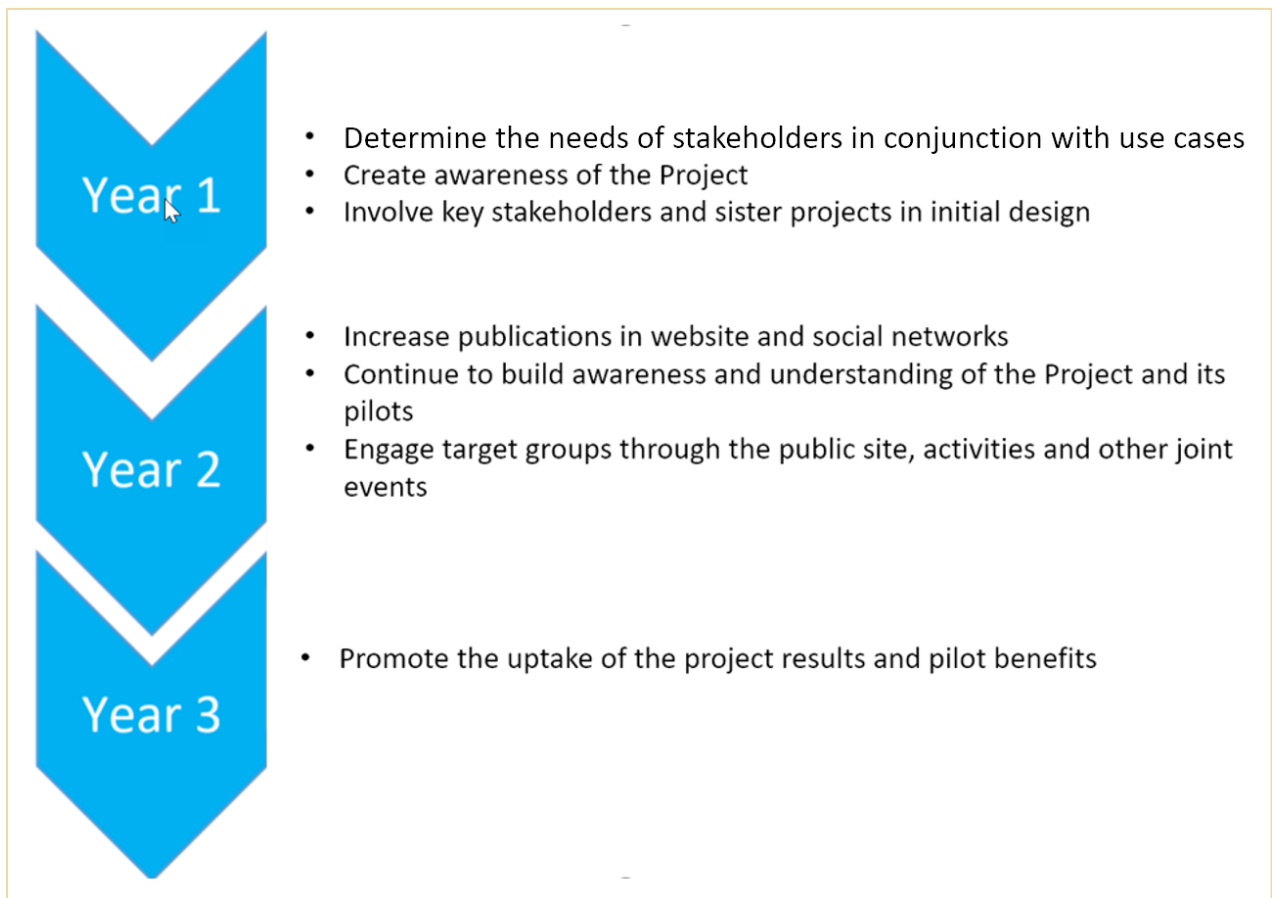


Figure 12: Overall Dissemination Plan

The plan calls for a gradual increase in specific interactions supporting the overall DE4A project, its uptake, and sustainability. There will also be a gradual shift to supporting WP6 activities towards their goal while still maintaining general dissemination activities.

6.1 Year 1 actions

The First Year Dissemination Strategy incorporates the initial phase of the project when concepts and DE4A patterns are being developed. The following table is a provisional timeline and includes initial mixed stakeholder activities from Month 2 onwards.

The impact of CORVID-19 has altered the dynamics of the dissemination planning and seminars and workshops may alter between Face-2-Face meetings and virtual meetings. This is likely to be the case until Year 3

This change was planned for the DE4A track at the EEMA Annual conference (which is now part of a webinar series) and the ISSE conference which was also virtual.

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Table 3: YR1 Planning – Horizontal-Based Stakeholders

Month #	Seminar	Webinar	Pilot Marketing	Press Release	Newsletter	eBrochure	Social Media	Video
M1							Continuous	
M2				SI-MPA				
M3	ESBI / CEF							
M4								
M5				DE4A				
M6		Hi Level EEMA Annual			#1			
M7								
M8						General		Hi Level
M9								
M10								
M11		ISSE	ISSE					
M12 (Dec 2020)					#2	Themed Pilots		

The above table shows the activities towards stakeholders planned for year 1. Due to the fluid nature of pilot plans, these activities will mainly be aimed towards horizontal-based stakeholders.

Note that at the request of the European Commission, activities towards those Member States not part of the consortium were postponed to YR2, and to date has not been rescheduled.

6.2 Year 2 actions

6.2.1 Issue-Based and Pilot-Based Stakeholders

Actions in YR2 will closely align with the WP6 strategy and will promote the pilots and their use-cases towards the participating Member States, and if permitted by the EC, those Member States that are not members of the DE4A Consortium. In the latter cases, a high-level outcomes approach will be required to establish a sustained relationship, followed by a peer-driven engagement of webinars and workshops leading to the embracing of the DE4A components and appropriate services. These actions will be continually reviewed in parallel to the use-case pilot deployments.

6.2.2 Horizontal Stakeholders

Year 2 will comprise of direct approaches to Stakeholders (in discussion with WP6) and a number of webinars during the course of the year:

- **Member State Webinar:** Subject to synchronisation with the EU, a Member State only webinar, with a restricted audience will be held to address those Member States who are not part of the DE4A consortium. It will explain the project's goals and pilots from the viewpoint of helping to comply with upcoming legislation. The webinar will be 'virtual' and held in English. It will be an opportunity to ask specific issues that occur when operating DE4A components and how specific issues will need to be addressed. Because of the restricted audience it is hoped that issues otherwise not mentioned in the public domain can be addressed.
- **Pre-summer webinars (Annual):** A webinar for DE4A will be held as a separate track of the EEMA Annual Conference expected to be held in June 2021. It will comprise three or four senior speakers from DE4A, and possibly a representative from DG-CONNECT. It will be an introduction to the upcoming pilots (Possibly October 2021) and will be aimed at a wider audience.
- **Post Pilot launch webinar:** A webinar for DE4A will be held as a separate track of the EEMA ISSE Conference to be held in November 2021. It will comprise three or four senior speakers from DE4A, and possibly a representative from DG-CONNECT. It should also demonstrate the pilots in action and act to provide momentum to horizontal stakeholders in getting more involved with DE4A. In particular, a specific webinar for the "Doing Business Abroad" pilot will focus on the benefits to businesses and rapid transfers of evidences to improve agility.

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Table 4: YR2 Planning

Month #	Seminar	Webinar	Pilot Marketing	Direct Horizontal Stakeholder Engagement	Press Release	Newsletter	eBrochure	Social Media	Video	
M13										
M14				Continuous	New consortium member			Continuous		
M15										
M16										
M17										
M18		Hi Level EEMA Annual	Hi Level EEMA Annual				#3			
M19										
M20									General	
M21										
M22						Pilot Launch				
M23		ISSE Conference	ISSE Conference							
M24 (Dec 2021)							#4		Themed Pilots	

In the above plan, the pilots launch will take place in Month 22. There is a one-month slack included in the plan. Additional delays will impact the schedule and topics for the ISSE Webinars.

Direct Horizontal Stakeholder engagement will occur continuously during the year, supporting the update of the project, and in parallel with efforts together with WP6. European-Wide Influencers (See 4.3.1) will start to be approached directly from M14.

6.3 Year 3 actions

Third Year Dissemination Strategies will focus on training programs and workshops towards stakeholders and to building strong alignment and support from non-Member State institutions and entities.

Details will be determined towards the M22 in line with Pilot launch dates, and also reacting to requirements from WP6 and other consortium members.

The webinar programs will focus on different stakeholders:

- Pilot webinars. : There will be three webinars which will take place prior to the pilot launches. They will be restricted to localised audiences in the use-case countries. They will be partly organised by the Consortium partners responsible and will draw upon their local stakeholders, addressing particular pilot use case issues.
- High Level Webinar: There will be one high level webinar in parallel with the pilot webinars as a separate track of the EEMA Annual Conference to be held in June 2021. It will comprise three or four senior speakers from DE4A, and possibly a further representative from DG-CONNECT. They will highlight the ongoing success of the pilots and summarise the first nine months of operations together with discussing the initial outcomes of the project.
- Final Webinar: This will be the final DE4A meeting within the funded period. It will be planned to be a full description of the project including both technical and societal outcomes. It will be held as separate track(s) of the EEMA ISSE Conference or as a supplemental day event, and likely to be held in November 2021. virtually or physically depending on circumstances. It will comprise senior speakers from DE4A, and possibly representatives from DG-CONNECT (possibly also the DE4A Project Officers). WP6 will also have a session discussion sustainable impact.

Exact timelines for YR3 cannot be validated in this document until mid YR2. Additionally, the events will be determined by the level of international travel that is possible.

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7. Monitoring Methodology and actions

7.1 Methodology for evaluation

The work performed under WP8 of the DE4A project will be reported at consortium level in the context of every plenary meeting and through the official reports on dissemination activities. The complete set of ongoing and planned activities will be closely monitored and coordinated by the WP8 leader in order to keep an updated repository that includes the following information:

Table 5: List of Dissemination and dialogue Data to be recorded

Activities	Stakeholders
Stakeholder Group events	Business and Consumer Groups
Presented, Attended and Planned events	EC Expert Groups
Academic Papers	EU Research & Innovation Groups
Multimedia	Higher Education Groups
Newsletter Contacts	Public Sector & Policy Makers
Partner Publications & Press Releases	

7.2 Key Performance Indicators

As measurement of effectiveness of activities, the following Key Performance Indicators (KPIs) have been agreed. Whilst it is recognised that these measures are not ‘outcome-based’, they do reflect known, recognised and effective activities for dissemination.

Table 6: DE4A Key Performance indicators

Metric	KPI	±Tolerance	Timeframe
Website visits	5,000	33%	YR1-40/month, YR2- 200/month, YR3- 200/month
Average website visit duration	2 min	25%	Measured over term of project
Number of material downloads	240	25%	YR2-10/month YR3- 10/month
Social media activities (tweets, blogs, posts etc)	750	33%	YR1-20/month, YR2- 20/month, YR3- 20/month – Each (/all tweets and posts)
Followers on social media channels	750	40%	Over term of project
Video uploads (YouTube, Vimeo)	6	NA	Over term of project
Views across video channels	240	33%	YR2-10/month, YR3- 10/month

Number of newsletters	6	NA	Over term of project
Number of subscribers to the newsletter mailing list	150	40%	By end of project
Number of demonstration leaflets	8	NA	Over term of project
Number of project brochures (first and final)	2	NA	Over term of project (especially for businesses and citizens)
Research publications	6	33%	Over term of project
Other written dissemination actions (press releases, articles)	12	33%	Over term of project
Partner participation in academic/industry events/conferences, and public sector	12	33%	YR2-6 YR3-6
Partner participation in trade, industry or student events	6	33%	Over term of project
Number of stakeholder workshops	2	NA	Over term of project
Number of streamed events	2	NA	Each stakeholder event
Number of participants in workshops	40	33%	Total (20 each event)
Number of stakeholders engaged	150+	33%	Individuals – not organisations

In this table, the related KPIs are listed, together with the expected tolerance in measurements. Dissemination performance is dependent on multiple factors outside the influence of the project team and these can have massive distortion in performance. Monitoring and recording of action will be described in D8.3, D8.4 and D8.5, annual reports. NOTE: In 2020/2021 physical meetings and workshops will be adversely affected by COVID-19 travel and health restrictions and the overall KPI are expected to reflect this situation. The impact will be mitigated by a switch to additional virtual activities such as webinars.

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8. Conclusions

Within the time-period of this initial Dissemination and Communications Strategy there have been significant challenges both at the overall project level, when DE4A began to establish its unique role in its domain, and also in the general global consequences and impact of the COVID-19 pandemic which resulted in the establishment of new coping mechanisms for partners and stakeholders alike. This has successfully led to a realignment of the Dissemination and Communications activities for the first year of the project to become more virtual than previously.

As in any project, even in normal periods, the dissemination and communications will mature over time, and this document will in turn adapt to the project's continuing activities. The Issue-Based Stakeholder dialogue, being more specific is likely to commence earlier. This will be measured after comparing the complete Key Performance Indicators during year 2.

Year 2 and year 3 will show a strong coordination with Work Package 6, which is responsible for Sustainable Impact and New Governance Models.

The key timelines will be dependent on the progress of the pilots and use cases, and will influence certain activities such as press releases and webinars.

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References

- [1] https://ec.europa.eu/isa2/home_en
- [2] https://ec.europa.eu/internal_market/imi-net/index_en.htm
- [3] https://ec.europa.eu/info/law/law-making-process/evaluating-and-improving-existing-aws/refit-making-eu-law-simpler-and-less-costly/refit-platform_en
- [4] https://ec.europa.eu/info/events/single-market-forum_en
- [5] <https://ec.europa.eu/growth/single-market/services/services-directive/>
- [6] <https://www.eurochambres.eu/about/who-we-are/>
- [7] <https://www.eurocommerce.eu/about-us.aspx>
- [8] <https://www.businesseurope.eu/mission-and-priorities>
- [9] <https://www.european-entrepreneurs.org/>
- [10] <https://scalecities.com/>
- [11] <https://ecas.org/>
- [12] <https://civilsocietyeurope.eu/>
- [13] <https://www.coe.int/en/web/civil-society>
- [14] <https://eunis.eea.europa.eu/>
- [15] <https://uni-foundation.eu/focus/>
- [16] <https://www.geant.org/About>
- [17] https://ec.europa.eu/programmes/erasmus-plus/about_en
- [18] https://ec.europa.eu/education/policies/higher-education/bologna-process-and-european-higher-education-area_en
- [19] <http://www.ehea.info/>
- [20] <https://ec.europa.eu/social/main.jsp?catId=869&langId=en>
- [21] https://www.youtube.com/channel/UC2NmN6jRi7m-hn5dSv_zEyA?view_as=subscriber
- [22] <https://www.linkedin.com/showcase/34722512/admin/>
- [23] https://twitter.com/DE4A_EU
- [24] <https://www.toop.eu/>
- [25] <https://essif-lab.eu/>
- [26] [https://ec.europa.eu/cefdigital/wiki/display/CEFDIGITAL/2017/09/19/Business+Register+Interconnection+System\):](https://ec.europa.eu/cefdigital/wiki/display/CEFDIGITAL/2017/09/19/Business+Register+Interconnection+System):)
- [27] <https://ec.europa.eu/inea/en/connecting-europe-facility/cef-telecom/2018-eu-ia-0032>
- [28] https://ec.europa.eu/growth/single-market/single-digital-gateway_en
- [29] <https://ec.europa.eu/inea/en/connecting-europe-facility>
- [30] <http://www.semper.org/>
- [31] <https://joinup.ec.europa.eu/collection/semantic-interoperability-community-semic/document/european-civil-registry-network>

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Annexes

Annex 1 – Brand Guidelines



Figure 13: Brand Guidelines

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For a completely working Digital Single Market, effectively enabling the cross-border exercise by citizens and businesses of their Single Market rights, Member States must address several challenges on delivering better services.

DE4A is a Member State-driven pilot, aligned with strategic eGovernment Action Plan 2016-2020 and EIF Implementation Strategy and with full regulatory compliance (SDGR, GDPR, eIDAS, Services Directive...), establishing a culture of co-creation, transparency, accountability and trustworthiness. Its goal is facilitating migration towards European Digital Public Services co-delivered across borders, across sectors and with different participants, reinforcing trust in public institution, and unleashing multiple measurable positive impacts on efficiency gains and reduction of administrative burden and costs.

Starting from needs and capacities of Member States, DE4A's scalable, holistic, flexible approach focuses on high-quality fully online procedures accessible through the SDG by building on an extended interoperability Toolbox and on state-of-the art.

It enables an open and comprehensive environment and platform for collaboration and innovation, leveraging common eGov baseline patterns for secure, privacy-preserving and trustworthy realisation of essential Once-Only and Relevant-Only principles, and with re-use of existing and new building blocks and Digital Service Infrastructures at national and EU-wide levels. Innovative technologies like blockchain, machine learning, self-emerging ontologies and zero-knowledge proofs will be addressed for effective sharing of common services.

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The logo is comprised of a few elements. The name, the strapline and the network icon. These combined elements make up the narrative that surrounds the DE4A project.

The breakdown of the logo can be seen below.



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To maintain the new brand identity please see here the approved and incorrect uses for the logo.

The logo must remain clear and visible at all times.

If a mono logo is required, use only the colours listed on page 6. This format may be required on simple print documents or when using the logo over a photo or background.

When using the logo over an image or complicated background, ensure there is sufficient contrast to ensure the logo is clear and visible at all times.

The logos visible on the left show the various accepted lock-ups. If you are not sure if your use of the DE4A logo is correct, please contact the DE4A team for approval.

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To ensure the logo is visible at all sizes on both print and digital media, please observe the size restrictions on this page. The limitations refer to the size of the eye icon as this is the quickest element to lose legibility in the brand mark.

The diagram on the right also shows the clearance area that must be observed around the logo.

The fixed height of the letter D must be observed in all lock-ups for the logo.

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Print 10mm



Screen 68px



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The DE4A brand colours compliment those of the European Commission. Both the yellow and blue utilise gradients to suggest movement, dynamism and to ensure flat graphics are contemporary and engaging.

When using text, Yellow must not be used. It lacks the contrast to ensure clarity. Instead use the Warm Orange for titles and shout outs.

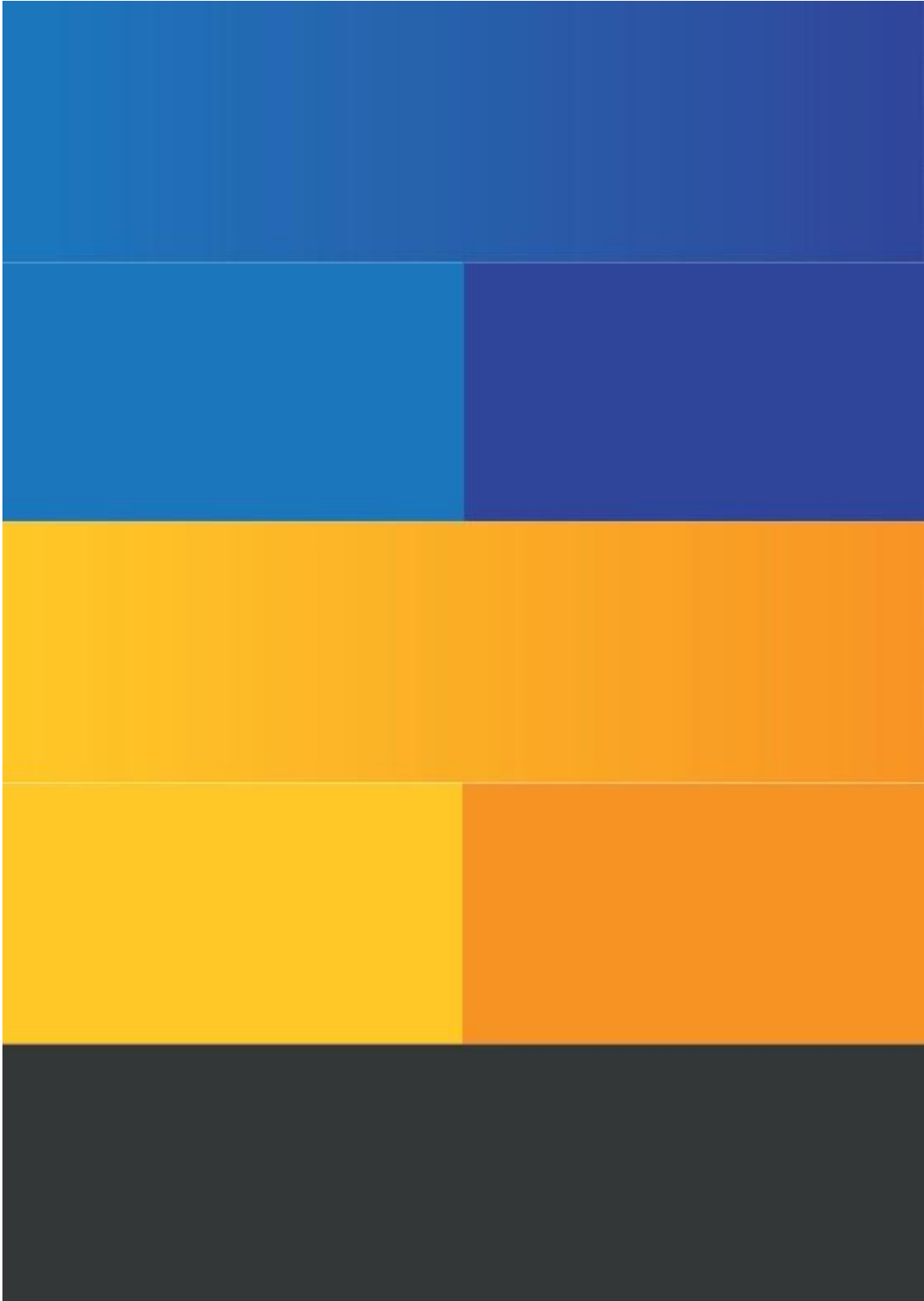
CMYK 85, 50, 0, 0
 RGB 29, 113, 184
 PMS 660C
 HEX #1D71B8

CMYK 95, 87, 0, 0
 RGB 52, 56, 142
 PMS 2756C
 HEX #34388E

CMYK 0, 21, 100, 0
 RGB 205, 202, 0
 PMS 116C
 HEX #FFCA00

CMYK 0, 50, 100, 0
 RGB 243, 146, 0
 PMS 144C
 HEX #F39200

CMYK 0, 0, 0, 90
 RGB 60, 60, 59
 PMS Black 7C
 HEX #3C3C3B



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Chivo is the title font for DE4A. It is a Google font available [here](#). This is used to subtly differentiate the titles from the rest of the body copy.

Arial is used throughout for clarity and maximum flexibility between users across all devices.

Merriweather Italic is used for quotes as a softer and more *human* text option.

AaBbCcDd
EeFfGgHhIiJjKkLlMmNnOoPpQq
0123456789

AaBbCcDd
0123456789

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Example:

Alibus dolecaesto te posandam, si con net
aliquid ucites maionse discilliam qui occati
niminve nihilla iur, seque voluptatum inverit
voluptiberit que volentibus.

Ehenet dolorae percitia descips aperitem
voluptatium que pa alique nis eum eos suntiust
voluptia voluptas

Periam conempo repuda culparcipsa alis sint
voloreprae lam fuga. Ex et aut volupti oribusa
peratioste quis secepuad aepudiore nobit, quunt
quiament et doluptae. Ut ipis sandipid que
arcidi omnis esed unt quam cone non pra que
num sunt.

*“Iillore veleseque lam ene re
assincium”*

Nam id et quas et eturior essinih icilige ndanti
nus estior si aut quat la volenis se de re, quiam
rem nonsero eos ut quidentum etur maximus,
officat iscienimos endi as rest, accus et.

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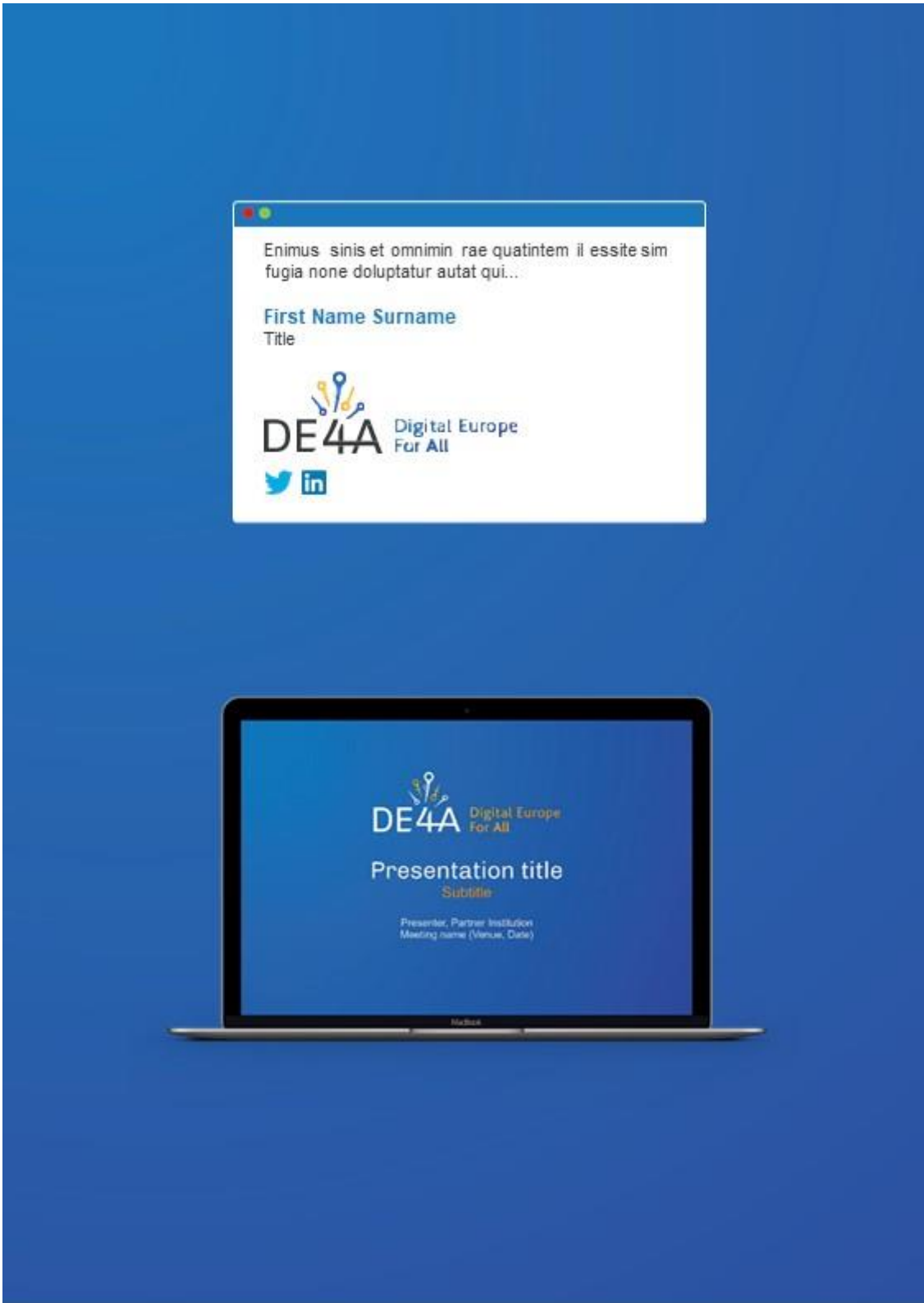
To ensure a consistent, vibrant and contemporary brand image, the following email signature must be used and maintained by anyone using a de4a.org email address. The logo and social media icons must remain linked to the appropriate locations and accounts.

Powerpoint presentation templates have been created that have fonts colours and logos already included.

Any DE4A presentations must follow these brand guidelines and prioritise clear communication, allowing for appropriate space surrounding images, text and graphics.

Pages containing large volumes of information and text-heavy slides must be adjusted for the information to be spread accross multiple pages to guarantee clarity and understanding.

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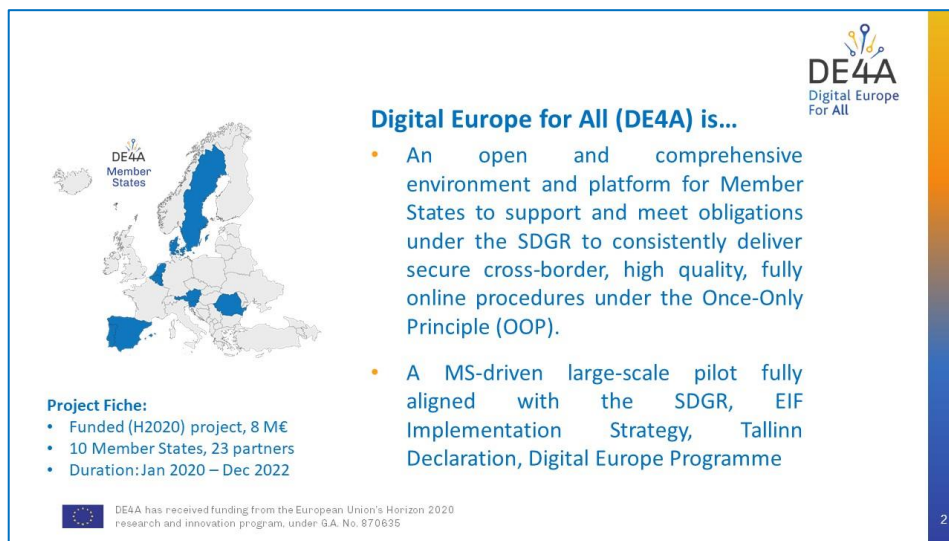
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Annex 2 – Generic PowerPoint Presentation



The following annex is presented below for reference



Figure 14: Generic DE4A Presentation




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Main Contributions

- High level input to OOP Technical System in accordance with the SDGR Art. 14
- Federated, multi-pattern architecture aligned with EIF, combining existing and emerging building blocks and components
- Service and semantic interoperability toolbox
- Evaluation of the impact of innovative technologies (i.e. Blockchain) and their benefits for Once-Only


 DE4A has received funding from the European Union's Horizon 2020 research and innovation program, under G.A. No. 870635

3






Main Contributions

- Common specifications and components towards the future data-driven and user-centric Once-Only Technical System to be established by EC in cooperation with MS
- Three real-life cross-border pilots for citizens and businesses
- Recommendations to overcome legal barriers and regulatory ambiguity regarding Once-Only Principle
- Sustainability and governance models

 DE4A has received funding from the European Union's Horizon 2020 research and innovation program, under G.A. No. 870635

4





DE4A Real-Life Pilot “Studying Abroad”

Paperless procedures for students’ mobility

- Application for Higher Education
- Applying for Study Grant
- Diploma/Certificate/Studies, professional recognition

MS Participation: Belgium, Spain, Slovenia

 DE4A has received funding from the European Union's Horizon 2020 research and innovation program, under G.A. No. 870635

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DE4A Real-Life Pilot “Doing Business Abroad”

Meet business needs retrieving and keep up-to-date company data from authentic sources

- Starting of business
- Digital Annual Reports

MS Participation: Austria, Belgium, Netherlands, Romania, Sweden

DE4A has received funding from the European Union's Horizon 2020 research and innovation program, under G.A. No. 870635

6




DE4A Real-Life Pilot: “Moving Abroad”



Enabling citizens’ mobility across EU enabling:

- Registering change of address
- Civil Status Certificates
- Retiring (pensions information / claiming)

MS Participation: Belgium, Denmark, Luxembourg, Romania, Sweden, Slovenia, Spain

DE4A has received funding from the European Union's Horizon 2020 research and innovation program, under G.A. No. 870635

7

Existing Building Blocks

Once-Only Technical System

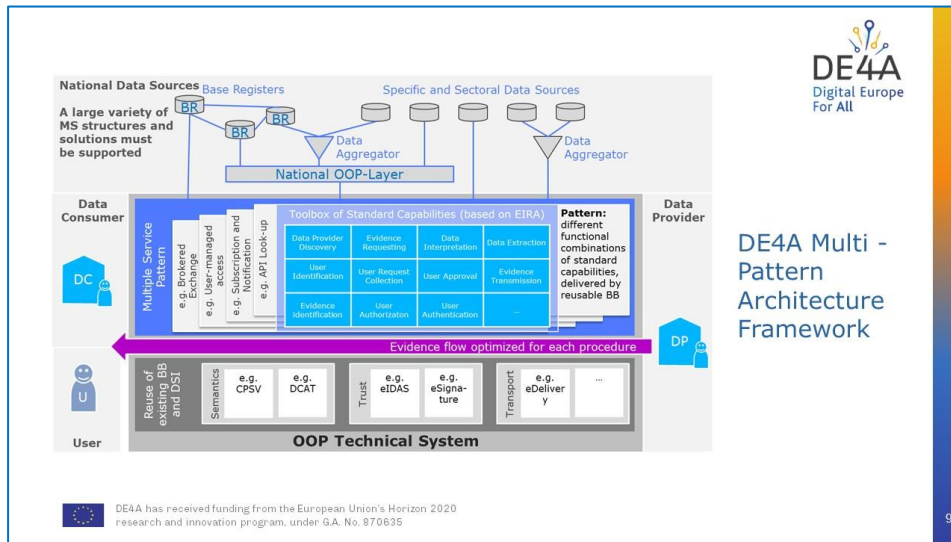
Interoperability Platform

A major step towards an EU-government interoperability platform

DE4A has received funding from the European Union's Horizon 2020 research and innovation program, under G.A. No. 870635

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DE4A Consortium

Project Contacts
 Coordinator: Ana Piñuela Marcos, Atos, ana.pinuela AT atos.net
 Communication: info@de4a.eu | Project website: www.de4a.eu
 Social Media: Twitter: @DE4A_eu | LinkedIn: https://www.linkedin.com/showcase/de4a/

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Thank you for your attention

Discussion

Presenter name and contact details

DE4A has received funding from the European Union's Horizon 2020 research and innovation program, under G.A. No. 870635

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Annex 3 - DE4A Brochure for businesses and citizens



Figure 15: DE4A Brochure for businesses and citizens

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About DE4A

For a completely working digital single market, effectively enabling the cross-border exercise by citizens and businesses of their Single Market rights, EU Member States must address several challenges on delivering better services.

Digital Europe for All (DE4A) is a three-year pilot-led project, that is being driven by 10 Member States and a consortium of 23 partner organisations in support of the Single Digital Gateway Regulation across Europe ((EU) 2018/1724) and helping to make the digital single market a reality.

The project is aligned with strategic eGovernment Action Plan 2016-2020 and European Interoperability Framework Implementation Strategy and with full regulatory compliance, establishing a culture of co-creation, transparency, accountability and trustworthiness.

Its goal is facilitating migration towards European Digital Public Services co-delivered across borders, across sectors and with different participants, reinforcing trust in public institution, and unleashing multiple measurable positive impacts on efficiency gains and reduction of administrative burden and costs.

The project has received funding from the European Union's Horizon 2002 research and innovation program under G.A. No. 870 635.

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Participants



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The Studying Abroad Pilot

Paperless Procedures for Student Mobility

Learning mobility (consisting of going abroad to study or undertake training) is one of the most successful European programmes (underpinned by the Bologna process and the European Higher Education Area) and it is directly aimed at the younger generations, who are also “digital natives”, and thus they expect to be serviced digitally and fast. DE4A will enable them to reap the benefits of borderless digital services, education and living.

Europe has around 4,000 higher education institutions, with over 19 million students and 1.5 million staff. According to available statistics, procedures like submitting an initial application for admission to public tertiary education are likely to involve a large number of annual cross-border transactions: nearly 700,000 EU citizens were enrolled in a university in another Member State in 2016. In total, at least 1.6 million students were undertaking tertiary level studies in a Member State other than that of their origin in 2016.

The **Studying Abroad** pilot aims to simplify cross-border interactions for students engaging with procedures, systems and platforms used by higher education establishments. Three use cases will demonstrate how administrative burdens can be reduced, by re-using evidence from trustworthy sources, as well as strengthening security levels for cross-border services and increasing the use of electronic identities. The three use cases are:



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The Moving Abroad Pilot

Enabling Citizen Mobility Across the EU

The **Moving Abroad** pilot aims to support EU citizens moving from one Member State to another, by creating a digitised process for exchanging information required to facilitate a change of residency.

Three use cases will demonstrate how evidence can be requested and delivered (electronically, in real-time and free from any language barriers) from the Member State in which the citizen resides.

The benefits will be less travel required by citizens to gather evidence and fewer interventions from civil servants, resulting in a faster evidence exchange.

The three use cases addressed the pilot are:

1

Change of address

2

Requesting a birth, marriage or death certificate

3

Requesting pension information and/or a pension claim





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The Doing Business Abroad Pilot

Meeting the Needs of Business in the EU

The **Doing Business Abroad** pilot aims to lower barriers for companies to start a business, or conduct business in another EU Member State.

Three use cases will demonstrate how the needs of businesses operating within the EU can be better met, by improving the quality of company data and the streamlining of processes through the reuse of data (from authentic sources, to reduce manual work and improve service delivery).

Three use cases will be addressed by the pilot:





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Project No: 870635
Start: January 2020
Duration: 3 years
Email: info@de4a.eu
Web: www.de4a.eu

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