



# EU-HYBNET

## D.5.2 MIDTERM PROJECT DISSEMINATION IMPACT ASSESSMENT REPORT 1

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## 1. INTRODUCTION

### 1.1 OVERVIEW

The Dissemination, Communication and Exploitation Strategy (DCE – Deliverable (D) 5.1) of the EU-HYBNET (Empowering a Pan-European Network to Counter Hybrid Threats) project seeks to ensure that the project outputs and outcomes are widely disseminated to the right target audiences, respecting an appropriate and defined timing, through intelligible channels and tools; and that stakeholders can contribute to the output's development, evaluation, and exploitation.

The defined objectives of the project are:

- Objective 1: To enrich the existing network countering hybrid threats and ensure long term sustainability;
- Objective 2: To define common requirements that can fill knowledge gaps, deal with performance needs, and enhance capabilities of research, innovation and training endeavours concerning hybrid threats;
- Objective 3: To monitor developments in research and innovation activities as applied to hybrid threats;
- Objective 4: To indicate priorities for innovation uptake and industrialization and to determine priorities for standardization for empowering the Pan-European network to effectively counter hybrid threats;
- Objective 5: To establish conditions for enhanced interaction with practitioners, industry and academia for meaningful dialogue and for increasing membership in the network;
- Objective 6: To foster capacity building and knowledge exchange on countering hybrid threats; and
- Objective 7: To create a basis for establishing effective synergies with existing European, national and sub-national networks of practitioners and other actors countering hybrid threats.

To achieve these objectives, the DCE - Deliverable (D) 5.1, defines a dissemination, communication and exploitation strategy that includes a diversity of online and offline channels and media to reach the different stakeholders.

A set of Key Performance Indicators (KPIs) have been established from the objectives described above for tracking and evaluation.

The Dissemination, Communication and Exploitation Strategy also sets the monitoring and evaluation process to apply on a recurring basis throughout the project.



This Midterm Project Dissemination Impact Assessment Report 1 carries out the first evaluation of the Dissemination, Communication and Exploitation Plan for analysing compliance with the established KPIs, evaluate the impact of the plan and establish proposals for its improvement.

### 1.2 STRUCTURE OF THE DELIVERABLE

This document includes the following sections:

- Section 2: Overall assessment
- Section 3: Evaluation of the KPIs associated with the different Dissemination and Communication tools
- Section 4: Final conclusions and recommendations

## 2. OVERALL ASSESSMENT

The table below shows the defined indicators for assessing EU-HYBNET performance as related to the dissemination and communication of the project. As already stated, these KPIs defined in the DCE strictly follow the seven project objectives. Colours are employed to indicate the range of results accomplished: green (excellent); orange (good); red (poor). Accordingly, the results for all the KPIs assessed are shown in the table below.

Overall, the **results accomplished during the first thirteen months of the project show a good performance and in some case the results are excellent.**

Dissemination and Communication tools	Indicator	Poor	Good	Excellent
Project Website	Number of visits per month	Less than 140 per month Less than 1400 at M13	140-300 per month 1400-3000 at M13	More than 300 per month More than 3000 at M13
	Page views per month	Less than 300 per month Less than 3000 at M13	300-500 per month 4000-5000 at M13	More than 500 per month More than 5000 at M13
	Average time spent on website	Less than 30 seconds	30 seconds -1.5 min	More than 1.5 min
Social Media	Subscribers of the LinkedIn Page	Less than 100 at M13	100-200 at M13	More than 200 at M13
	Number of posts published on LinkedIn	Less than 15 at M13	15- 20 at M13	More than 20 at M13
	Number of Twitter followers	Less than 200 at M13	200-400 at M13	More than 400 at M13
	Number of tweets per month	Less than 10	10-25	More than 25
	Number of retweets per month	Less than 3	3-10	More than 10
	Number of tweets liked per month	Less than 10	10-25	More than 25
Biannual Newsletter	Number of Newsletters published	Less than 1	1-2	More than 2
Brochures	Number of brochures distributed	400 brochures at M13	600 brochures at M13	750 brochures at M13
Contributions to external events	Number of external events in which EU-HYBNET participates	0-1 per month (starting at M3)	1-2 per month (starting at M3)	More than 2 per month (starting at M3)
	Number of abstracts/papers submitted and selected	Less than 3 at M13	3-10 at M13	More than 10 at M13
	Copies of the brochure/factsheet distributed	Less than 300 at M13	300-800 at M13	More than 800 at M13
Innovation and Knowledge workshop	Number of workshops organized	5		
	Number of participants	60	60-80	80-100
	Number of Tweets during a workshop	Less than 5	5-10	More than 10
	Number of online articles making reference to the workshop	Less than 2	2-5	More than 5

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Future Trends workshop	Number of workshops organized	5		
	Number of participants	60	60-80	80-100
	Number of Tweets during a workshop	Less than 5	5-10	More than 10
	Number of online articles making reference to the workshop	Less than 2	2-5	More than 5
Gaps and needs workshops	Number of workshops organized	4		
	Number of participants	30-40	40-55	55-65
	Number of Tweets during a workshop	Less than 3	3-7	More than 7
	Number of online articles making reference to the workshop	Less than 2	2-5	More than 5
Liaison activities and synergies	Number of relevant projects/initiatives identified and contacted/invited at project events	Less than 4	4-12	More than 12
	Number of relevant organisations/communities/experts identified and contacted/invited at project events	Less than 12	12-30	More than 30
	Number of cooperation activities (common events and other clustering activities)	Less than 1	2-5	More than 5
Link to the Community of Users	Number of EU-HYBNET presentations made during plenary meetings and thematic workshops	1 every three events	1 every two events + organisation of 1 external cooperation workshop	1 per event + organisation of more than 1 external cooperation workshop
Impact towards Policy Makers	Number of bilateral meetings with Policy makers	0-1	2-4	More than 4
	Presentations made during events gathering policy makers	Less than 2 a	2-5	More than 5
Stakeholders Board	Numbers of members	30-40	40-55	55-70



### 3. EVALUATION OF THE KPIS ASSOCIATED WITH THE DIFFERENT DISSEMINATION AND COMMUNICATION TOOLS

The EU-HYBNET dissemination, communication and exploitation activities include a detailed list of KPIs which are the core of the assessment of this deliverable.

In the following pages, an analysis of the achievement of the KPIs is carried out to evaluate the level of performance and the impact achieved with the Dissemination, Communication and Exploitation Plan.

The timeframe defined for the assessment is set up as the period covering May 2020 to May 2021.

#### 3.1. ONLINE CHANNELS

##### 3.1.1. PROJECT WEBSITE

The KPIs selected to evaluate the performance of the project's website, include specific traffic metrics to determine the **temporal evolution of visits, what webpages within the site are more popular according to views, and the average time spent at the website by visitors.**

The results for these indicators have been provided by Google Analytics. In the table shown below, we can observe the expected value ranges of KPIs for the project website depending on the level of performance, as well as the results accomplished for each indicator.

**According to metrics, the results are excellent for all these indicators.**

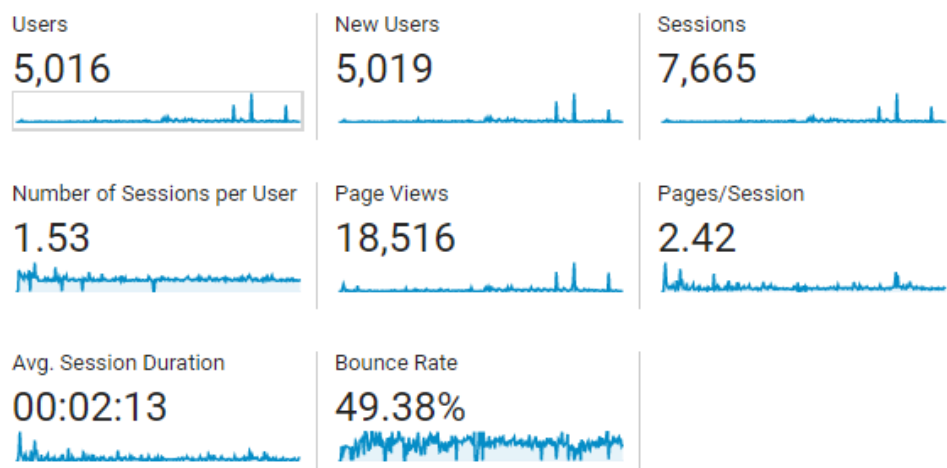
**Expected values of the KPI for the project website**

Definition of the indicator	Type of data required	Poor	Good	Excellent
Number of visits per month	Google analytics	Less than 140 per month Less than 1400 at M13	140-300 per month 1400-3000 at M13	More than 300 per month More than 3000 at M13
Page views per month		Less than 300 per month Less than 3000 at M13	300-500 per month 4000-5000 at M13	More than 500 per month More than 5000 at M13
Average time spent on website		Less than 30 seconds	30 seconds -1.5 min	More than 1.5 min

##### 3.1.1.2. GENERAL OVERVIEW OF THE WEBSITE METRICS

Figure 1 shows the total data provided by Google Analytics for the period analyzed (August. 2020-May 2021). It should be stressed that the website is not launched in May 2020 but in August. Hence, the timeframe for this assessed aspect does not cover thirteen months (from May 2020 – May 2021).

**Figure 1. Overall data an evolution for the period August 2020-May2021**



Source: Google Analytics

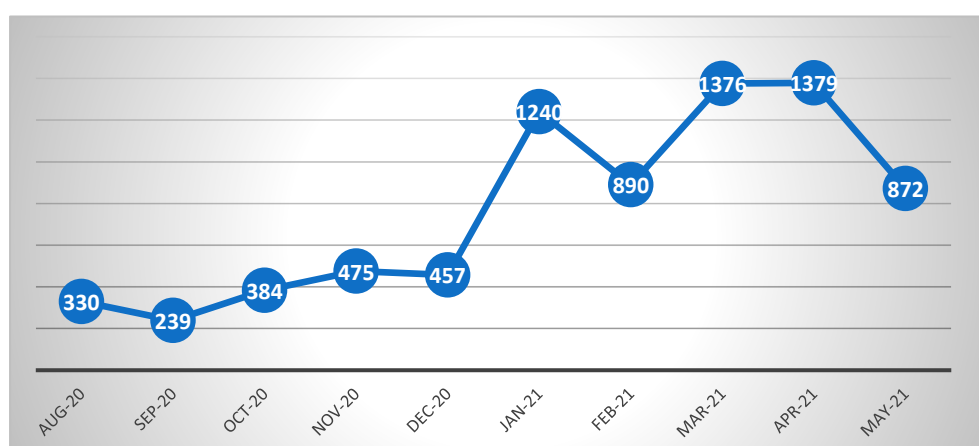
### 3.1.1.3. NUMBER OF VISITS PER MONTH

The total number of visits (sessions<sup>1</sup>) throughout all the period analysed is **7,665** and an average of **638,7** visits per month.

The monthly evolution of visits is shown in the figure 2 (below). April 2021, March 2021, and January 2021 are the months with the highest number of visits. This is explained because in these months the main events of the EU-HYBNET project took place. That is to say: Innovation Knowledge Workshop (#IKEW) on Jan 2021, Future Trends Workshops (#FTW) on March 2021 and Annual Workshop (#AW) on April 2021.

According to the results the level of performance is excellent for this indicator.

Figure 2. Visits per month



Source: Google Analytics

<sup>1</sup> The Google Analytics term for the indicator “visits” is “sessions”.

#### 3.1.1.4. PAGE VIEWS PER MONTH

The number of page views for all the period is 18,516 with an average of 1,543 per month. The results achieved are in line with the activity regarding visits to the website. This performance is shown in Figure 3 and indicates an excellent **level of performance, according to the expected values for this indicator.**

**Figure 3. Page views**

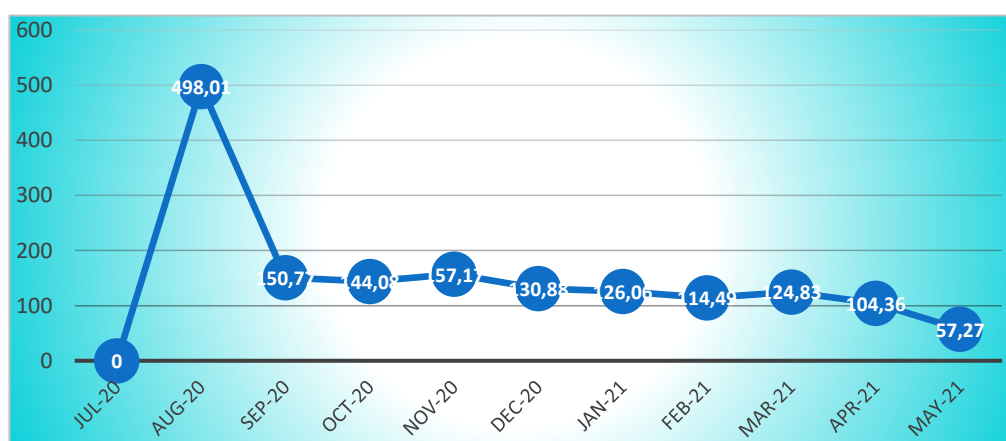


Source: Google Analytics

#### 3.1.1.5. AVERAGE TIME SPENT ON THE WEBSITE

Regarding to the time spent by visitors for all the period, this indicator shows an average of 00:02:11. The month with the highest traffic registered was August 2020 (00:08:18) and the lowest in May 2021 (00:00:57). **These results indicate an excellent performance for this KPI.**

**Figure 4. Average time (seconds) spent on the website**



Source: Google Analytics

### 3.1.1.6. ADDITIONAL INDICATORS

Another indicator to consider when it comes to the communication strategy, is the **acquisition channel**. For all the period, according to the table below, the landing way employed by most by visitors is direct access (53,56%), and organic search (31,62%). The high average for website direct access (53,56%), can be linked to the fact that a high number of visits come from direct access from the countries of origin of partnering organizations, or from partners' stakeholders.

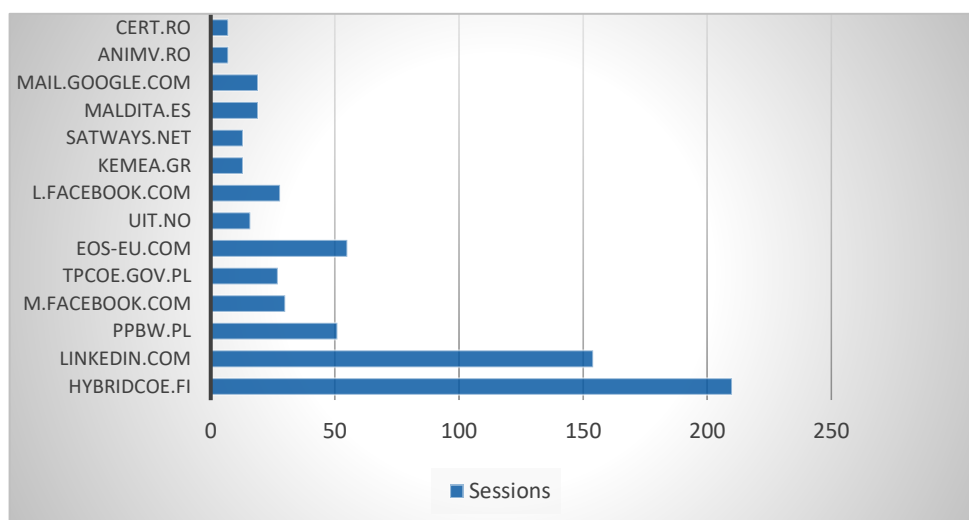
**Figure 5. Acquisition Channel**

Acquisition Channel	Users ?
	5,808 % of Total: 100.00% (5,808)
1. Direct	3,110 (53.56%)
2. Organic Search	1,836 (31.62%)
3. Referral	546 (9.40%)
4. Social	295 (5.08%)
5. Email	20 (0.34%)

Source: Google Analytics

The referral, meaning accessing through other websites, represents the 9,4%. This is explained due to the fact that all project partners include a least a link from their websites to EU-HYBNET website, being the highest traffic reached that from Hybrid CoE's website (210 sessions). Regarding the traffic from social media, it is situated in 5,1% and from email in 0,34%.

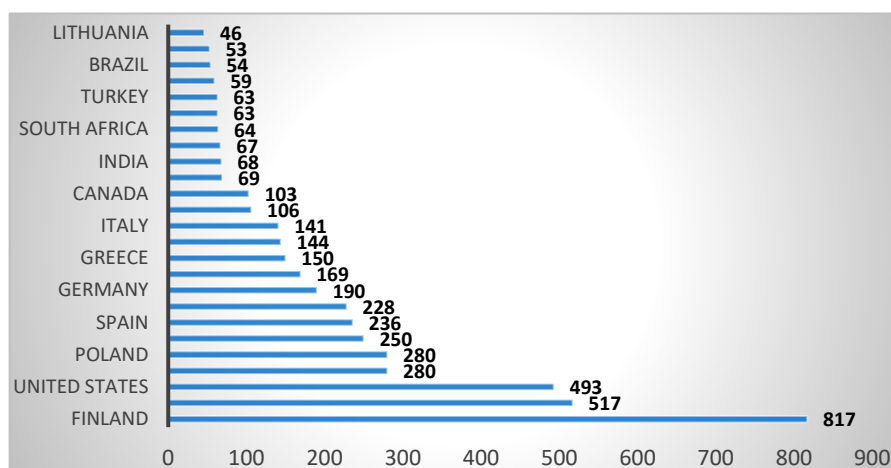
**Figure 6. Referral origin**



Grant Agreee Source: Google Analytics

Lastly, we can observe as an additional indicator **the geolocation of the visitors to the website**. The countries of origin of the partners presents the higher traffic, with the only exception of the United States. However, the United States is a member of the European Centre of Excellence for Countering Hybrid Threats, which can explain the high traffic coming from this country. Additionally, usually IP addresses from the United States are used in proxy navigation sessions.

**Figure 7. Number of visits per country**



Source: Google Analytics

### 3.1.1.7. CONCLUSION

**The results for all the website's KPIs show an excellent performance.**

### 3.1.2. SOCIAL MEDIA

LinkedIn and Twitter are the social media platforms selected as communication channels according to the targeted public of the project. The table below shows the KPIs for social media activity and the values expected to measure their performance: subscribers of the LinkedIn page, number of posts shared on LinkedIn, number of Twitter followers, number of tweets, retweets and likes per month. These indicators are related to the functional logic and features of LinkedIn and Twitter. Twitter is characterized by the immediacy in the distribution of content and by its high reach. LinkedIn is a professional network, where the activity generated by each user has scope mainly within their network of contacts and the gaining of followers has a relationship more symmetrical (follow back).

As it may be observed in the table below, **the performance for the indicator related to followers for the two platforms shows a good level of performance. Regarding to the posts shared, LinkedIn has an excellent performance, while Twitter shows a good one. On the other hand, the results for retweets and likes were excellent.**

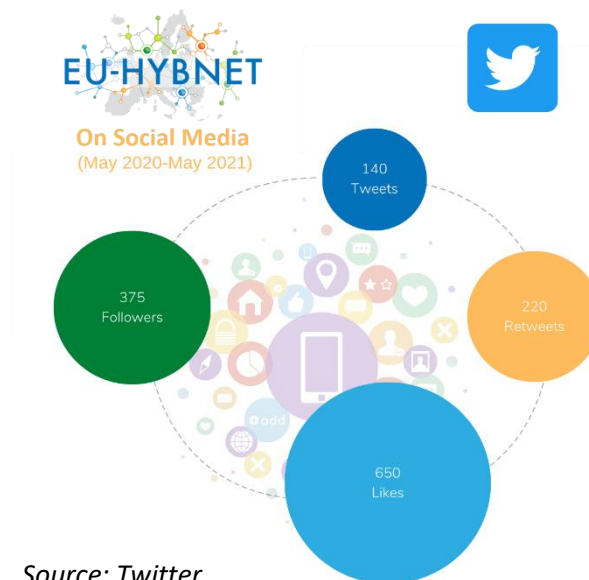
#### **Expected values of the KPI for social media activity**

Definition of the indicator	Type of data required	Poor	Good	Excellent
Subscribers of the LinkedIn Page	LinkedIn Group Statistics dashboard	Less than 100 at M13	100-200 at M13	More than 200 at M13
Number of posts published on LinkedIn		Less than 15 at M13	15- 20 at M13	More than 20 at M13
Number of Twitter followers	Twitter analytics	Less than 200 at M13	200-400 at M13	More than 400 at M13
Number of tweets per month		Less than 10	10-25	More than 25
Number of retweets per month		Less than 3	3-10	More than 10
Number of tweets liked per month		Less than 10	10-25	More than 25

### 3.1.2.1. TWITTER

The Twitter account @EUHybnet was registered on May 7, 2020. From that moment until 31 May 2021, the account accumulates a total of 400 followers, 150 tweets, 255 retweets and 703 likes.

**Figure 8. Twitter activity (May 2020-May 2021)**

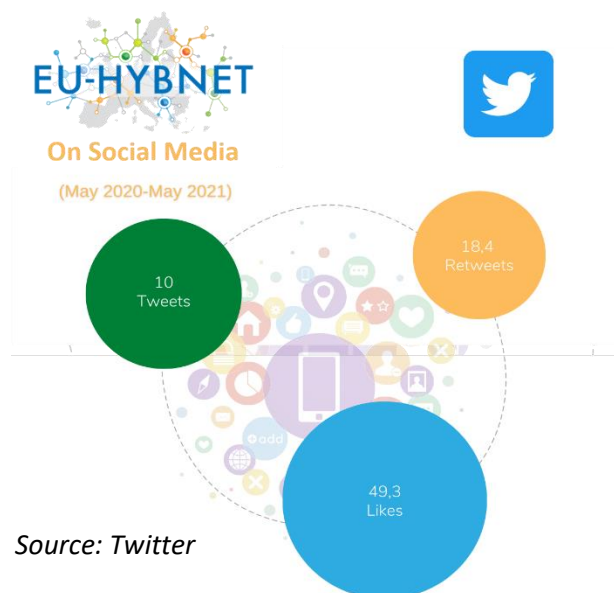


Source: Twitter

For all the period assessed (May 2020-May 2021) the monthly average is 10,7 tweets, 18,4 retweets and 49,3 likes. According to the expected values of the KPIs depending on the level of performance, **we observe good results, both number of followers and number of tweets, and excellent result in retweets and likes.**

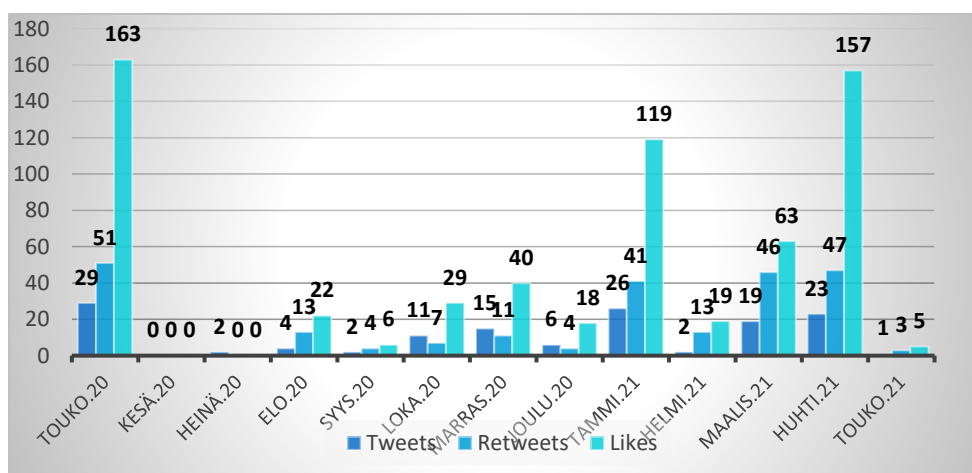
All the tweets contain information on the project. That is to say, the content of the tweets is related to events (own and external) and stakeholders' information related to the project.

**Figure 9. KPIs Monthly Average**



The monthly activity breakdown shows the following performance for the selected KPIs:

**Figure 10. Monthly evolution of tweets, retweets and likes**



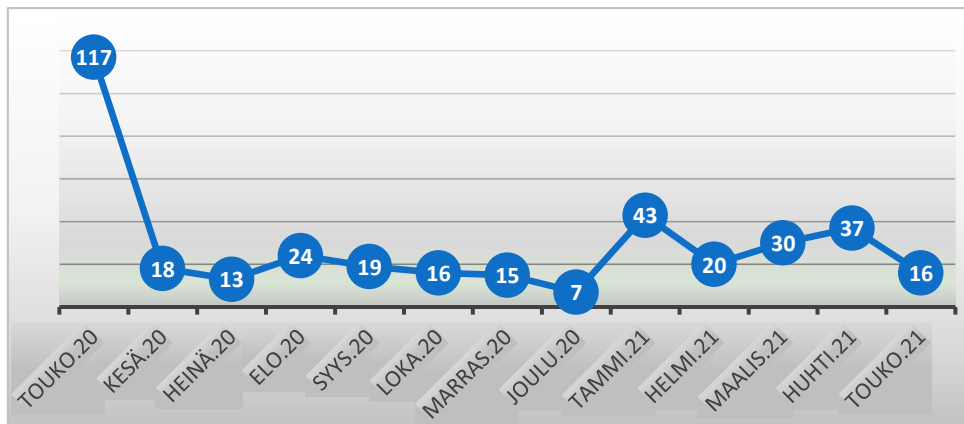
Source: Twitter

According to the figure above, the months with the **highest number of tweets, retweets and likes** correspond to the launch of the Twitter account (May 2020) and the promotion campaigns and registered activity of the events organized by EU-HYBNET: EU-HYBNET KoM (May 12, 2020), 1st Innovation Knowledge Exchange Workshop #IKEW (January 19, 2021), Annual Workshop #AW (April 7, 2021) and Future Trends Workshop (March 31, 2021).

Secondly, the ratio between the total number of tweets and retweets is 1.4 and the ratio between tweets and likes is 4.6. The best performance can be found in the month of April 2021, with a ratio of 2 and 6.8 respectively.

Continuing with the number of followers, we can glimpse a pattern that is related to the above, being the months with more new followers: May 2020(117) and January (43), April (37), and March 2021 (30).

**Figure 11. New followers per month**



Source: Twitter

Other complementary KPIs provided by Twitter analytics and that may be well-worth considering, include mentions, impressions, and visits. These data are also of interest because allow to better evaluating the performance of the account. For the time range selected the account received 8,540 visits, 123,911 impressions<sup>2</sup>, and 163 mentions.

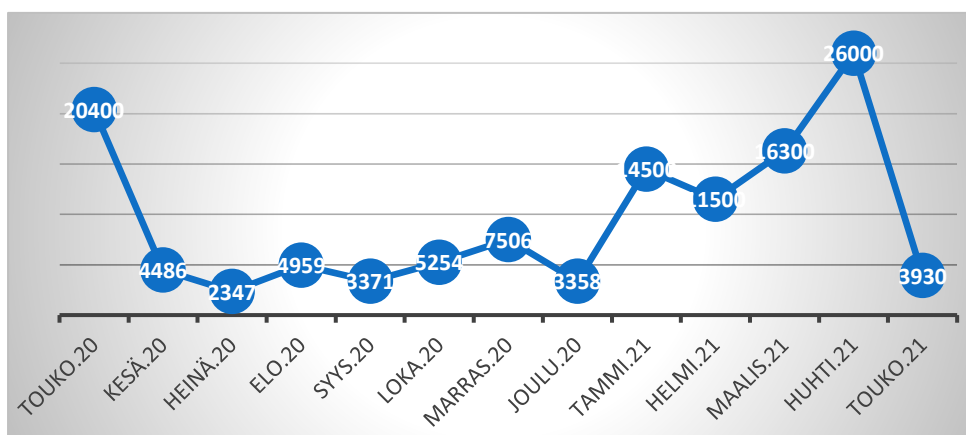
**Table 1. Complementary KPIs**

Complementary KPIs	Total
Mentions	163
Impressions	123911
Visits	8540

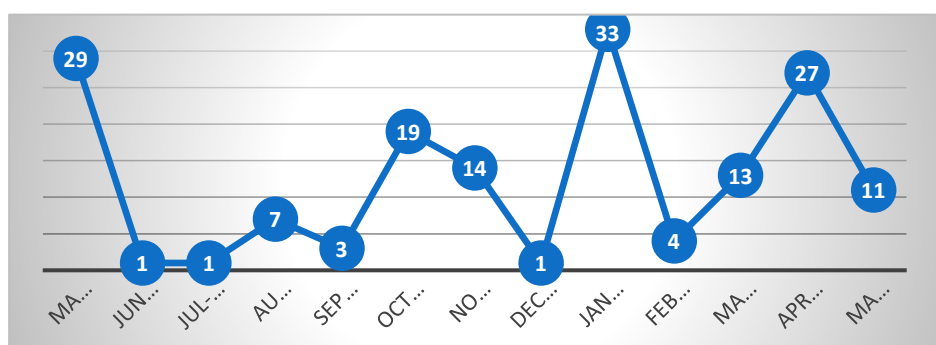
A breakdown of these data by month allows establishing a relationship to that observed previously.

<sup>2</sup> "Impressions on Twitter is a total tally of all the times the Tweet has been seen. This includes not only the times it appears in a one of your followers' timeline but also the times it has appeared in search or as a result of someone liking the Tweet." Source: <https://www.sproutsocial.com/insights/twitter-impressions/>

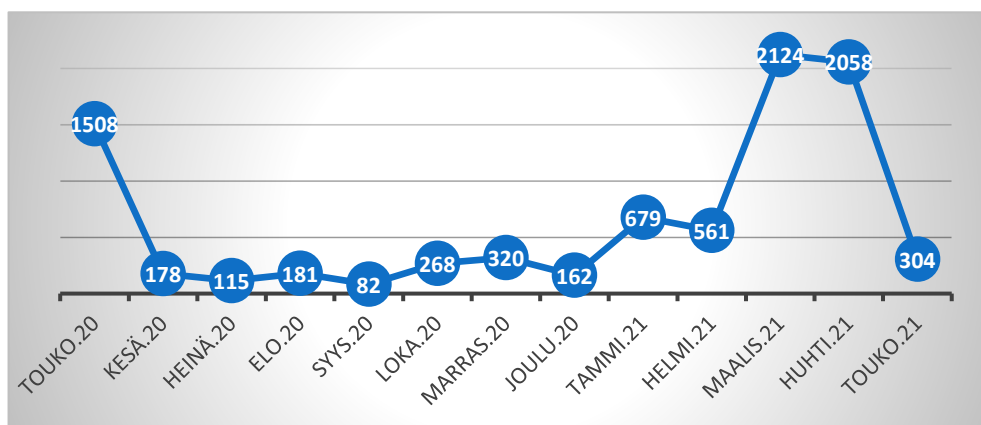


**Figure 12. Impressions per month**

Source: Twitter Analytics

**Figure 13. Mentions per month**

Source: Twitter Analytics

**Figure 14. Visitors per month**

Source: Twitter Analytics

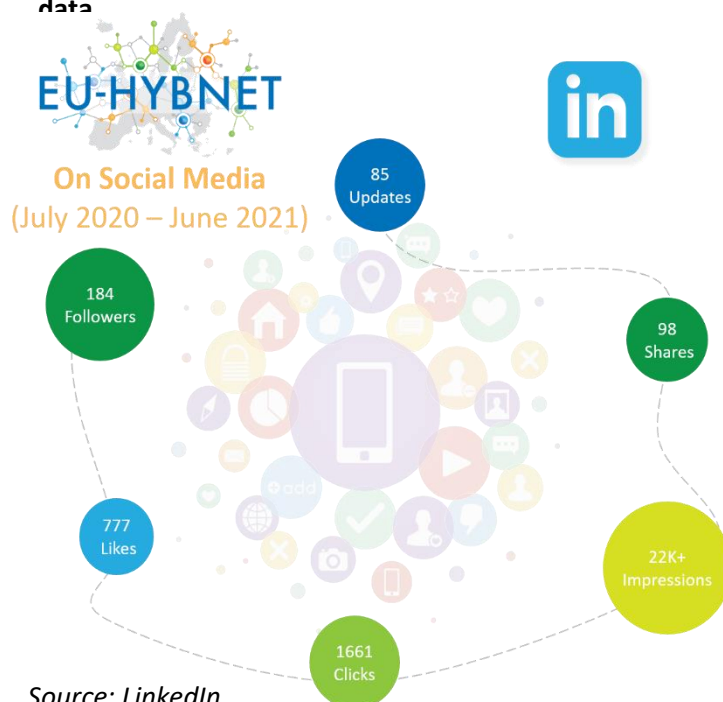
## CONCLUSION

The results obtained show a good performance for tweet activity, excellent for the retweets and likes ones, and excellent for followers.

### 3.1.2.2. LINKEDIN

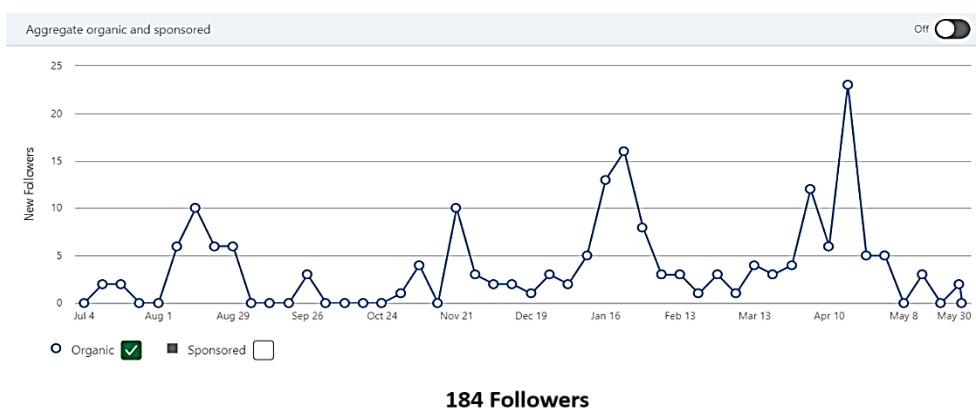
The LinkedIn EUHYBNET's account (<https://www.linkedin.com/company/eu-hybnet/>) started in July 2020. From that moment until May 31, 2021, 96 posts have been published and the number of subscribers is 184. Additionally, the posts have received 777 reactions, 1,661 clicks, 22K+ impressions and have been shared 98 times.

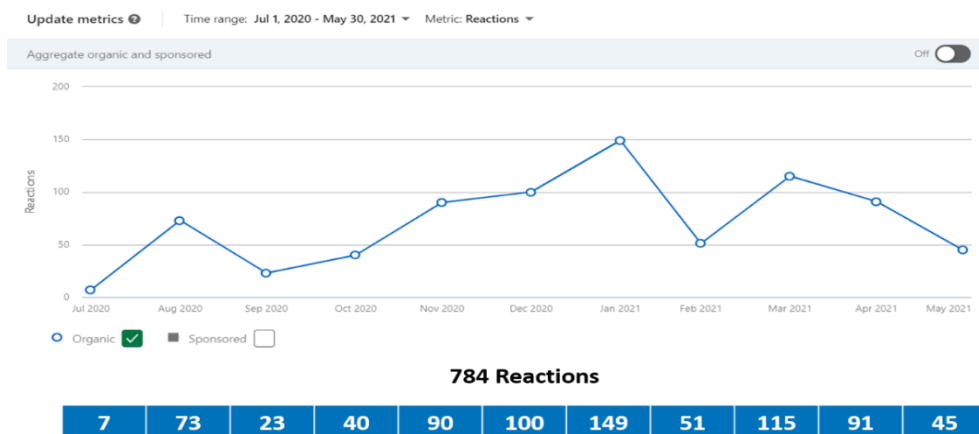
**Figure 15. LinkedIn annual performance data**



A more detailed analysis of the KPIs of interest for this issue (subscribers and publications) follows the figures showed below.

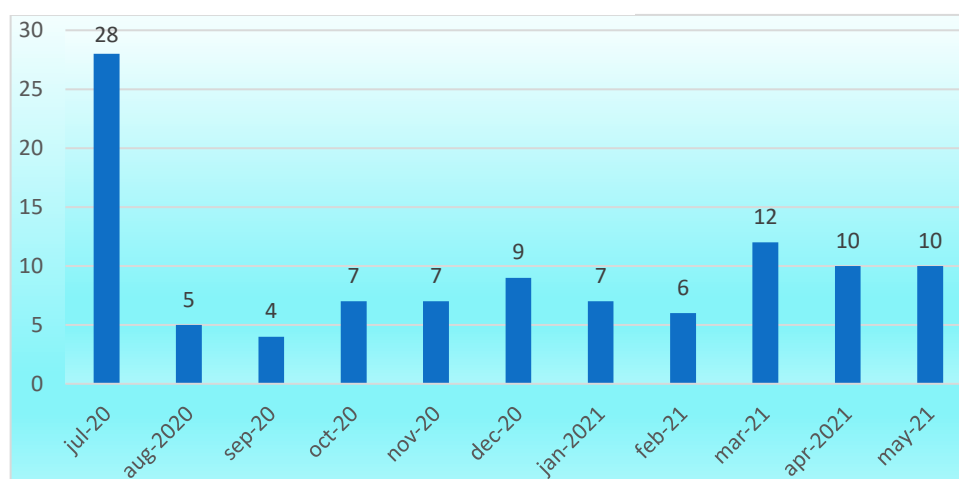
**Figure 16. New followers per month**



**Figure 17. Reactions per month**

Source: LinkedIn

The behaviour observed (number of followers and reactions) is related to both the specific traits of LinkedIn as a professional network, and its own algorithm. That is to say, the level of engagement does not correspond to posts and reactions, at least not completely. The increase in the number of followers may be explained by other reasons: the follow-up activity after a meeting online or offline, follow-backs, or the recommendations provided by the platform's algorithm that prioritizes personal connections based on shared interests.

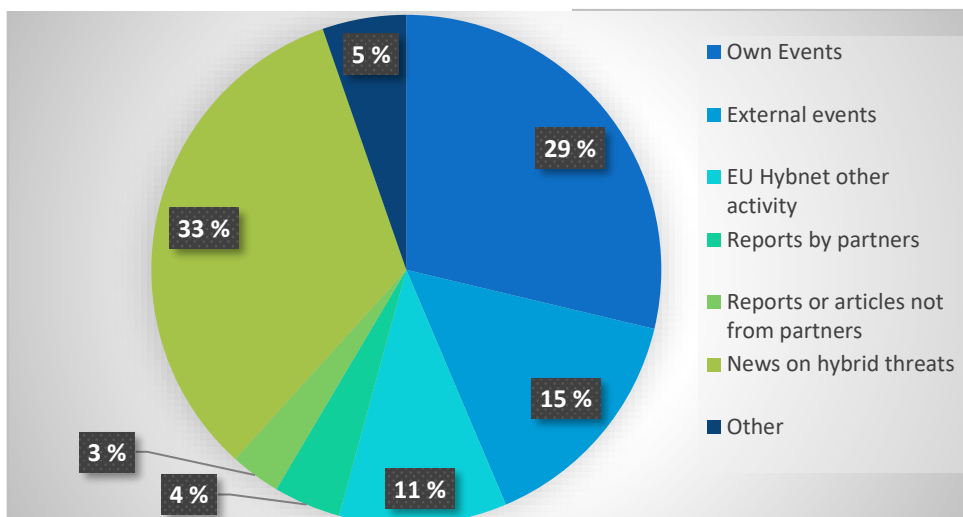
**Figure 18. Posts per month**

Source: LinkedIn

The monthly average of LinkedIn posts is 8.75, being July 2020 the month with the highest activity (28) and September 2020 the month with the lowest one (4).

Regarding the content of the posts, the LinkedIn post strategy differs from Twitter. Although mainly the published information is on the project (events), the content strategy includes further news and reports published on topics such as disinformation.

**Figure 19. LinkedIn post content**



Source: LinkedIn

## CONCLUSION

**According to the expected KPIs values for the subscribers, the developed activity in LinkedIn presents an excellent performance.**

### 3.1.3. NEWSLETTER

Within the framework of the EU-HYBNET project, it was agreed to develop a newsletter aimed at internal and external publics. The products are available at the website and via a subscription service. Two of these products have been released so far; the first one in October 2020, and the second one in March 2021. Until May 2021, the website has received 193 subscription requests. Additionally, the newsletters have been sent to roughly 109 recipients in each email distribution per month. **It means a good level of performance according to the values shown in the table below.**

#### Expected values of the KPI for newsletters published

Definition of the indicator	Type of data required	Poor	Good	Excellent
Number of Newsletters published	Proceedings	Less than 1	1-2	More than 2

### 3.1.4. BROCHURES

The dissemination of brochures related with EU-HYBNET make sense for onsite events. However, the COVID-19 pandemic it was not possible onsite events, and this have been conducted online. Hence this indicator is not applicable event the current circumstances.

## 3.2. EVENTS

### 3.2.1. CONTRIBUTIONS TO EXTERNAL EVENTS

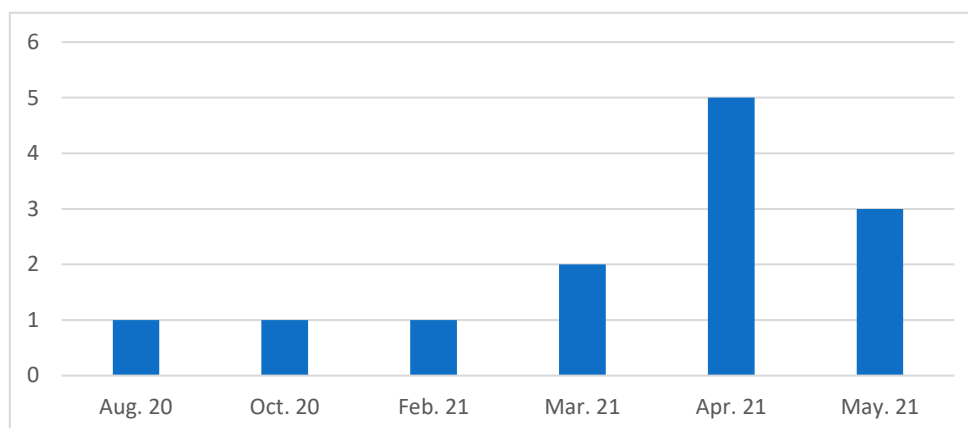
Participation in external events is another of the indicators that should be considered for impact assessment purposes. These forums are of great importance to disseminate the objectives and activities of the EU-HYBNET project. According to the expected values for this indicator, participation in more than two events per month is related to excellent performance, while participating in one event or none means poor performance. **For the period assessed, EU-HYBNET has achieved good results.**

#### Expected values of the KPI for the contribution to external events

Definition of the indicator	Type of data required	Poor	Good	Excellent
Number of external events in which EU-HYBNET participates	Proceedings	0-1 per month (starting at M3)	1-2 per month (starting at M3)	More than 2 per month (starting at M3)
Number of abstracts/papers submitted and selected		Less than 3 at M13	3-10 at M13	More than 10 at M13
Copies of the brochure/factsheet distributed		Less than 300 at M13	300-800 at M13	More than 800 at M13

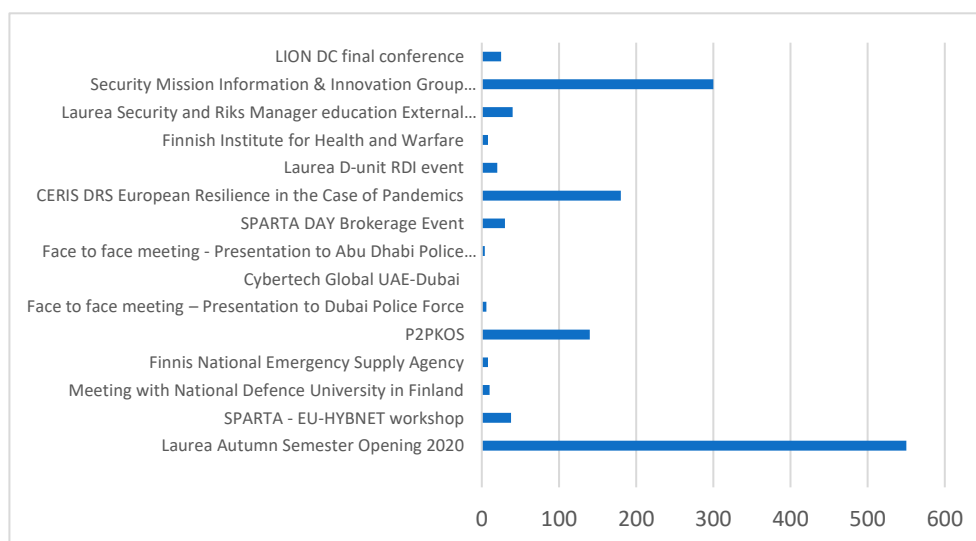
#### NUMBER OF EXTERNAL EVENTS IN WHICH EU-HYBNET PARTICIPATES

The number of external events in which the EU-HYBNET consortium participates since August 2020 has been 13. According to the values assigned to the KPIs, it means a **good performance**, and as we can see in the figure below, it is not distributed homogeneously in the timeframe of the project and the number of events had been increased during the subsequent months.

**Figure 20. External events per month**

Source: Internal data

Regarding to the audiences registered for each event, the figure below shows the results achieved. The highest registration for the first event being held was achieved by Laurea Autumn Semester Opening 2020, followed by the Security Mission Information & Innovation Group (SMI2G) Event / round table on Disinformation.

**Figure 21. Audience per event**

Source: Internal data

The profile of the audience that attended the events includes practitioners, policymakers, NGOs, industry and academic scholars. Most of these events gathered together profiles that fall within these five categories. Two of the events were aimed specifically at academics: Laurea Autumn Semester Opening 2020 and Laurea D-unit RDI event.

**Table 2. Audience profile by professional scope**

	Practitioners	Academia	Policy makers	Industry	NGOs
SPARTA - EU-HYBNET workshop	v	v			v
LION DC final conference	v	v		v	v
SPARTA DAY Broke Rage Event	v	v		v	v
CERIS DRS Info Day - Synopsis	v	v	v	v	v
CERIS INFRA critical Infrastructure Resilience against Hybrid Threats	v	v	v	v	v
Finnish National Emergency Supply Agency	v				
Finnish Institute for Health and Warfare	v	v			
Laurea Security and Risk Manager education External Advisory Board meeting and workshop	v	v	v		v
Laurea Autumn Semester Opening 2020		v			
Laurea D-unit RDI event		v			
P2PKOS	v	v	v	v	v
Meeting with National Defence University in Finland	v	v			

*Source: Internal data*

#### NUMBER OF ABSTRACTS/PAPERS SUBMITTED AND SELECTED

During the thirteen months covered in the period assessed, consortium partners have developed research activities framed under the four core themes. The result of research activities conducted has been the production of four articles associated with the core theme topics, which have been submitted for consideration in academic journals and/or other publications:

- Future trends. Article: “Intelligence and information: the challenge of hybrid threats”
- Cyber and future technologies. Article: “Quantum as a disruptive technology in Hybrid Threats”
- Information and strategic communications. Article: “Responses to digital disinformation: an evidence-based analysis on the effects of disinformation and the effectiveness of fact-checking / debunking”
- Resilient civilians. Article: The role of the “ordinary civilian” in hybrid threats

Additionally, a special issue on Digital Communication and Hybrid Threats was published in January 2021 in the academic journal ICONO 14 (Citescore 2020, 0.9). The presentation article acknowledged the role of EU-HYBNET. <https://icono14.net/ojs/index.php/icono14/article/view/1662>

A short presentation of the EU-HYBNET project has been published in the Romanian Intelligence Studies Review, a peer review academic journal indexed in the CEEOL and EBSCO databases. The presentation was published under the Academic Focus section, in RISR no. 23/2020 accessible online on <https://animv.ro/romanian-intelligence-studies-review-risr-no-23-2020/> and no. 24/2020 accessible online on <https://animv.ro/romanian-intelligence-studies-review-risr-no-24-2020/>

From the third month since the project started, and until July, three papers have been published and, there is another one in process review. In the lines below there is a relationship of the papers by author, institution and publisher. **These results mean an excellent level of performance.**

**Table 3. Other abstracts/papers submitted and selected**

Authors	Publication	Publisher	Institution
Meessen, Rick & van Berlo, Marcel	Hybride dreigingen zijn dichterbij dan je denkt (Hybrid threats are closer than you think)	Secondant (in Dutch, but with specific references to EU-HYBNET)	TNO
Toiviainen, Noora; Kuisma, Jenni; Petra Lähdemäki, Petra; Vuorivirta, Ilpo & Ylikoski, Teemu	Laurean yhteiskunnallinen vaikuttavuus ja vuorovaikutus [in English Laurea Societal Impact Report 2020]	Laurea	Laurea

### 3.2.2. INNOVATION AND KNOWLEDGE WORKSHOP

In order to assess the offline and online impact of the different events organized in the framework of the EU-HYBNET project, the following four KPIs have been selected: numbers of workshops organized, number of participants, number of tweets during the workshop and number of online articles making reference to each event.

The first workshop organized by the EU-HYBNET consortium, Innovation and Knowledge Exchange Workshop #IKEW was held on 31 January. It aimed “to provide practitioners, industry, SMEs, and academia an opportunity to exchange information on challenges to counter hybrid threats and possible innovations to answer them.”<sup>3</sup>

**The results for the indicators are excellent in terms of number of participants and numbers of tweets posted during events. The results for the indicator tracking the number of online articles has a good level of performance.**

#### Expected values of the KPI depending on the level of performance for the workshop

Definition of the indicator	Type of data required	Poor	Good	Excellent
Number of workshops organized	Events timeline	5		
Number of participants	Proceedings	60	60-80	80-100
Number of Tweets during a workshop	Twitter analytics	Less than 5	5-10	More than 10
Number of online articles making reference to the workshop	Google analytics	Less than 2	2-5	More than 5

<sup>3</sup> 1st Innovation Knowledge Workshop #IKEW – EU-HYBNET (euhybnet.eu)

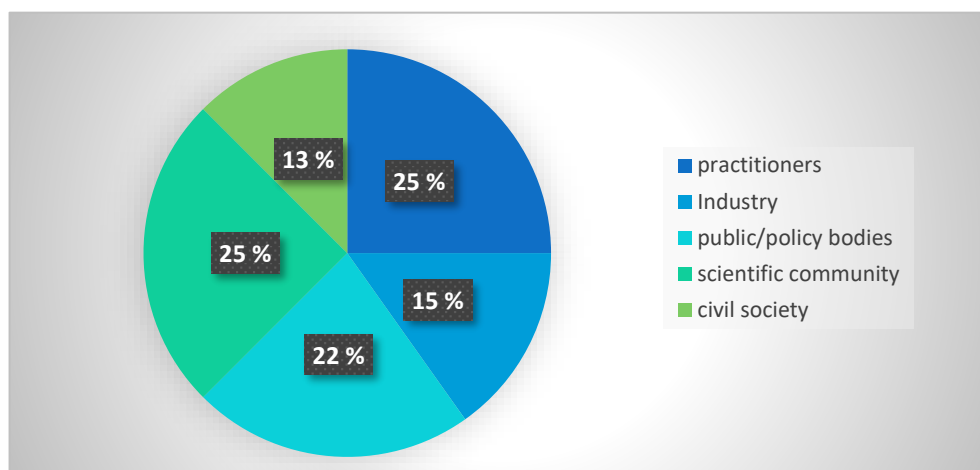


### 3.2.2.1. NUMBER OF PARTICIPANTS

The number of attendants was 112. **It means an excellent performance according to the values for this indicator.**

Figure 22 below shows the average number of attendees by their professional scope: Practitioners, industry, public/policy bodies, scientific community, and civil society. As we can see, the average number of attendees by profile is distributed quite homogeneously.

**Figure 22. Average of attendants by professional scope**

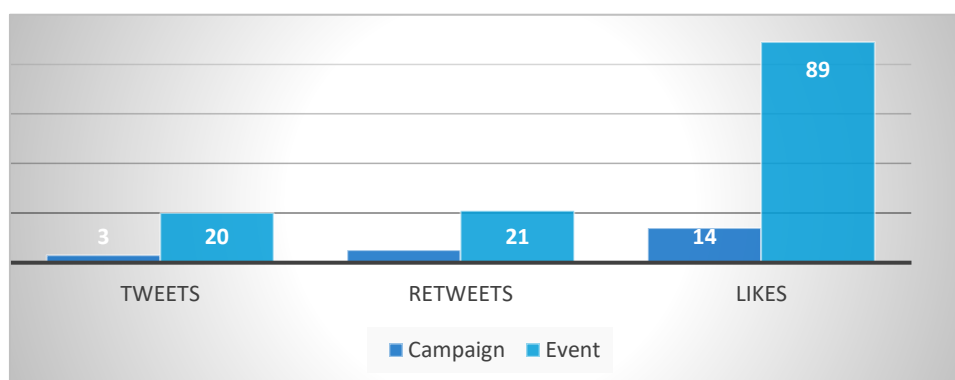


Source: Internal data

### 3.2.2.2. NUMBER OF TWEETS DURING THE WORKSHOP

The figure 23 shows the activity in Twitter before (promotion) and throughout the event. This activity reached a total of 20 tweets, 21 retweets and 89 likes during the event and 3 tweets, 5 retweets and 14 likes in the previous days.

**Figure 23. Twitter activity during the workshop**



Source: Twitter

Additionally, 18 tweets were posted by other accounts during the event.

**These results mean an excellent level of performance according to the value expected for the KPI.**

### 3.2.2.3. NUMBER OF ONLINE ARTICLES REFERRING TO THE WORKSHOP

The number of online articles referring the event is 3. The table below shows the sources that referred the event including their url. As we can see, the first source (an Italian engineering multinational) does not correspond to any of the partners of the project.

**Table 4. Sources that host the online articles referring the workshop**

Source	Url
Engineering	<a href="https://www.eng.it/en/whats-on/events/1st-innovation-knowledge-exchange-workshop">https://www.eng.it/en/whats-on/events/1st-innovation-knowledge-exchange-workshop</a>
European Organization for Security (EOS)	<a href="http://www.eos-eu.com/past-events/?year=2021">http://www.eos-eu.com/past-events/?year=2021</a>
Polska Platforma Bezpieczeństwa Wewnętrznych	<a href="https://ppbw.pl/wp-content/uploads/2021/01/EU-HYBNET-Join-the-network-leaflet-min.pdf">https://ppbw.pl/wp-content/uploads/2021/01/EU-HYBNET-Join-the-network-leaflet-min.pdf</a>

### 3.2.3. FUTURE TRENDS WORKSHOP

On March 31 the EU-HYBNET Consortium held its first Future Trends Workshop. This first workshop addressed the “expected future manifestations of hybrid threats, and their evolving nature coupled with the different points of view that may be expressed as to how current innovations and solutions may or may not apply in tomorrow’s world.”<sup>4</sup>

The KPIs defined to measure the performance of the event are the same as those showed above for the Innovation and Knowledge Exchange Workshop: number of participants, number of tweets registered during the event and number of online articles referring to the workshop.

**The results achieved show are good for the number of the tweets and the number of articles.**

#### Expected values of the KPI depending on the level of performance for the workshop

Definition of the indicator	Type of data required	Poor	Good	Excellent
Number of workshops organized	Events timeline	5		
Number of participants	Proceeding	60	60-80	80-100
Number of Tweets during a workshop	Twitter analytics	Less than 5	5-10	More than 10
Number of online articles making reference to the workshop	Google analytics	Less than 2	2-5	More than 5

<sup>4</sup> <https://euhybnet.eu/upcoming-events/1st-future-trends-workshop-ftw/>

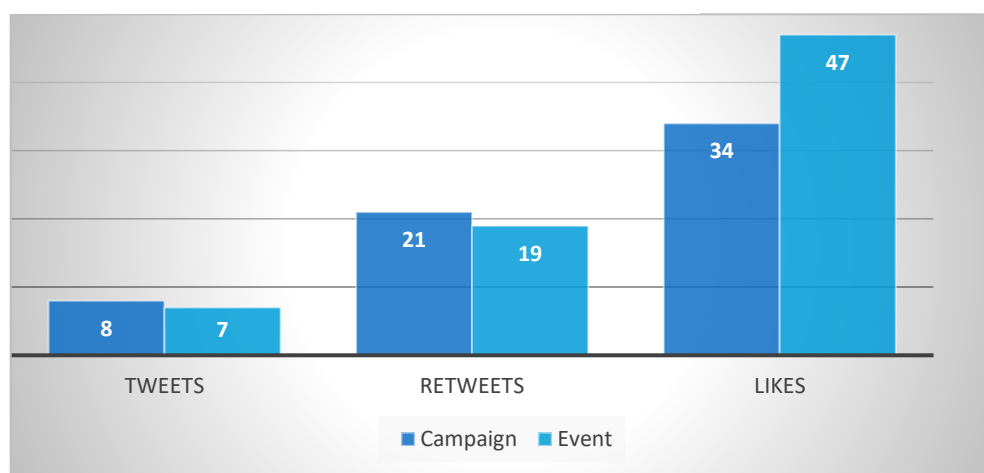
### 3.2.3.1. NUMBER OF PARTICIPANTS

Attendance to the Future Trends Workshop #FTW came from 40 organizations. It has not been possible to specify the number of attendees for each of these organizations. Around half the organizations attending this event are not part of the EU-HYBNET consortium (and a 47 per cent of them *are* ministerial agencies)

### 3.2.3.2. NUMBER OF TWEETS DURING A WORKSHOP

Throughout the workshop, EU-HYBNET's Twitter account posted 7 tweets reaching an impact of 19 retweets and 47 likes. Additionally, one more tweet was posted by the Hybrid CoE's Twitter account.

**Figure 24. Twitter activity during the workshop**



Source: Twitter

**This result means a good level of performance for the indicator defined.**

### 3.2.3.3. NUMBER OF ONLINE ARTICLES REFERRING THE WORKSHOP

Four articles were published referring the event. The sources of the articles do not correspond any consortium partner. **The result for this indicator points up a good level of performance.**

**Table 5. Sources that host the online articles referring the workshop**

Source	Url
Senter Network	<a href="https://www.senternetwork.eu/eu-hybnet-held-its-1st-future-trends-workshop-ftw/">https://www.senternetwork.eu/eu-hybnet-held-its-1st-future-trends-workshop-ftw/</a>
Lithuanian Cybercrime Center of Excellence for Training, Reserach & Education	<a href="http://www.l3ce.eu/en/article/eu-hybnet-project-brings-different-actors-together-to-counter-hybrid-threats/">http://www.l3ce.eu/en/article/eu-hybnet-project-brings-different-actors-together-to-counter-hybrid-threats/</a>
Ministerul Investițiilor și Proiectelor Europene	<a href="https://mfe.gov.ro/wp-content/uploads/2021/02/575f9c77af35ff378078eb6e8a66823d.pdf">https://mfe.gov.ro/wp-content/uploads/2021/02/575f9c77af35ff378078eb6e8a66823d.pdf</a>

### 3.2.4. GAPS AND NEEDS WORKSHOPS

On 4 and 11 May 2021, the EU-HYBNET project consortium held the 1<sup>st</sup> Gaps and Needs Workshop. The event is considered at the core of EU-HYBNET since it aims to determine the priority gaps and needs on which the project will focus by identifying the most promising innovations to fill the gaps and needs and recommending innovations uptake and standardisation.

The KPIs defined to measure the performance of the G&N event are the same as those showed above for the other evaluated events: number of participants, number of tweets registered during the event and number of online articles referring to the workshop.

#### Expected values of the KPI depending on the level of performance for the workshop

Definition of the indicator	Type of data required	Poor	Good	Excellent
Number of workshops organized	Events timeline	4		
Number of participants	Proceedings	30-40	40-55	55-65
Number of Tweets during a workshop	Twitter analytics	Less than 3	3-7	More than 7
Number of online articles making reference to the workshop	Google analytics	Less than 2	2-5	More than 5

#### 3.2.4.1. NUMBER OF PARTICIPANTS

It has not been possible to specify the exact number of participants for the 1<sup>st</sup> Gaps and Need Workshop. However, the data corresponding to individual attendance for each organization (stakeholder group) has been provided. The internal data shows that 20 out of 25 stakeholders participated in the event.

#### 3.2.4.2. NUMBER OF TWEETS DURING A WORKSHOP

Considering that the event was closed to the participation of outsiders, being exclusively targeted to the EU-HYBNET consortium partners and stakeholder group members, the social media accounts managed by the consortium did not include contents related to the event. Hence, it is not possible to respond to this KPI requirement.

#### 3.2.4.3. NUMBER OF ONLINE ARTICLES MAKING REFERENCE TO THE WORKSHOP

The closed character of the workshop conditions the performance for this indicator since it limits the open diffusion of the event.

### 3.2.5. ANNUAL WORKSHOP

On April 13, 2021, the consortium EU-HYBNET hold its first Annual Workshop and Stakeholders Group Meeting. The KPIs defined to measure the performance of the event are the same before showed for the Innovation and Knowledge Exchange Workshop: number of participants, number of tweets registered during the event and number of online articles referring to the workshop.

**The results achieved show an excellent performance for the number of tweets indicator and a good one for the number of online articles referring the event.**

#### Expected values of the KPI depending on the level of performance for the workshop

Definition of the indicator	Type of data required	Poor	Good	Excellent
Number of workshops organized	Events timeline	5		
Number of participants	Proceedings	30-40	40-55	55-65
Number of Tweets during a workshop	Twitter analytics	Less than 3	3-7	More than 7
Number of online articles making reference to the workshop	Google analytics	Less than 2	2-5	More than 5

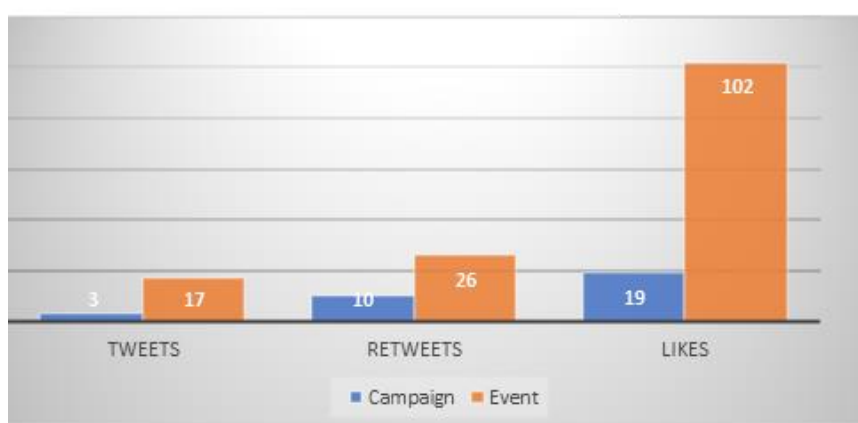
##### 3.2.5.1. NUMBER OF PARTICIPANTS

The data of attendance are not available for the moment. However, we have **evidence that 22 partners participated in the event.**

##### 3.2.5.2. NUMBER OF TWEETS DURING A WORKSHOP

Throughout the workshop, the EU-HYBNET's Twitter account posted 17 tweets with an impact of 26 retweets and 102 likes.

Figure 25. Twitter activity during the workshop



Source: Twitter

**This result means an excellent level of performance.**

##### 3.2.5.3. NUMBER OF ONLINE ARTICLES REFERRING THE WORKSHOP

The number of online articles that refer the event is 2. Below is the table with the relationship of the source and their link.

**Table 6. Sources that host the online articles referring the workshop**

Source	Url
Polska Platforma Bezpieczeństwa Wewnętrznego	<a href="https://ppbw.pl/wp-content/uploads/2021/01/EU-HYBNET-Join-the-network-leaflet-min.pdf">https://ppbw.pl/wp-content/uploads/2021/01/EU-HYBNET-Join-the-network-leaflet-min.pdf</a>
LYYTI	<a href="https://www.lyyti.fi/reg/EUHYBNET_Annual_Workshop_8842">https://www.lyyti.fi/reg/EUHYBNET_Annual_Workshop_8842</a>

**According to the result the performance is good.**

### 3.3. RELATION WITH STAKEHOLDERS

#### 3.3.1. LIAISON ACTIVITIES AND SYNERGIES

The results achieved for liaison activities and synergies are very positive as shown in the table below for the KPIs. **As we can observe in the table below, the results for the indicators defined in the communication plan are good regarding the number of relevant projects/initiatives being contacted as well as for the number of relevant organizations/communities/experts contacted/invited at the project. Also, results are good for the number of cooperation activities.**

**Expected values of the KPI depending on the level of performance for liaison activities and synergies**

Definition of the indicator	Type of data required	Poor	Good	Excellent
Number of relevant projects/initiatives identified and contacted/invited at project events	List of attendees	Less than 4	4-12	More than 12
Number of relevant organisations/communities/experts identified and contacted/invited at project events		Less than 12	12-30	More than 30
Number of cooperation activities (common events and other clustering activities)	Proceedings	Less than 1	2-5	More than 5

#### 3.3.1.2. NUMBER OF RELEVANT ORGANISATIONS/COMMUNITIES/EXPERTS IDENTIFIED AND CONTACTED/INVITED AT PROJECT EVENTS

Around **20 organizations** have been contacted and invited to participate at project events – they represent variety of EU member states. Even without contacting the certain actors especially organizations from Turkey, Greece, Georgia, Latvia or Brazil some one of their host countries. Among them, we find the Turkish Ministry of National Defense, the Brazil Army, The State Police of Latvia or the Office of the National Security Council of Georgia.

In addition, EU-HYBNET has used the European Commission Platform CIRCAB to invite other EC funded “Network of Practitioners” (NoP) projects and organizations contributing to the NoP projects to join the EU-HYBNET events and activities and to learn EU-HYBNET results.

**Regarding the number of organizations contacted the performance for this indicator is good.**

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#### 3.3.1.3. NUMBER OF COOPERATION ACTIVITIES (COMMON EVENTS AND OTHER CLUSTERING ACTIVITIES)

EU-HYBNET has also been active in cooperation with **the European Commission DGs**, agencies and offices, as well with other European Commission funded security projects. In March, EU-HYBNET participated in a **Policy Kick Off Seminar arranged by DG HOME and REA** and contributed to a programmed DG HOME CERIS workshop which focused on Critical Infrastructure Protection and Hybrid Threats. Additionally, EU-HYBNET provided a short disinformation presentation in April during a DG HOME Workshop focusing on pandemics, security, and safety issues, including hybrid threats and disinformation. EU-HYBNET’s cooperation with other EC funded security projects has also been fruitful in many ways. EU-HYBNET has planned a survey together with the iLEAD project to address European wide procurement landscape issues. In addition, the cooperation with the SPARTA project started in October 2020 with the celebration of a join Workshop, continues in the scope of events – EU-HYBNET was invited to present its network possibilities during the SPARTA Brokerage Day in April. Finally, EU-HYBNET and the INCLUDING project are sharing ideas on training and exercise scenarios topics focusing on radiological and nuclear emergencies and hybrid threats. EU-HYBNET was also invited to join and to follow MEDEA’s innovation procurement event.

LION DC project invited EU-HYBNET to present the network and the project in their closing seminar in order to support cyber security practitioners to join EU-HYBNET network.

**According to these data the result is good.**

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#### 3.3.1.4. NUMBER OF RELEVANT PROJECTS/INITIATIVES IDENTIFIED AND CONTACTED/INVITED AT PROJECT EVENTS

EU-HYBNET has proactively seek relevant EU funded projects in order in build relationships with trusted organizations and produce synergies. These includes SPARTA, iLEAD, INCLUDING, MEDEA, ENLETS, LION DC, and Senternetwork projects.

**The result achieved show a good performance.**

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#### 3.3.2. LINK TO THE COMMUNITY OF USERS

**Good results have been obtained for the KPI associated to EU-HYBNET presentations at plenary meetings and thematic workshops.** Eight presentations were carried out along the thirteen events hold for the timeframe analysed.

**Expected values of the KPI depending on the level of performance for the link to the community of users**

Definition of the indicator	Type of data required	Poor	Good	Excellent
Number of EU-HYBNET presentations made during plenary meetings and thematic workshops	Proceedings	1 every three events	1 every two events + organisation of 1 external cooperation workshop	1 per event + organisation of more than 1 external cooperation workshop

### 3.3.3. IMPACT TOWARDS POLICY MAKERS

EU-HYBNET has achieved **good results regarding presentations during events attended by policy-makers** (4) suggesting that an increasing number of them are getting familiar with the project. Regarding to the **numbers of bilateral meetings (4) the result is also good**. In this section, we also include, apart from bilateral meetings held specifically with policy-makers, the external events organized by the EU-HYBNET consortium and the CERIS workshops. Below, it is included as well, a list of events that counted with the participation of policy-makers.

- **Kick-Off/** DG HOME Policy Officer Max Brandt
- **IKEW/** DG HOME Policy Officer Max Brandt & Maciej Szymański, Policy Officer, DG DEFIS
- **FTW/** Jaana Tapaninen-Thiess/ Secretary General Government Foresight Group 2020-2023 Prime Minister's Office, Finland & Ilmars A. Lejins Brigadier General/ (OF-6 LV) Assistant Chief of Staff - Joint Force Development NATO Strategic Allied Command Transformation & Dimitri Lorenzani/ Member of Cabinet of Maroš Šefčovič, Vice-President for Interinstitutional Relations and Foresight European Commission
- **AW/** Andrea de Candido, Head of Unit- acting, DG HOME & Lutz Güllner, Head of the EEAS Strategic Communications, Task Forces and Information Analysis Division
- **EAB/ EU-HYBNET external advisory board - meeting on 9/3 with EAB members:**
  - Head of the EEAS Strategic Communications – Task Forces and Information Analysis Division/ Mr. Lutz Güllner and Inge Poelemans
  - European Network of Law Enforcement Technology Services (ENLETS)/ Mr. Patric Padding
  - Centre for Security and Defence Management in Bulgaria/ Mr. Todor Tagarev
  - The North Atlantic Treaty Organization (NATO)/ Mr. Michael Ruehle and Mr. David van Weel
  - Secretariat-General for National Defence and Security, France (SGDSN)/ Mr. Francois Murgadella – *not present*
- **meetings with EEAS/ East Strat Comm personnel**
- **CERIS Workshops/(please see list below from 1<sup>st</sup> periodic reporting). Here the challenge is how to estimate the amount of policy makers following EU-HYBNET presentations in each of the CERIS event:**
  - EU-HYBNET has actively contributed to the EC CERIS (Community of European Research and Innovation for Security, earlier Community of Users/ CoU) activities by participating in CERIS events and providing a presentation according to the DG HOME request to CERIS DRS "European Resilience in the Case of Pandemics" Workshop on disinformation in the case of pandemics (22/04/2021). In addition, EU-HYBNET has delivered text to Policy Brief conducted from the named workshop. Furthermore, EU-HYBNET provided a presentation on forthcoming expected results in CERIS DRS "Synthesis - Info Day" on 14/06/2021. Moreover, EU-HYBNET has participated to the DG HOME INFRA CERIS "Enhancing Infrastructure Resilience against Hybrid Threats" Workshop arrangements and delivered scenarios for the workshop. The CERIS INFRA workshop took place in 29/06/2021 and was arranged jointly with DG HOME and EC funded project STOP-IT, RESISTO, FINSEC and EU-HYBNET.



**Expected values of the KPI depending on the level of impact towards policy makers**

Definition of the indicator	Type of data required	Poor	Good	Excellent
Number of bilateral meetings with Policy makers	Agenda	0-1	2-4	More than 4
Presentations made during events gathering policy makers	Proceedings	Less than 2 a	2-5	More than 5

**3.3.4. STAKEHOLDERS BOARD**

**An excellent result is achieved for the indicator related to the growing of the stakeholders board.**

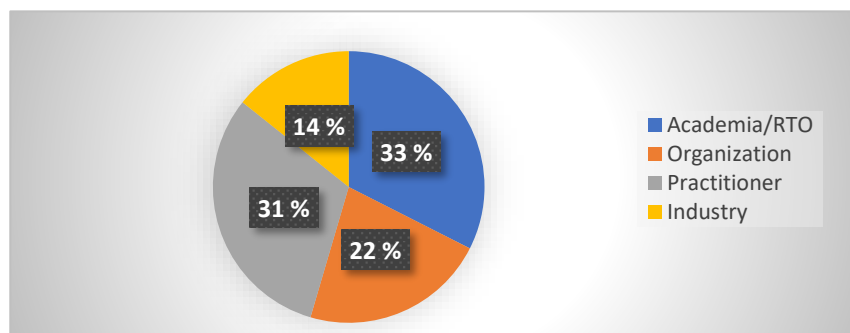
**Expected values of the KPI depending on the level of performance for the stakeholders board**

Definition of the indicator	Type of data required	Poor	Good	Excellent
Numbers of members	Proceedings	30-40	40-55	55-70

Since January 2021, EU-HYBNET opened its doors to new network member applicants. Since February 2021, at least 30 new members have been accepted to the network representing practitioners, industry, academia and NGOs.

**The network now includes 77 members**, including the project partners, the original stakeholder group original, the EAB and the members of the network. Below is shown the distribution by professional activity. The figure 27 (below) shows a breakdown by professional scope of the enrolled members. The averages for the four categories defined (academia/TRO, organizations, industry and practitioners) point out to an heterogeneous and balanced membership.

**Figure 27. Network members by professional scope**



*Source: EU-HYBNET project website*

## 4. FINAL CONCLUSIONS AND RECOMMENDATIONS

### 4.1 CONCLUSIONS

The results accomplished for the defined KPIs suggest an overall good performance in terms of communication and dissemination during the first thirteen months of the project. For the most parts, the range of results accomplished goes from excellent to good and very few elements are rated poor.

In some cases, the results for the KPIs are excellent, particularly those related to the EU-HYBNET website and some indicators of the Twitter account (@EuHybnet) and the LinkedIn account.

Although there were not qualitative indicators defined regarding associated the quality and tone of communication, it can be judged as proper and relevant. Moreover, it was well adapted to the sensitive subject of hybrid threats and should be maintained as such.

The EU-HYBNET network is growing at a rapid pace. The EU-HYBNET project has been able to include some of the most relevant security organizations in EU member countries as well as highly relevant actors in Europe involved in countering hybrid threats. Overall, for a first year the indicators monitored show that EU-HYBNET is meeting the expectations in terms of growth.

### 4.2 RECOMMENDATIONS

For the purpose of tracking the indicators it is recommended to improve the information collection and updating system in place. Particularly, for those indicators in which counting with specific dates (i.e. stakeholder's entries) or number of attendees is relevant for better assessing the KPI.

An improved standardised template including the same indicators associated to the KPIs would likely facilitate the collection of data for the purpose of tracking and assessing the performance of the project.

It is advisable to establish a dynamic dashboard with the help of free available tools on the market to continuously monitor the performance of KPIs.

It would be advisable to break down in more detailed components some of the KPIs associated with the website, social media activities and specifically of the newsletter.

As a recommendation the consortium may consider the creation of an extended communication team for mobilizing the partners to bring more material to the LinkedIn EU-HYBNET page and increase the number of people registered in the LinkedIn page.

The role of partners and stakeholders should be increased for the Dissemination and Communication efforts.

It is also recommended that more partners be involved next year in the project team for the Gaps and Needs events.

## ANNEX I: GLOSSARY AND ACRONYMS

Table 1 Glossary and Acronyms

<b>DCE</b>	<b>Dissemination, Communication and Exploitation</b>
<b>DG</b>	Directorate General
<b>DoA</b>	Document of Action
<b>EASA</b>	European Aviation Safety Agency
<b>EBCGA</b>	European Boarder and Coast Guard
<b>EC</b>	European Commission
<b>EDA</b>	European Defence Agency
<b>EEAS</b>	European Union External Action Service
<b>EMSA</b>	European Maritime Safety Agency
<b>ERA</b>	Emergency Responses Agencies
<b>EU</b>	European Union
<b>GA</b>	Grant Agreement
<b>GDPR</b>	General Data Protection Regulation
<b>IA</b>	Innovation Arena
<b>KPIs</b>	Key Performance Indicators
<b>D</b>	Project deliverable
<b>LEA</b>	Law Enforcement Agency
<b>REA</b>	Research Executive Agency
<b>NoP</b>	The European Commission funded projects called “Networks of Practitioners” projects
<b>WP</b>	Work Package
<b>TUOVI</b>	Platform hosted by the Finnish Ministry of the Interior
<b>eDuuni</b>	Platform hosted by Laurea and used to the EU-HYBNET consortium internal information sharing
<b>MoI FI</b>	Finnish Ministry of the Interior
<b>LAUREA</b>	Laurea-ammattikorkeakoulu Oy
<b>PPHS</b>	Polish Platform for Homeland Security
<b>UiT</b>	Universitetet i Tromsø
<b>RISE</b>	RISE Research Institutes of Sweden Ab
<b>KEMEA</b>	Kentro Meleton Asfaleias
<b>L3CE</b>	Lietuvos Kibernetiniu Nusikaltimu Kompetenciju ir Tyrimu Centras / Lithuanian Cybercrime Center of Excellence for Training, Research and Education
<b>URJC</b>	Universidad Rey Juan Carlos
<b>MTES</b>	Ministere de la Transition Ecologique et Solidaire / Ministry for an Ecological and Solidary Transition; Ministry of Territory Cohesion; General Secreteria
<b>EOS</b>	European Organisation for Security Scrl
<b>TNO</b>	De Nederlandse Organisatie voor toegepast-natuurwetenschappelijk onderzoek
<b>SATWAYS</b>	SATWAYS
<b>ESPOO</b>	Espoon Kaupunki / Region and city of Espoo, Finland

<b>UCSC (UNICAT)</b>	Università Cattolica del Sacro Cuore
<b>JRC</b>	JRC - Joint Research Centre - European Commission
<b>MVNIA</b>	Academia Națională de Informații „Mihai Viteazul” / “Mihai Viteazul” National Intelligence Academy
<b>Hybrid CoE</b>	Euroopan hybridiuhkien torjunnan osaamiskeskus / European Centre of Excellence for Countering Hybrid Threats
<b>NLD MoD</b>	Ministry of Defence/NL
<b>ICDS</b>	International Centre for Defence and Security, Estonia
<b>PLV</b>	Ayuntamiento de Valencia / Valencia Local Police
<b>ABW</b>	Polish Internal Security Agency
<b>DSB</b>	Direktoratet for Samfunnssikkerhet og Beredskap (DBS) / Norway, DSB/ Norwegian Directorate for Civil Protection
<b>RIA</b>	Riigi Infosüsteemi Amet / Estonian Information System Authority
<b>MALDITA</b>	ASOCIACIÓN MALDITA CONTRA LA DESINFORMACIÓN, PERIODISMO, EDUCACIÓN, INVESTIGACIÓN Y DATOS EN NUEVOS FORMATOS
<b>ZITIS</b>	Zentrale Stelle für Informationstechnik im Sicherheitsbereich
<b>UniBW</b>	Universitaet der Bundeswehr München