

D.5.7 MIDTERM PROJECT DISSEMINATION IMPACT ASSESSMENT REPORT 3

DELIVERABLE 5.7

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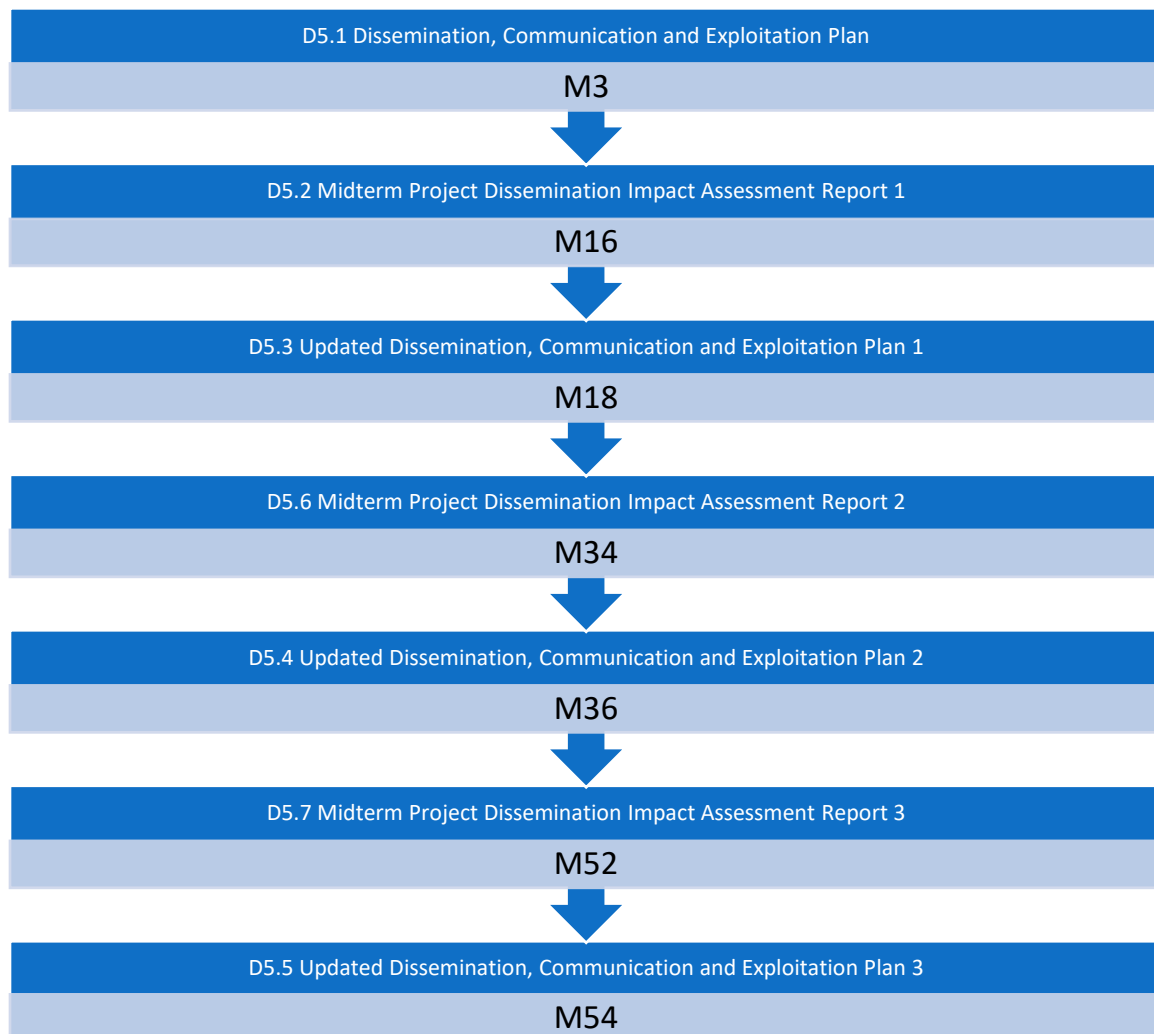
1. INTRODUCTION

1.1 OVERVIEW

The Dissemination, Communication and Exploitation Strategy (DCE – Deliverable (D) 5.7 of EU-HYBNET (Empowering a Pan-European Network to Counter Hybrid Threats) project seeks to ensure that **project outputs and outcomes are widely disseminated to the right target audiences**, respecting an appropriate and defined timing, through intelligible channels and tools; and the **stakeholders can contribute to the output's development, evaluation, and exploitation**.

To achieve these objectives, the DCE - Deliverable (D5.7 defines a dissemination, communication and exploitation strategy that includes a diversity of online and offline channels and media to reach the different stakeholders.

It also sets the Monitoring and evaluation process to apply on a recurring basis throughout the project to carry out the updated Dissemination, Communication and Exploitation Plan.



This Midterm Project Dissemination Impact Assessment Report 3 (D5.7) carries out the third 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

- Section 1: Introduction
- 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. The colours show the level of performance for each indicator according to the following explanation: green, means an excellent level, orange a good level and red a poor level of performance.

Dissemination and Communication tools	Indicator	Poor	Good	Excellent
Social Media	Subscribers of the LinkedIn Page	Less than 100 at M52	100-200 at M52	More than 200 at M52
	Number of posts shared on LinkedIn	Less than 15 (M33-M52)	15- 20 (M33-M52)	More than 20 (M33-M52)
	Number of X followers	Less than 200 at M52	200-400 at M52	More than 400 at M52
	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 (M33-M52)	600 brochures (M33-M52)	750 brochures (M33-M52)
Contributions to external events	Number of external events in which EU-HYBNET participates	0-1 per month (M33-M52)	1-2 per month (M33-M52)	More than 2 per month (M33-M52)
	Number of abstracts/papers submitted and selected	Less than 3 from (M33-M52)	3-10 (M33-M52)	More than 10 (M33-M52)
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
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 referring 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 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

Table 1 EU-HYBNET Dissemination and communication performance indicators

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 key Performance Indicators (KPI) 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 time frame defined for the assessment is set up as the period covering February 2023 to September 2024.

3.1. ONLINE CHANNELS

3.1.1. SOCIAL MEDIA

LinkedIn and X 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. These indicators are related to the functional logic and features of LinkedIn and X. X 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).

Expected values of the KPI for social media activity

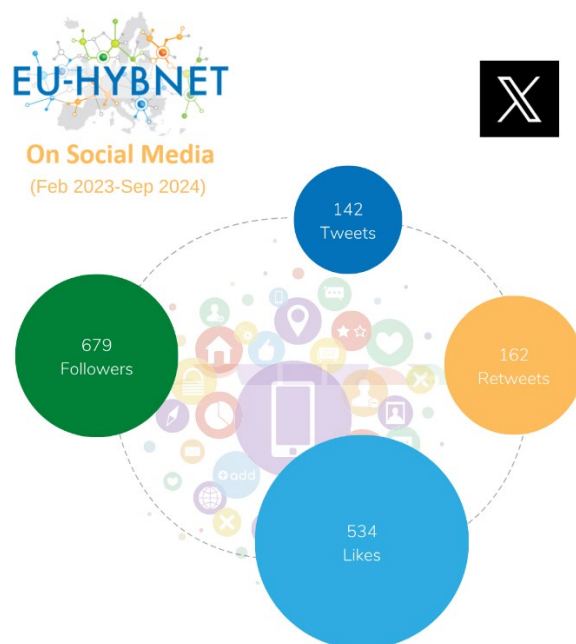
Definition of the indicator	Type of data required	Poor	Good	Excellent
Subscribers of the LinkedIn Page	LinkedIn Group Statistics dashboard	Less than 100 at M52	100-200 at M52	More than 200 at M52
Number of posts shared on LinkedIn		Less than 15 (M33-M52)	15- 20 (M33-M52)	More than 20 (M33-M52)
Number of X followers	X analytics	Less than 200 (M33-M52)	200-400 (M33-M52)	More than 400 (M33-M52)
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

Table 2 Expected values of the KPI for social media activity

3.1.1.1. X

The X account @EUHybnet was registered on May 7, 2020. From February 2023 until 30 September 2024, the account accumulates a total of 679 followers (80 more from the last analysed period), 142 tweets, 168 retweets and 534 likes. We note a lower growth than in the previous period in terms of the number of followers and the number of retweets per post.

Figure 1. @EUHYBNET X activity



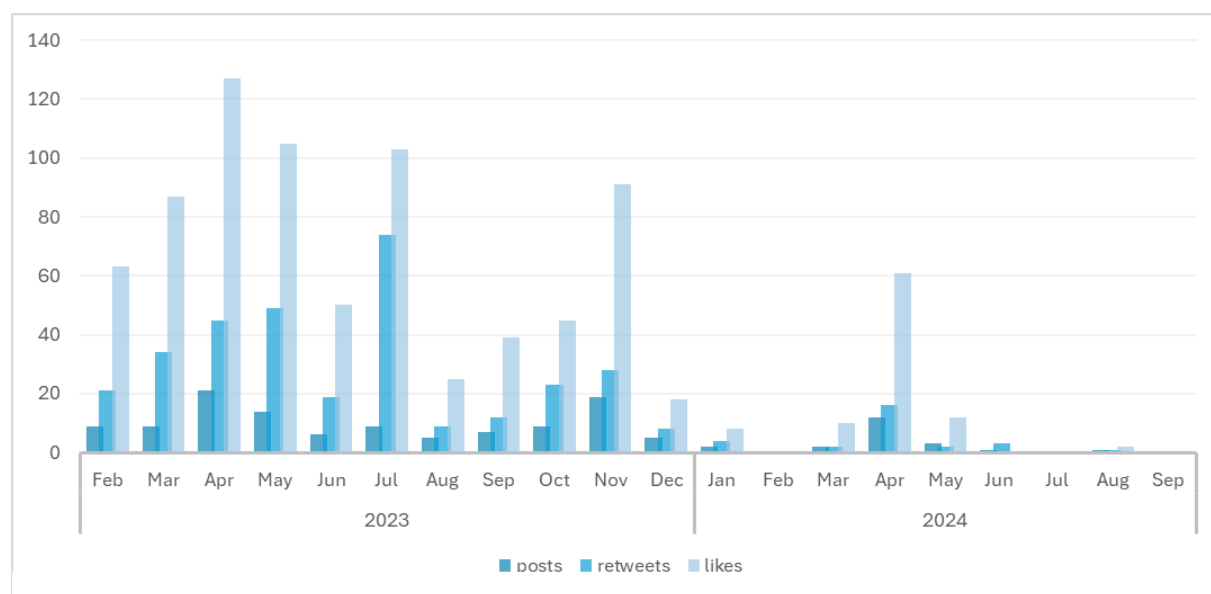
According with the results above the monthly average is 7,1 tweets, 8,1 retweets and 26,7 likes, being the results of the KPIs **poor for the tweets and good for the retweets and excellent for the likes and**

followers. Additionally, the ratio between the total number of tweets and retweets is 1.1 and the ratio between tweets and likes is 3.7.

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.

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

Figure 2. X monthly breakdown



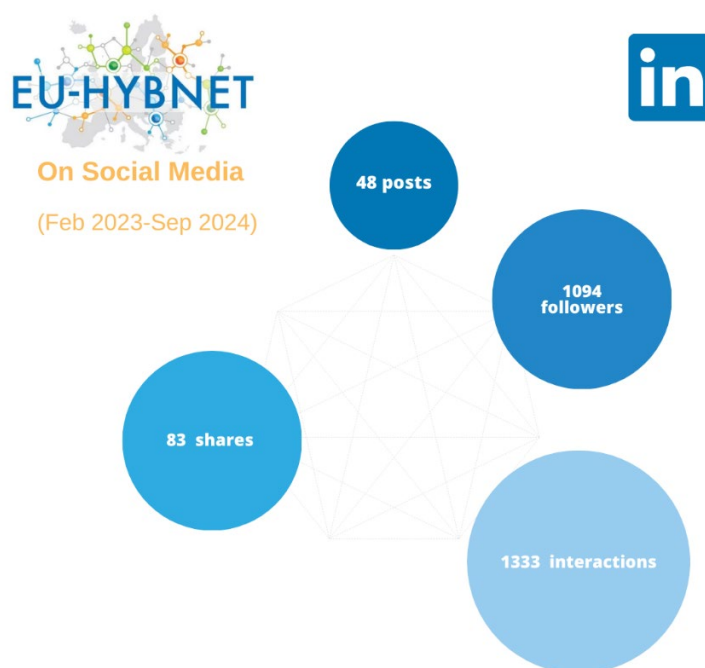
Source: X

According to the figure above, the months with the highest number of tweets, retweets and likes corresponds to the promotion and the diffusion of the events organized by EU-HYBNET: the EU-HYBNET consortium's 3rd Gaps & Neds Event (Rome, 28th of March 2023), the 3rd Future Trends Workshop (FTW) and Annual Workshop (Bucharest, 19-20 April 2023), CERIS events (May 2023), 3rd IKEW and 2nd ISW events (Valencia, 7-8th November).

The results obtained show **an excellent performance for likes and followers, good performance for retweet activity, but poor for the tweets.**

LINKEDIN

From the LinkedIn EUHYBNET's account (<https://www.linkedin.com/company/eu-hybnnet/>) between February 2023-September 2024 48 posts have been published which reached 1333 interactions. The number of subscribers is 1094, which is 437 more from the last period (June 2022-January 2023).

Figure 3. LinkedIn annual performance (February 2023-September 2024)

The behaviour observed, relates to the LinkedIn traits of being a professional network and its own algorithm. This means that hooking does not correspond to posts and reactions, at least not mainly. The purchase of followers could be explained by other reasons: i.e., the following up after a meeting online or offline, the recommendations provided by the platform's algorithm that prioritizes personal connections based on interests.

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

3.1.2. 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. So far, three of these products have been released, in April 2023, October 2023 and April 2024. It means an excellent level of performance.

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

Table 3 Expected values of the KPI for newsletters published

3.1.3. BROCHURES

The brochures were shared in all EU-HYBNET events that were organized during the reporting period, namely in 3rd Annual Workshop #AW and the 4th Future Trends Workshop #FTW (Bucharest, 19-20th of April 2023), the 4th Annual Workshop #AW and the 4th Future Trends Workshop #FTW (Valencia, 23rd and 24th of April), the 3rd Innovation and Knowledge Exchange Workshop #IKEW (Valencia, 18-19th of January 2024). The brochures shared were following:

- EU-HYBNET General presentation
- General Presentation on EU-HYBNET Network and its benefits
- Brochure for security practitioners to explain benefits to join the EU-HYBNET network
- Brochure for Industry and SEMS to explain benefits to join the EU-HYBNET network

Furthermore, the brochures were shared in events that EU-HYBNET partners joined in person e.g.:

- PRECINCT Conference (16 May 2023)
- RISE-SD 2023 (29 May 2023)
- EMSA CISE Stakeholders Group (21 June 2023)
- EUISS event (27 June 2023)
- EU-CIP Annual Conference / ECSCI Cluster workshop (20-21 September 2023)
- EU Innovation Hub for Internal Security - annual event (3 October 2023)
- CERIS/ Fighting Crime and Terrorism (FCT) Event: Disinformation, Fake News and Hate Speech (11 May 2023)
- National Bureau of Investigation (Finland) event (May 2023).
- European Maritime Safety Agency (EMSA) CISE Stakeholders Group presentation (21 June 2023).
- DG Home/CERIS Workshops 2023 March and April
- EMSA CISE Stakeholders Group June 2023
- EU Innovation Hub for International Security Annual Event October 2023
- RISE-SD May 2023
- CERIS FC/INFRA Annual Event 2023 December 23

However, according with the information available it is difficult to determine the total number of brochures shared during the events.

3.2. EVENTS

3.2.1. CONTRIBUTIONS TO EXTERNAL EVENTS

Participation in external events is another indicator 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, 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 (M33-M52)	1-2 per month (M33-M52)	More than 2 per month (M33-M52)
Number of abstracts/papers submitted and selected		Less than 3 (M33-M52)	3-10 (M33-M52)	More than 10 (M33-M52)

Table 4 Expected values of the KPI for the contribution to external events

NUMBER OF EXTERNAL EVENTS IN WHICH EU-HYBNET PARTICIPATES

The number of external events in which EU-HYBNET consortium has participated since February 2023 to September 2024 is around 24. According to the values assigned to the KPIs, it means a **good performance**.

The project has been invited to participate in several high-level events such as the Barcelona CyberSecurity Congress (31-01-02/02/2023), Countering disinformation and strategic communication Workshop (28/02/2023), CERIS SSRI workshop: Capability-driven approaches across security sectors (02/03/2023), 2023 International Studies Association Conference (03/2023) NO-FEAR Workshop: Ethics - An X-Ray of GDPR and Research Connected Issues (29/03/ 2023), CERIS SSRI workshop: Networks of Practitioners (27/04/2023), CERIS FCT workshop on Disinformation, fake news and hate speech (11/05/2023), PRECINCT EU project Conference (16/05/2023), Bilateral meeting with Albania National Police (24/05/2023), RISE-SD 2023 (29/05/2023), EMSA CISE Stakeholders Group (21/06/2023), EUISS event (27/06/2023), EU-CIP Annual Conference / ECSCI Cluster workshop (20-21/09/2023), Hybrid CoE internal meeting (07/11/2023), EU Innovation Hub for Internal Security - annual event (03/10/2023), EU Security Research Event (24/10/2023), CERIS FCT (14/03/2023), EU Security Research Event (24-25/10/2023), CERIS FCT/INFRA annual event hosted by DG Home (15/12/2023), IntRPoI student association visit hosted by Laurea and Hybrid CoE (02/05/2024) and the 2024 International Studies Association Conference (03/2024).

NUMBER OF ABSTRACTS/PAPERS SUBMITTED AND SELECTED

From February 2023 to September 2024, 5 papers have been published in academic journals and one academic paper has been accepted. These results mean a **good level of performance**.

3.2.2. INNOVATION AND KNOWLEDGE EXCHANGE WORKSHOP #IKEW

To assess the offline and online impact of the different events organized in the frame 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 the event.

The third workshop organized by the EU-HYBNET consortium, Innovation and Knowledge Exchange Workshop #IKEW was held on 7-8 November 2023 at Valencia. The topic aimed “to provide security practitioners, industry, SMEs, and academia an opportunity to exchange information on challenges in countering hybrid threats and possible innovations to answer them”.

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

Table 5 Expected values of the KPI depending on the level of performance for the Innovation and Standardisation Workshop

3.2.2.1. NUMBER OF PARTICIPANTS

The number of attendants was 59 on-site and 90 online. It means an **excellent performance** according to the values for this indicator.

Below it is the average of attendants by their professional scope: Practitioners, industry, `public/policy bodies, scientific community, and civil society. As we can see, the average of attendants by profile is distributed evenly.

3.2.2.2. NUMBER OF TWEETS DURING THE WORKSHOP

During the #IKEW2023 were registered 7 tweets from @euhybnet account which received 17 likes. Additionally, another 3 tweets from two different account, including the City Council of Valencia account, was posted.

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 THE WORKSHOP

Two articles were published referring the event. The result for this indicator points up a **good level** of performance.

3.2.3. FUTURE TRENDS WORKSHOP #FTW

The EU-HYBNET consortium held its third and fourth EU-HYBNET Future Trends Workshop, #FTW, on 19 and 20 of April 2023 in Bucharest and on 23 of April 2024 in Valencia, respectively. These workshops addressed “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.”

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.

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

Table 6 Expected values of the KPI depending on the level of performance for the Future Trends Workshop

3.2.3.1. NUMBER OF PARTICIPANTS

The 3rd #FTW attendance was 87 participants while the 4th #FTW attendance was 85 (on-site) and 90 (on-line) participants. It has not been possible to specify the number of attendees for each organization. This result means an **excellence level** of performance.

3.2.3.2. NUMBER OF TWEETS DURING THE WORKSHOP

Throughout the 3rd workshop, EU-HYBNET's X account published 5 posts reaching an impact of 6 retweets and 43 likes, which means a **good level** of performance. The number of tweets posted by the EU-HYBNET account during the 4th workshop was 4 with an impact of 9 retweets and 24 likes. Additionally, one tweet was posted by the Valencia Police Account. These results mean a **good level** of performance.

3.2.3.3. NUMBER OF ONLINE ARTICLES REFERRING THE WORKSHOP

Two articles were published referring the #FTW2023 event and four articles for the #FTW2024 event. The result for this indicator points up a **good level** of performance.

3.2.4. GAPS AND NEEDS WORKSHOPS

On 28 March 2023, the EU-HYBNET project consortium held its 3rd Gaps and Needs Workshop in Rome. On 12 June 2024 the 4th Gaps and Needs Workshop was celebrated in Madrid. These events are 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

Table 7 Expected values of the KPI depending on the level of performance for the Gaps and Needs workshop

3.2.4.1. NUMBER OF PARTICIPANTS

The 3rd event gathered a total of 25 representatives of the EU-HYBNET network member organisations at least in one of the sessions. The 4th G&N event attendance was 21 participants. Attendance results indicate a **poor level** of performance.

3.2.4.2. NUMBER OF TWEETS DURING THE WORKSHOP

Throughout the 3rd workshop, EU-HYBNET's X account posted 2 tweets reaching an impact of 3 retweets and 17 likes. No tweets were posted during the 4th #G&N event. These results mean a **poor level** of performance.

3.2.4.3. NUMBER OF ONLINE ARTICLES REFERRING THE WORKSHOP

In both cases one article referring to the event was published. The result for this indicator points up a **poor level** of performance.

3.2.5. ANNUAL WORKSHOPS #AW

The 3rd and 4th Annual Workshop were held on 20 April 2023 and 24 April 2024 in Bucharest and Valencia respectively. These workshops aimed at highlighting the results and findings of the EU-HYBNET project gained during the third and fourth project year.

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

Table 8 Expected values of the KPI depending on the level of performance for the Annual Workshop

3.2.5.1. NUMBER OF PARTICIPANTS

The 3rd #AW attendance was 87 participants and the 4th #AW by 85. This result means an **excellence level** of performance.

3.2.5.2. NUMBER OF TWEETS DURING A WORKSHOP

Throughout the 3rd #AW workshop, EU-HYBNET's Twitter account posted 4 tweets reaching an impact of 3 retweets and 10 likes. For their part, throughout the 4th event, 3 tweets were posted, with an impact of 1 retweet and 9 likes. Additionally, in both events one tweet came from an external account. These results mean a **good level** of performance.

3.2.5.3. NUMBER OF ONLINE ARTICLES REFERRING THE WORKSHOP

One article was published referring the 3rd #AW and 5 to the 4th #AW. The result for this indicator points up a **poor** and a **good level** of performance, respectively.

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 **excellent regarding the number of relevant projects/initiatives being contacted as well as for the number of cooperation activities**. Also, results are **good for the number of relevant organizations/communities/experts contacted/invited at the project**.

Expected values of the KPI depending on the level of performance

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 cooperation activities (common events and other clustering activities)	Proceedings	Less than 1	2-5	More than 5

Table 9 Expected values of the KPI depending on the level of performance for liaison activities and synergies

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

Along the time analysed (Feb. 2023-Sep. 2024), EU-HYBNET continued its cooperation with the European Commission DGs, agencies and offices, alike with other European Commission funded security projects. Cooperation with EC funded Security projects was ensured engaging EU-HYBNET with a large scale of pan-European security practitioners and organizations. EU-HYBNET has strongly contributed to CERIS workshops and events. EU-HYBNET joined and is part of the ECSI cluster (European Cluster for Securing Critical Infrastructures) whose main objective is to create synergies and foster emerging disruptive solutions to security issues via cross-projects collaboration and innovation.

These results mean an **excellent level** of performance.

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

EU-HYBNET continued building cooperation and synergies with other EU-funded projects and strengthening existing relationships with projects such as PROMENADE, NO-FEAR, NOTIONES, INCLUDING, MEDEA, PRECINCT, ALIGNER, EU-CIP, VIGILANT, CONNECTOR, iProcureNET, CYBERSPACE LEA Project cluster, the ECSCI Cluster, EU-CIP, AHEAD, GEMS, PAVED.

According with the results for the KPI the performance achieved is **excellent**.

3.3.2. LINK TO THE COMMUNITY OF USERS

Expected values of the KPI depending on the level of performance

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

Table 10 Expected values of the KPI depending on the level of performance for EU-HYBNET presentations in external workshops

The project has been invited to participate in several high-level events conducting presentations by some of the stakeholders of the network. Throughout the period analysed (Feb. 2023-September 2024) 16 presentations were realized. The consortium had the privilege to present its results in high-level events such as the World Police Summit celebrated in Dubai (03/2023), the EU-CIP Annual Conference (09/2023), the CISE-EMSA Stakeholders Group Event (06/2023), the EU Security Research Event (SRE) (10/2023), CERIS FCT/INFRA annual event hosted by DG Home (12/2023), the 2023 and 2024 International Studies Association Congress (03/2023 and 03/2024). The EU-HYBNET consortium has also received invitations to participate in events organised by DG Home such as the CERIS FCT workshop: disinformation, fake news and hate speech (05/2023), SICC2023 conference (09/2023), CERIS SSRI Workshop: Capability-driver approaches across security sectors (04/2023), the EU Innovation Hub for internal Security Annual Event (10/2023). CERIS events (14/6/2021; 29/6/21; 27/9/2022).

According with these results the performance achieved is **excellent**.

3.3.3. IMPACT TOWARDS POLICY MAKERS

Expected values of the KPI depending on the level of performance

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

Table 11 Expected values of the KPI depending on the level of performance for the impact towards policy makers

According with the information available it is difficult to know the number of bilateral meetings maintained with policy makers.

Regarding the number of presentations at events attended by policy makers the following events have been identified as potential forum that joined policy makers:

- Barcelona CyberSecurity Congress
- CERIS SSRI workshop: Capability-driven approaches across security sectors
- CERIS SSRI workshop: Networks of Practitioners
- PRECINCT EU project Conference

The results for this KPI show a **good level** of performance.

3.3.4. STAKEHOLDERS BOARD

The results mean a **good level** of performance for this indicator.

Expected values of the KPI depending on the level of performance for the stakeholder's board

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

Table 12 Expected values of the KPI depending on the level of performance for the stakeholder's board

The network is currently formed by 153 members including the consortium partners (25), and the members of the network (128). During the period analysed the network has expanded with 30 new members, including 9 practitioners, 17 academia, 6 NGO and 15 SME.

According to the four categories of professional activity (academia, industry, professionals and organisations), the percentage of members is as follows: Academy/RTO (35 %), Industry (31 %), Organisations (28 %) and Professionals (36 %). Compared to the last period, the following growth percentages have been observed: 2.2 for Academy/RTO, 1.6 for Industry and 1.4 for Professionals. In contrast, the organisations have experienced a percentage decrease of 2.6.

Below is shown the distribution by professional activity.

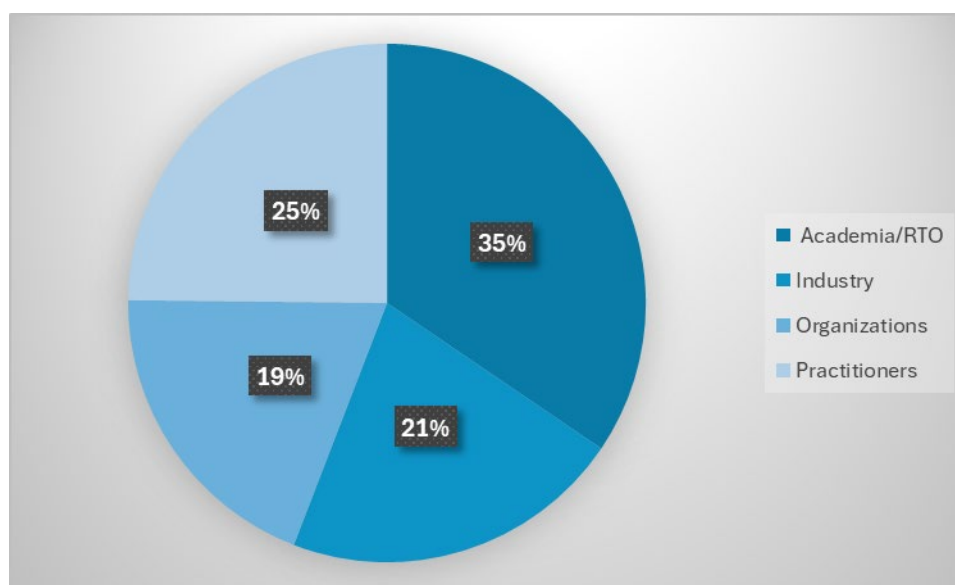


Figure 4. Network members by professional scope

The results show an **excellent level** of performance.

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 for the project between February 2023-September 2024 months. For the most parts, the range of results accomplished is good and excellent, only a few indicators are rated poor. These scores show similar results than the last report (June 2021-January 2023).

The results for the KPIs with an excellence performance are particularly those related to the EU-HYBNET LinkedIn social media, indicators related to attendance at events and some related to X activity.

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

ANNEX I: GLOSSARY AND ACRONYMS

Table 13 Glossary and Acronyms

DCE	Dissemination, Communication and Exploitation
DG	Directorate General
DoA	Description of Action
EASA	European Aviation Safety Agency
EBCGA	European Boarder and Coast Guard
EC	European Commission
EDA	European Defence Agency
EEAS	European Union External Action Service
EMSA	European Maritime Safety Agency
ERA	Emergency Responses Agencies
EU	European Union
GA	Grant Agreement
GDPR	General Data Protection Regulation
IA	Innovation Arena
KPIs	Key Performance Indicators
EAB	External Advisory Board
D	Project deliverable
LEA	Law Enforcement Agency
REA	Research Executive Agency
WP	Work Package
TUOVI	Platform hosted by the Finnish Ministry of the Interior
eDuuni	Platform hosted by Laurea and used to the EU-HYBNET consortium internal information sharing
MoI FI	Finnish Ministry of the Interior
LAUREA	Laurea-ammattikorkeakoulu Oy
PPHS	Polish Platform for Homeland Security
UiT	Universitetet i Tromsø
RISE	RISE Research Institutes of Sweden Ab
KEMEA	Kentro Meleton Asfaleias
L3CE	Lietuvos Kibernetiniu Nusikaltimu Kompetenciju ir Tyrimu Centras / Lithuanian Cybercrime Center of Excellence for Training, Research and Education
URJC	Universidad Rey Juan Carlos

MTES	Ministere de la Transition Ecologique et Solidaire / Ministry for an Ecological and Solidary Transition; Ministry of Territory Cohesion; General Secreteria
EOS	European Organisation for Security Scrl
TNO	De Nederlandse Organisatie voor toegepast-natuurwetenschappelijk onderzoek
SATWAYS	SATWAYS
ESPOO	Espoon Kaupunki / Region and city of Espoo, Finland
UCSC (UNICAT)	Università Cattolica del Sacro Cuore
JRC	JRC - Joint Research Centre - European Commission
MVNIA	Academia Națională de Informații „Mihai Viteazul” / “Mihai Viteazul” National Intelligence Academy
Hybrid CoE	Euroopan hybridihkien torjunnan osaamiskeskus / European Centre of Excellence for Countering Hybrid Threats
NLD MoD	Ministry of Defence/NL
ICDS	International Centre for Defence and Security, Estonia
PLV	Ayuntamiento de Valencia / Valencia Local Police
ABW	Polish Internal Security Agency
DSB	Direktoratet for Samfunnssikkerhet og Beredskap (DBS) / Norway, DSB/ Norwegian Directorate for Civil Protection
RIA	Riigi Infosüsteemi Amet / Estonian Information System Authority
MALDITA	ASOCIACIÓN MALDITA CONTRA LA DESINFORMACIÓN, PERIODISMO, EDUCACIÓN, INVESTIGACIÓN Y DATOS EN NUEVOS FORMATOS
ZITIS	Zentrale Stelle für Informationstechnik im Sicherheitsbereich
UniBW	Universitaet der Bundeswehr München