D.8.1.1 The E-ARK Dissemination Strategy: Year 1

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1. Introduction

Archives provide an indispensable component of the digital ecosystem by safeguarding information and enabling access to it. Harmonisation of currently fragmented archival approaches is required to provide the economies of scale necessary for general adoption of end-to-end solutions. There is a critical need for an overarching methodology addressing business and operational issues, and technical solutions for ingest, preservation and re-use. In co-operation with commercial systems providers, E-ARK will create and pilot a pan-European methodology for electronic document archiving, synthesising existing national and international best practices, that will keep records and databases authentic and usable over time. The methodology will be implemented in an open pilot in various national contexts, using existing, near-to-market tools, and services developed by the partners. This will allow memory institutions and their clients (public- and private-sector) to assess, in an operational context, the suitability of those state-of-the-art technologies.

As a Pilot Type B project, E-ARK must stimulate the uptake of innovative ICT based services and products. It will take existing Research and Development work and enhance it by extending and combining partial solutions. The required output of the project is that it should provide an operational pilot service demonstrating significant impact potential, by engaging with a complete value-chain of stakeholders in its work.

E-ARK will achieve this result by implementing a series of pilots in multiple EU States in a variety of digital preservation contexts and with different types and scales of content.

Successful pilot implementations must however, be supported by a Dissemination Strategy which will promote these successes and so encourage wider uptake within the digital preservation community. If a strong interest in E-ARK tools arises from this community, it will encourage manufacturers and suppliers of preservation systems to integrate them into their own systems and so promote their support and further development.

The composition of the E-ARK consortium contains a balance of all stakeholder groups with an involvement in digital preservation. The project is therefore well-placed to engage with the entire community via through its partners' connections. In addition, the participation in the project of the DLM Forum and the Digital Preservation Coalition enables E-ARK to reach a global community.

This Dissemination Strategy sets out both the project's overall strategy and the detailed activities which we will undertake during Year 1 to achieve, and measure the success of our strategy.

This is a "living" document which will be regularly updated during year 1, and which will form the basis for the year 2 Dissemination Strategy.

2. Objectives

This Project Dissemination Strategy sets out the strategy for achieving the communications objectives for Project E-ARK. The over-riding principle behind this Plan is to raise awareness of and promote access to the archiving tools and knowledge base produced by the project to encourage adoption by both end-users and archiving systems manufacturers

2.1. Statements of objective

The overall objective of our Strategy is to support and promote the Project's Goals (see Appendix 1)

The principal objectives of this project are to engage with those who participate in every stage of the life-cycle of a digital record using the Open Archival Information System (OAIS) reference model defined by CCSDS 650.0-B-1 of the Consultative Committee for Space Data Systems (the text of which is identical to ISO 14721:2012 / CCSDS 650.0-M-2
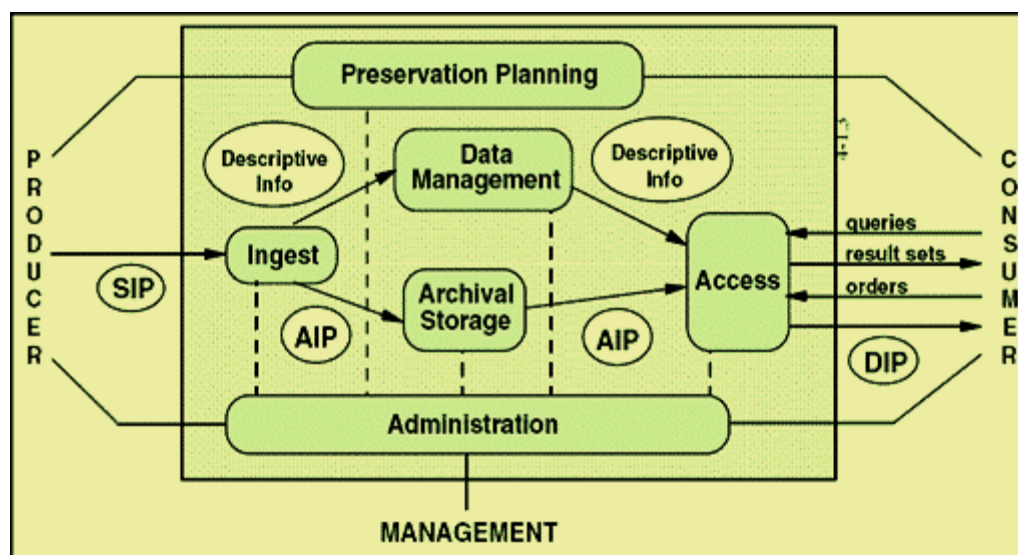
Figure 1 - OAIS Functional Entities

However, the scope of the project starts beyond the remit of OAIS with the pre-ingest phase, where it is a key project objective to bring standardisation to the broad spectrum of data that is submitted to archival institutions. Within the OAIS framework, E-ARK seeks to bring standardisation to the Submission Information Package (SIP) and the Archival Information Package (AIP) and will then integrate open source tools to facilitate the creation of and access to standardised but extensible format Dissemination Information Packages (DIPs) to extract the data for the end-user community.

In addition, E-ARK will engage directly with the end-user community by creating a Knowledge Base of Best Practice and a Project Maturity Model to support progressive organisational improvement.

Project success will be measured not only by achieving a series of successful pilot implementations of archiving systems but also by measuring the extent to which:

- E-ARK outputs are more widely adopted by the end-user archiving community

- Improvement is achieved within that community
- The archiving systems supplier community implement E-ARK systems and standards within their commercial offerings.
- Records creators supporting E-ARK export requirements.

These successes are intended to demonstrate the effectiveness of the project outputs and so encourage their wider uptake amongst the European (and beyond) preservation, records creation, and e-government communities. This will, in turn, expand a potential market for suppliers adopting E-ARK tools and services and, by providing such a demand, increase the number of suppliers and so develop competition within the market.

Such a widespread adoption will not be achieved, however, unless both the community and the supplier base are not only kept informed about developments but are also consulted about and have an opportunity to influence the project's approach and planned outputs.

The project's strategy is, therefore, to identify and then engage with the many different stakeholder groups in ways that are most appropriate to them based on their type of relationship with the project and the stage which the different aspects of the project have reached.

We will use a variety of means and media (described below), involving both 'push' and 'pull' techniques, to both disseminate information about the project to stakeholders who are already aware of the project, and to engage with those who are not yet aware of our work.

It is equally important that the project communicates with and encourages communication between its own team members dispersed across 11 countries. Effective communications channels will ensure that they are kept aware of project developments and that they present consistent, up-to-date information to their own organisations and circles of contacts. Tools, systems, structures and opportunities will therefore be provided to support a variety of formal and informal communications channels.

2.2. Goals, Measures and Indicators

E-ARK has established a number of overall goals for the outcomes of its activities. These are contained in Appendix 1 to this document.

We have agreed with the European Commission a number of Indicators to not only measure performance but also to demonstrate continuous improvement throughout the life of the project. These are shown in full in Appendix 2 to this document.

Our commitment to continuous improvement will be reflected by learning lessons and responding to feedback from the people with whom we interact, not only outside the project, but also from within our own project team.

The following indicators are measured in part or in full by our Dissemination Activities:

Indicator No.	Relating to which goal?	Indicator	Method of measurement	Minimum Expected Progress		
				Year 1	Year 2	Year 3
8	Goal 1 and 2	Feedback Score (Range: 1 to 5)	**Subjective / Numeric:** Delegates at each event to provide detailed feedback Measured by: Use of web-based SurveyMonkey survey forms	70% of responses Score >=4		
9	Goal 2	Newsletter	**Numeric:** Total number of downloads of the newsletter per issue Measured by: Use of Google Analytics tied to downloads page	150	500	1000
18	Goal 1	Overall Project Impact Survey (Range: 1 to 5)	Self-Assessment / Numeric: Using Project mailing list, responses to survey of all persons with whom the project comes into contact during its entire life to determine the extent to which E-ARK has positively impacted them and their organisations Measured by: Use of web-based SurveyMonkey survey forms	N/A	N/A	70% of responses Score >=4

We will also continuously measure levels of Stakeholder Engagement by monitoring of website hits and activity levels on a variety of social media channels on which we will

maintain a presence. We have established the following quantitative measures for this activity:

Number of hits on our website
Number of unique website visitors
Locations of website visitors (where identifiable)
Number of accounts following E-ARK Twitter Account
Number of third-party Tweets referring to E-ARK
Number of accounts joining a LinkedIn E-ARK account.

Our targets for the first year are that by the end of month 12 we will achieve

MEASURE	TARGET
Number of hits on E-ARK website per month (average)	500
Number of unique website visitors per month (average)	150
Number of EC countries from which visitors originate over months 10 – 12	12
Number of Twitter Users following E-ARK Twitter account	100
Number of third-party Tweets referring to E-ARK over months 10 – 12	500
Number of accounts joined to LinkedIn E-ARK Account by the end of Month 12	100

3. Key Messages

3.1. Nature of the message

E-ARK will use messages which are interest-led and tailored to each of the stakeholder groups outlined in Section 4 – Stakeholders and Audiences.

By conveying messages that are of significant value, stakeholders will be encouraged to offer attitudinal and behavioural responses.

From the stakeholder's perspective, two elements are significant:

- the amount and quality of the information that is communicated; and
- the overall judgment that each individual makes about the way a message is communicated.

E-ARK messages need to strike a balance between the need to provide information, and incentivising consumption of the message.

Our target audiences are diverse in nature. They range from the archiving and curatorial communities within the public sector, through a variety of businesses and the open-source community, to the general public.

Messages will need to be 'tailored' to some extent to audiences in different sectors, but in nearly all cases, stakeholders are likely to see collaboration with E-ARK as a high-involvement decision, given the nature of the information they may be required to share. Therefore messages should emphasize information content, key attributes and benefits, and also be fact-based.

3.2. Message content

The project will tailor messages for each audience group, but all communications issued by any member of the project team should reflect one of the following four key messages:

- E-ARK will demonstrate the potential benefits for public administrations, public agencies, public services, citizens and business by providing easy and efficient access to the archived records.,
- Pan-European interoperability of e-enabled public services will lead towards an e-infrastructure driven by the public sector for the benefit of citizens, commerce and science.
- Adoption of the E-ARK pilot in multiple sites will bring economies of scale from a federated approach to procurement;
- The project will cover the workflows for the three main activities of an archiving process – acquiring, preserving and enabling re-use of information, and by providing the metadata specifications associated with each stage. Thus an open set of standards / practices will be created based on existing good practice such as Moreq2010 and OAIS.

The channels through which these messages will be conveyed, to optimise uptake are outlined in Section 5, Section 6, and Section 7

3.3. Message timing

Information about the project will change as our work develops – as we move from initiation, through development to deployment.

Our strategy is therefore to reflect the stage of development by a strategy which will evolve with the project through 3 annual stages of:

Raising awareness of the project
Reporting on progress and recruitment of early users
Encouraging testing and take-up of deployed tools plus expanded awareness

Within each of these 3 stages, each media channel which will be used to support an overall, consistent message based on the project stage.

Migration to subsequent stages does not signify that earlier messages will not be maintained. In order to support late adopters, awareness-raising material will continue to be kept up-to-date throughout and beyond the project.

Figure 2 below shows the timing of the phases and the principal media by which messages will be disseminated.
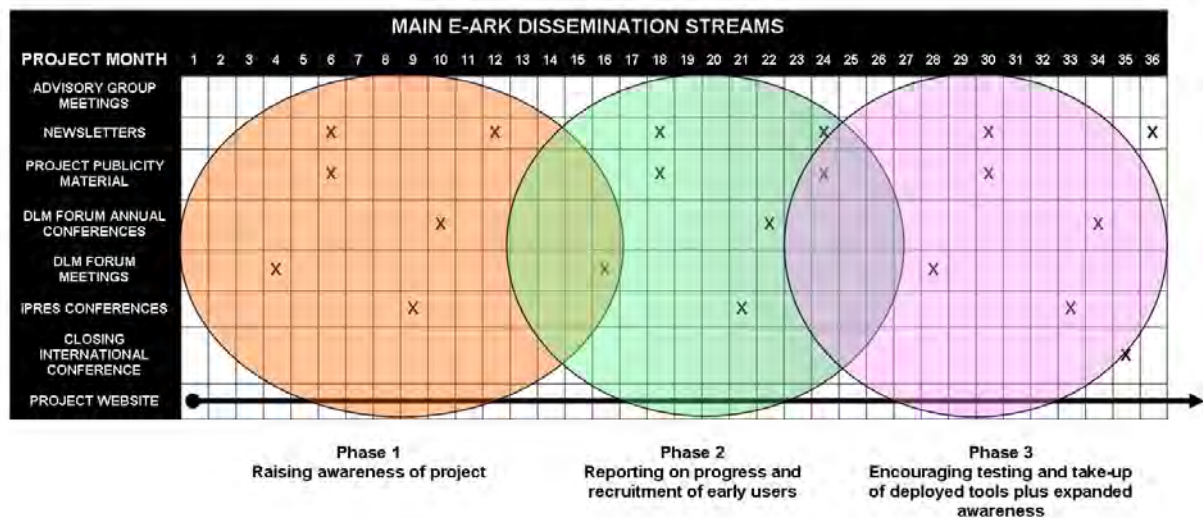

Figure 2 – Dissemination Streams

3.4. Managing message consistency

All project partners are responsible for maintaining consistency with the messages outlined above when conveyed verbally or in print. Achieving consistency involves focus on both content and style.

To ensure consistency of content, the project will develop and store on its Sharepoint site a set of standardised Powerpoint presentations suitable for translation into multiple languages.

To avoid duplication of effort, all team members will be asked to use slides from this 'library' in presentations wherever possible.

Where new presentations are being created, the author(s) will be asked to confirm the content with their organisation's Project Board representative. Project Board representatives are well-placed to obtain external verification from fellow Board members.

The Project Co-Ordinator, Project Manager and Technical Co-Ordinator are also available to provide support and assistance in the preparation of materials.

All printed material prepared by the project will be subject to internal quality control in the same way as external deliverables.

Throughout the project, we will develop a Glossary of Standard Terminology. An initial Glossary, based on work undertaken in the EC 4C Project, has been loaded onto the Project Sharepoint Site in our Technical Reference Library

The E-ARK project assumes that reports and other major deliverables will have persistent identifiers.

Institutional and project logos have been uploaded by all partners for use on published material.

RGB colour codes have been defined for the logo and website pages.

The appearance of all written or published messages must also conform to the E-ARK Style Guide, which is based on templates stored on the Project Sharepoint Site. Guidance on writing style is provided in the Modern Humanities Research Association's "Style Guide" [1] which is also available for download from the Project Sharepoint Site.

Although the project is conducted in English, it is recognised that material, particularly for pilot sites, must be in other languages. All material for publication will always therefore be verified by a Project Team member for whom the output language is their first language.

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[1] "MHRA Style Guide – A Handbook for Authors and Editors" (Third Edition) 2013 London

4. Stakeholders and Audiences

4.1. Segmentation

E-ARK has identified 4 categories of Project Stakeholder:

Those who are **R**esponsible for all aspects of the delivery of the Project
Those who are **A**ccountable for all aspects of the delivery of the Project
Those who should be **C**onsulted about aspects of the Project
Those who need to be kept **I**nformed about the Project

and 15 different groups of stakeholders within these categories.

For each group and category of engagement, we have further identified

What
Why
When and
How

we will communicate with them.

For each group, we have also identified what results we wish to achieve and how we will measure our success in achieving these.

The table in 4.2 overleaf contains a detailed Stakeholder Analysis, concerning the following Stakeholders:

- Project Team members
- Consortium Member Organisations
- Pilot Organisations
- DLM Forum Members
- DPC Members
- All Archives with digital holdings
- Other organizations with digital archival holdings
- Other Archives without current digital holdings
- Other organizations with growing record bases which will require digital archiving
- Other organizations with growing record bases which will require submission to Archives
- The general public
- The European Commission
- Other current EC Research Projects
- Manufacturer, Suppliers and Maintainers of Digital Archiving Systems
- Manufacturer, Suppliers and Maintainers of ERMS and other CMS
- E-Govt Regulatory bodies with oversight of digital records creation and preservation
- DP Regulatory Bodies with oversight of digital records creation and preservation

The full list of institutions, individuals and projects with which the E-ARK Project will engage will be finalised and recorded in a Stakeholder Registry.

4.2. Stakeholder Analysis

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
Project Team members	**R**	Project Objectives & Plan General Progress	To improve and assure quality and timeliness of delivery of Project	Project CMS Teleconfs Workpackage meetings Annual All-Staff Meetings Newsletter Articles placed in third-party publications	At project outset Continuously throughout project At completion of project	Clear, shared understanding of the project's objectives, strategy and approach Effective and timely integration of outputs from different work-packages	Timely delivery of project outputs which are accepted by EC Annual team attitude survey
Consortium Member Organisations	**A**	Project Objectives & Plan General Progress Periodic progress as it affects stakeholder	To ensure commitment of Consortium Members To maximize investment by organization in project To prepare for use of project outcomes within the organisation	Via Project Team Members Copies of reports to EC Project Website	At project outset Regularly throughout project At completion of project	Clear, shared understanding of the project's objectives, strategy and approach Strong support for own project members and for project overall	Feedback at Executive Steering Committee Level Level of uptake of project outputs beyond pilot sites

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
Pilot Organisations	C	Project Objectives & Plan Periodic progress as it affects stakeholder General Progress	To ensure commitment of Pilot Organisation To maximize investment by organization in project To prepare for use of project outcomes within the organisation	Verbal reports via Pilot Manager Pilot progress bulletins Feedback from consultative processes Newsletter Website Through Consultative Groups	At very outset of project Regularly during Year 1 Frequently during year 2 Continously during Year 3 At completion of project	Timely and successful implementation of pilots Continuing support for and use of project outputs at the organization post-project	Feedback from Pilot Organisations Commitment to continued use of project outputs beyond the end of the project.
DLM Forum Members	I / C	Project Objectives & Plan DLM Forum Involvement Periodic progress as it affects stakeholder General Progress	To maximize information amongst DLM Forum Community To prepare for use of project outcomes within by DLM Forum members	Website Newsletter Via Project Team Members Presentations at DLM / DPC events Briefings to Executive Committee Through Consultative Groups	Throughout project from the beginning At DLM Forum events At DLM Executive Board meetings	Continued support for Project throughout its life Support / further implementations beyond the project conclusion	Feedback obtained via a survey of members conducted by DLM Forum Evidence of adoption of project outputs by DLM Forum Members

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
DPC Members	**I / C**	Project Objectives & Plan DPC Involvement Periodic progress as it affects stakeholder General Progress	To maximize information amongst DPC Community To prepare for use of project outcomes within by DPC members	Website Newsletter Via Project Team Members Presentations at DLM / DPC events Briefings to Board Through Consultative Groups	Throughout project from the beginning At DPC events At DPC Board meetings	Continued support for Project throughout its life Support for implementations beyond the life of the project conclusion	Feedback obtained via a survey of members conducted by DPC Evidence of adoption of project outputs by DPC Members
All Archives with digital holdings	**I / C**	General Background to project Project Objectives & Plan Project Benefits General Progress Research outcomes Opportunities for exploitation of outcomes Major milestones	To inform and educate stakeholders about issues relating to the long-term preservation and access to Digital Archival material including current holdings To advise and encourage adoption of Good Practice	Website Newsletters Presentations at DLM / DPC events Presentations at third-party events Articles placed in third-party publications Through Consultative Groups Creation of mailing list for distribution of information	Once overall project approach and plans have been formalized – (probably Month 3) Regularly during years 1 – 2 Frequently once Pilots deployed At end of project	Extended uptake of project outputs by organizations beyond the pilots Adoption of Maturity Model	Attendance at events Number of institutions undertaking Maturity Model Self-Assessment and scores achieved over the life of the project Delegate feedback from events attended Long-term impact survey

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
			in the management of Digital Archives To encourage interest and uptake of project outcomes amongst the wider archival community To promote the Maturity Model	bulletins			at conclusion of project Subscriptions to newsletters and e-bulletins
Other organizations with digital archival holdings	I / C	General Background to project Project Objectives & Plan Project Benefits General Progress Results of Pilots Research outcomes Opportunities	To inform and educate stakeholders about issues relating to the long-term preservation and access to Digital Archival material including current holdings To inform and	Website Newsletters Presentations at DLM / DPC events Presentations at third-party events Articles placed in third-party publications Creation of mailing list for distribution of information	Once overall project approach and plans have been formalized – (probably Month 3) Regularly during years 1 – 2 Frequently once Pilots deployed At end of	Increased interest in project and its outputs Adoption of Maturity Model	Attendance at events Number of institutions undertaking Maturity Model Self-Assessment and scores achieved over the life of the project Delegate feedback from events

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
		for exploitation of outcomes Major milestones	educate stakeholders about business issues relating to the long-term preservation and access to Digital Archival material including current holdings To advise and encourage adoption of Good Practice in the management of Digital Archives To encourage interest and uptake of project outcomes amongst the wider archival	bulletins Through Consultative Groups	project		attended Long-term impact survey at conclusion of project

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
			community				
Other Archives without current digital holdings	I	Issues of future interest General Background to project General Progress Results of Pilots	To inform and educate stakeholders about issues relating to the long-term preservation and access to Digital Archival material To inform and educate stakeholders about future issues confronting their organization if they begin to hold digital material. To encourage future awareness of	Website Newsletters Presentations at DLM / DPC events Presentations at third-party events Articles placed in third-party publications Creation of mailing list for distribution of information bulletins Through Consultative Groups	Once overall project approach and plans have been formalized – (probably Month 3) Regularly during years 1 – 2 Frequently once Pilots deployed At end of project	Increased interest in project and its outputs Interest in Maturity Model	Website statistics Subscriptions to newsletters and e-bulletins Number of institutions undertaking Maturity Model Self-Assessment and scores achieved over the life of the project

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
			these issues in future strategic and operational planning				
Other organizations with growing record bases which will require digital archiving	I	General Background to project Issues of future interest Considerations for holders of digital records	To inform and educate stakeholders about issues relating to the long-term preservation and access to Digital Archival material To inform and educate stakeholders about future issues confronting their organization if they begin to hold digital material. To encourage future	Website Newsletters Presentations at DLM / DPC events Presentations at third-party events Articles placed in third-party publications Creation of mailing list for distribution of information bulletins	Once overall project approach and plans have been formalized – (probably Month 3) Regularly during years 1 – 2	Increased interest in project and its outputs Interest in Maturity Model	Website statistics Subscriptions to newsletters and e-bulletins Number of institutions undertaking Maturity Model Self-Assessment and scores achieved over the life of the project

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
			awareness of these issues in future strategic and operational planning				
Other organizations with growing record bases which will require submission to Archives	**I / C**	General Background to project Project Objectives & Plan Project Benefits General Progress Research outcomes Opportunities for exploitation of outcomes Major milestones	To provide information about the general issues relating to the long-term preservation of archival records. To provide information about the outputs and outcomes of the project. To promote the tools and services provided by the project To encourage the uptake and	Website Newsletters Presentations at DLM / DPC events Presentations at third-party events Articles placed in third-party publications Through Consultative Groups One-to-one briefings with e.g. e-Government organisations Through common e-Government projects such as	Once overall project approach and plans have been formalized – (probably Month 3) Regularly during years 1 – 2	Increased interest in project and its outputs Interest in Maturity Model	Level of uptake of project outputs Feedback from Consultative Groups

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communic ate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
			integration of the tools and services into commercial offerings (esp SIPs) To inform stakeholders about lessons learned in undertaking the pilots To provide assistance in promoting products which use the project's outputs To increase overall the economic activity within the EC	eSENS. Briefings at national level with elected reps and Government organisations			
The general public	I	General Background to project Costs and benefits Relevance to	To inform and educate stakeholders about issues relating to the long-term	Website Newsletters Presentations at DLM / DPC events Presentations at	Regularly from shortly after project outset Once pilots are deployed	Increased awareness of the issues relating to the long-term preservation of	Website statistics Subscriptions to newsletters and e-bulletins Social media

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
		people in general General Progress	preservation and access to Digital Archival material To re-assure stakeholders that proper stewardship is being exercised over archival data by those entrusted with it To increase popular support for national activities in this area and so support political initiatives in this area To raise the profile of European Initiatives in this area of	third-party events Articles placed in third-party publications Engagement via Social Media (e.g. LinkedIn and Twitter) General Information video on YouTube Publishable summaries of Annual and Final Reports to EC	At conclusion of project.	digital archival material Increased awareness of EC Research Programmes	activity

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
			research				
The European Commission	I	Detailed background to project Detailed progress, costs and achievements	To prove visible success against project objectives To demonstrate value for money achieved To demonstrate performance improvement across the European Community To provide tools and services which can be adopted by other European initiatives and	Via Periodic Reports and Annual Reviews Via regular communication with Project Officer Read-only access to Project's Sharepoint Site Invitations as delegates and guest speaker slots at Project events Contributions to EC PSP exhibitions / reports	Continuously via Sharepoint On request from the EC Annually at year end and project-end	Acceptance of all External Deliverables Review scores of Very Good or Excellent	Feedback from Project Officers Outcomes of Reviews

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
			so avoid duplication of effort and cost				
Other current EC Research Projects	**I / C**	Details of Project objectives and deliverables Project Progress	To identify possibilities for sharing of development outputs and research outcomes	At a personal level between Project Co-ordinators and personal connections between Project Boards	Throughout the life of the project	Enhanced delivery within E-ARK and other projects	The extent to which Project Registers of software do not contain duplications The extent to which other projects' software appears on the project Register
Manufacturer, Suppliers and Maintainers of Digital Archiving Systems	**I / C**	General Background to project Project Objectives & Plan Project Benefits General Progress Detailed information	To provide information about the outputs and outcomes of the project. To promote the tools and services provided by the project To encourage	Website Newsletters Presentations at DLM / DPC events Presentations at third-party events Articles placed in third-party publications Through	Once overall project approach and plans have been formalized – (probably Month 3) Regularly during years 1 – 2 Frequently	Increased interest in project outputs Adoption of project outputs for integration into existing and new commercial tools	Level of uptake of project outputs Feedback from Consultative Groups

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
		about Pilots Research outcomes Opportunities for exploitation of outcomes Major milestones Information about how to contribute to the Project	the uptake and integration of the tools and services into commercial offerings To inform stakeholders about lessons learned in undertaking the pilots To provide assistance in promoting products which use the project's outputs To increase overall the economic activity within the EC	Consultative Groups One-to-one briefings with organisations	once Pilots deployed At end of project		
Manufacturer, Suppliers and Maintainers of ERMS and other CMIS	I / C	Issues of future interest General Background to project	To provide information about the general issues relating to the	Website Newsletters Presentations at DLM / DPC events	Once overall project approach and plans have been	Increased interest in project outputs Adoption of project outputs	Level of uptake of project outputs Feedback

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
		Project Objectives & Plan Project Benefits General Progress Detailed information about Pilots Research outcomes Opportunities for exploitation of outcomes Major milestones Information about how to contribute to the Project	long-term preservation of archival records. To provide information about the outputs and outcomes of the project. To promote the tools and services provided by the project To encourage the uptake and integration of the tools and services into commercial offerings (esp SIPs) To inform stakeholders about lessons learned in undertaking the pilots	Presentations at third-party events Articles placed in third-party publications Through Consultative Groups One-to-one briefings with organisations	formalized – (probably Month 3) Regularly during years 1 – 2 Frequently once Pilots deployed At end of project	for integration into existing and new commercial tools	from Consultative Groups

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
			To provide assistance in promoting products which use the project's outputs To increase overall the economic activity within the EC				
e-Government Regulatory bodies with oversight of digital records creation and preservation	I	Issues of future interest General Background to project Project Objectives & Plan Project Benefits Detailed information about Pilots Research outcomes Major milestones	To provide background information regarding the technical issues when placing archival records into a long-term preservation system. To influence future e-Government regulation and legislation to reflect Good	Dialogue with and submissions to national and European regulatory organizations Briefings at national level with elected reps and Government organisations	Upon delivery of legal study deliverable Upon delivery of research outputs At conclusion of 'Lessons Learned' activity relating to Pilots At conclusion of Project	Outputs of project taken into account when framing new e-Government legislation and regulation at national and European level	We will seek evidence of the extent to which we have influenced legislation and regulation by dialogue with elected representatives at national and European level as well as beyond Europe.

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
			Practice To encourage an open and non-proprietary approach to the long-term preservation of archival data. To highlight any conflicts in national approaches and/or constraints to access and preservation in regulation which has been identified by the project				
Digital Preservation Regulatory bodies with oversight of digital records creation and preservation	I	Issues of future interest General Background to project Project Objectives & Plan	To provide background information regarding the technical issues when placing archival	Dialogue with and submissions to national and European regulatory organizations Briefings at national level	Upon delivery of legal study deliverable Upon delivery of research outputs At conclusion of 'Lessons	Outputs of project taken into account when framing new e-Government legislation and regulation at	We will seek evidence of the extent to which we have influenced legislation and regulation by

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
(e.g. National Archives)		Project Benefits Detailed information about Pilots Research outcomes Major milestones	records into a long-term preservation system. To influence future regulation and legislation to reflect Good Practice To encourage an open and non-proprietary approach to the long-term preservation of archival data. To highlight any conflicts in national approaches and/or constraints to access and preservation in regulation which has been identified	with elected reps and Government organisations	Learned' activity relating to Pilots At conclusion of Project	national and European level	dialogue with elected representatives at national and European level as well as beyond Europe.

With whom do we wish to communicate?	(R)esponsible (A)ccountable (C)onsulted (I)nformed	What do we wish to communicate?	Why do we wish to communicate with them?	How do we wish to communicate with them?	When do we wish to communicate with them?	With what result?	How will we measure success?
			by the project				

4.3. Focus of Communications Activities

Within each of the identified stakeholder groups, it is the executives within their organisations, as well as decision makers, policy makers, records managers, and leaders across the board who are concerned with the problems addressed by the E-ARK project, and so it is that these individuals are the focus for communications activities.

Communication Mechanisms will include (but are not restricted to):

> Press Releases
> The E-ARK Project webpage(s)
> Social Media (including Twitter and LinkedIn)
> The E-ARK electronic newsletter
> Targeted mailing via MailChimp
> Academic papers in learned journals
> Collaborative presentations at other related EC Project Events
> Speaking opportunities at national and international conferences
> Themed workshops at conferences
> Articles in the various trade press outlets
> Code releases via GitHub (and similar)

4.4. Workpackage-Specific Communications Activities

In the first six months of the project (up to milestone 1 MS01), WP2, WP3, WP4 and WP5 will all be carrying out best practice surveys via an online survey tool such as survey Monkey. These will vary slightly in content, design from WP to WP.

The **Best Practice Survey Stakeholders** will be:

- Project Team members
- Consortium Member Organisations
- Pilot Organisations
- DLM Forum Members
- DPC Members
- All Archives with digital holdings
- Other organizations with digital archival holdings
- Other Archives without current digital holdings
- Other organizations with growing record bases which will require digital archiving
- Other organizations with growing record bases which will require submission to Archives
- Other current EC Research Projects (e.g. eSENS, APEx)
- Manufacturer, Suppliers and Maintainers of Digital Archiving Systems
- Manufacturer, Suppliers and Maintainers of ERMS and other CMS
- E-Govt Regulatory bodies with oversight of digital records creation and preservation
- DP Regulatory Bodies with oversight of digital records creation and preservation

4.4.1. WP2

WP2 has four phases (which are aligned to the project-wide phases), the first two of which are relevant here:

• pre-planning. This comprises creating a general model, which involves contacting key stakeholders from among the three Advisory Boards and Project Team Members to gather process information, and also creating use case definitions during M1 - M6, which involves liaising with of the Best Practice Stakeholders to obtain input for the use cases.

• planning (including acquiring datasets, training of staff, arranging for implementation of 'wrappers' to make existing on-site components compatible with the new SIP/DIPs being developed, M7 - M27). This involves liaising with data managers, staff trainers, archival system / IT staff from:

- Project Team Members
- All Archives with digital holdings
- Other organizations with digital archival holdings
- Other Archives without current digital holdings
- Other organizations with growing record bases which will require digital archiving
- Other organizations with growing record bases which will require submission to Archives
- Other current EC Research Projects (e.g. eSENS, APEx)
- Manufacturer, Suppliers and Maintainers of Digital Archiving Systems
- Manufacturer, Suppliers and Maintainers of ERMS and other CMS

It is vital to engage clearly with Stakeholders for all aspects of the pilots, so UML and plain language will be used to provide high-level documentation of the use cases and pilot scenarios. For clarification, use-cases present functional and non-functional requirements while pilot scenarios define the business and operational context against which the pilot can be evaluated. During the planning phase, end-user documentation will be produced in national language(s).

Tasks T2.1 (General model and use case definitions) (M1-M6) involves liaising with:

- Project Team Members
- Pilot Organisations
- DLM Forum Members
- DPC Members
- All Archives with digital holdings
- Other organizations with digital archival holdings
- Other Archives without current digital holdings
- Other organizations with growing record bases which will require digital archiving
- Other organizations with growing record bases which will require submission to Archives
- Other current EC Research Projects (e.g. eSENS, APEx)
- Manufacturer, Suppliers and Maintainers of Digital Archiving Systems

- Manufacturer, Suppliers and Maintainers of ERMS and other CMS

T2.2 (Legal and regulatory issues): (M7-M16) involves liaising with:

- Project Team Members AMA and MINHAP
- The European Commission
- Other current EC Research Projects (eSENS)
- E-Govt Regulatory bodies with oversight of digital records creation and preservation
- DP Regulatory Bodies with oversight of digital records creation and preservation

T2.3 Support for tool developers. (M7-M24). This involves liaising with:

- Manufacturer, Suppliers and Maintainers of Digital Archiving Systems
- Manufacturer, Suppliers and Maintainers of ERMS and other CMS

4.4.2. WP3

For the Best Practice Survey, WP3 focuses on pre-ingest, metadata, and SIPs.

The stakeholders involved in providing input for task 3.3 (T3.3 – SIP creation tools, M7 onwards) are mainly the national archives from the Project Team Members: the key stakeholders here being the national archives of Hungary, Slovenia, Denmark, Estonia and Norway; and the SMEs KEEPS, Magenta and ESS.

4.4.3. WP4

For the Best Practice Survey, WP4 focuses on creating a vendor-neutral AIP.

In particular:

- DLM Forum Members
- DPC Members
- Commercial / Technical Advisory Board Members such as the Open Planets Foundations

with strong links to the wider Open Data community would be key stakeholders here.

4.4.4. WP5

For the Best Practice Survey, WP5 focuses on defining a DIP and providing access methods and interfaces for structured / unstructured data.

Task 5.1 (Access and Presentation Requirements) consists of gathering requirements for access from consumers (OAIS term for users) through the Project Team Member National Archives, and the DLM Forum. The focus is primarily on the current consumers using current systems in use at the archives, and secondarily on considering future use.

T5.2: (E-ARK DIP Format Requirements) will require communication with providers of standards for structured data such as EU FP7 Planets Project format SIARD (Software Independent Archiving of Relational Databases) based on SQL:1999. In this case the

standards provider is the Archival Advisory Board Member, the Swiss Federal Archives. Similarly for providers of standards for unstructured data suitable for use by OASIS CMIS (Content Management Interoperability Services).

So the main stakeholders for this task would be:

• Project Team members (esp. Magenta)
• Manufacturer, Suppliers and Maintainers of ERMS and other CMS
• Archival and Commercial / Technical Advisory Boards

4.4.5. WP6

A key focus for WP6 is that memory institutions need to justify the costs of long-term storage, and offering potential re-use (through open data, data mining, improved search and access) is one channel for this.

In particular:

• DLM Forum Members
• DPC Members
• Commercial / Technical Advisory Board Members such as the Open Planets Foundations
• Other current EC Research Projects (SCAPE, APARSEN)

with strong links to the wider Open Data communities and the Big Data Communities would be key stakeholders here.

4.4.6. WP7

The main aim of WP7 is to develop a business and technical evaluation of the e-archiving services. The business evaluation will consist of a maturity model suitable for assessing the evolving maturity of the pilot sites. The technical evaluation will assess the cost-effectiveness of the project's tools and services. This will involve liaison with the following Communities of Interest:

- Developers of assessment tools such as ARMA International (http://www.arma.org/) that developed the International Maturity Model for Information Governance and the Generally Accepted Recordkeeping Principles (GARP) and JISC (http://www.jisc.ac.uk/) responsible for the Records Management Maturity Model.

- Assessment-related Research Projects such as TIMBUS (http://timbusproject.net/) that follows a risk management approach to assess and motivate preservation needs, 4C (http://www.4cproject.eu/) project that aims to assess cost-effectiveness of digital curation solutions, benchmarkDP (http://benchmark-dp.org/) that has the goal of "developing the first coherent, systematic approach to assess and compare digital preservation processes, systems, and organizational capabilities" and eSENS (http://www.esens.eu/) where several assessment are conducted to understand the ease of "access of citizens and business to public services across European borders".

Another key communication activity is to collate and publish recommended practices using an online knowledge Centre to support our Communities of Interest.

The knowledge Centre (KC) can be used by different stakeholders for different purposes. Examples are:

- Businesses stakeholders as a tool to understand records management and information governance practices and requirements;

- Archivists, Records Managers and Information Governance experts and practitioners that can use the KC as a reference source for information and knowledge;

- Academics and students that can use the KC as a teaching and learning resource;

In order to reach those communities, WP7 will mainly focus on communication via:

- DLM Forum Members (ARMA)
- DPC Members (JISC)
- Commercial / Technical Advisory Board Members such as the Open Planets Foundation
- Other current EC Research Projects (4C, TIMBUS, eSENS, benchmarkDP)

To summarize, key stakeholders have been identified for all WPs for the first year of the project, and WP Leaders communicate regularly to ensure that Stakeholders are approached in a helpful and timely manner, whilst retaining individual features for each WP, as they have different aims etc. Regular communication within E-ARK (see section 5 below) is a vital part of the process of ensuring that Project members are aware whose responsibility it is to contact Stakeholders throughout the project.

5. Internal Communications

5.1. Day to day communications

5.1.1. Tools

Because the Project's partners are geographically distributed across 11 countries, we must place a high reliance on electronic communications and take maximum advantage of the limited opportunities which present themselves for face-to-face, personal contact.

The principal channel for communications will be electronic mail. In addition to individual emails, the project also provides a series of automated mailing lists to which they can subscribe. Hosted on a Ipswitch IMail Server, the mailing list system contains a number of lists, intended for different groups, to which project members can self-subscribe.

Lists presently available are

all   - intended for everyone working on the project

technical   - for the discussion of technical matters in E-ARK

comms_team   - for the discussion of dissemination matters

wpleads   - for the E-ARK Work Package Leads

projboard   - for all members of the E-ARK Project Board

WP2, WP3 etc.   - for each Work Package.

Another list:

exec   - for all members of the E-ARK Executive Steering Committee

will be activated shortly

Further lists will be created as required for other special-focus groups.

Anyone subscribing to one of these lists can contact every other subscriber. It is also possible for non-project members to be subscribed to these lists, if desired.

The Project is committed to providing the widest possible access to project information for its participants. We have therefore also established a Sharepoint CMS (www.earkadmin.com) for the creation and storage of project-related information and reference material. This website provides facilities for 'Announcements' and a shared project calendar as well as dedicated discussion areas for specific project issues.

While Sharepoint will be used for the overall management of E-ARK, we have also established a Redmine project management website to manage the project's technical developments (http://redmine.eark-project.eu) This site will be used to plan and track development work and also to identify and resolve technical issues.

To support larger-scale communications, the project has set-up a Webex-based teleconferencing service which can support large numbers of simultaneous connections over Voice over IP or normal telephone connections. This enables the project to host large-scale meetings with full documentation support and audio-recording facilities. This facility is available for use by any member of the project and is, again, accessible to both project members and non-project members.

5.1.2. Activities

In order to maintain communications at Project Level, fortnightly teleconferences are held by the Project Co-Ordinator with all Work Package Leads. The first meeting of each month is attended only by the Work Package Leads. At the second meeting, all members of the Project Board are invited to call in so that urgent project-wide matters can be considered, as well as ensuring that all partners are fully aware of progress in all Work Packages.

Within each Work Package, the Leads will be responsible for communications with the participating partners, and will set up their own teleconferences and face-to-face meetings as necessary. Where a face-to-face meeting is planned, we will check whether it might be possible to co-ordinate other meetings to minimise the time and cost involved in personal meetings.

Finally, the Project will take all opportunities where participants are attending other events in person to organise its own face-to-face meetings where these are required. This especially arises in relation to the twice-yearly meetings of the DLM Forum at which many consortium partners will be present at no cost to the Project.

5.2. Project Meetings

E-ARK is managed overall in accordance with Project, Programme and Risk Management Best Practice as defined in the UK's Office of Government Commerce's Prince2, Managing Successful Programmes (MSP) and Management of Risk (M_o_R) methodologies.

Our project structure will combine individual roles for co-ordinating and overall project management tasks as well as governing bodies for organising the day-to-day work in the work packages, for reporting and for preparing and taking the decisions needed to achieve the project's objectives.

There are three levels of governance within the Project:

> Executive Steering Committee
> Project Board
> Work Package Leads

In addition there is a technical team led by the Technical Co-Ordinator.

5.2.1. Executive Steering Committee (ESC)

The steering group for the project activities is the Executive Steering Committee (ESC) and is the highest authority of the project. All institutions in the consortium are represented by one delegate, usually the director of the institution or the head of department involved have a mandate for decisions. Institutions that also lead work packages are to delegate to the ESC a different person than their WPL.

The ESC is the steering group for the whole of the project. It will be chaired by the PC, assisted by the PM and has a more formal character as the body that signs off general reports and major changes in all the activities brought forward by the PB. These include monitoring and harmonising the activities, progress of the project activities and the content aggregation, deciding on (re)allocation of resources or redefinition of work packages, deciding on changes in partner participation. It will review the plans for the remaining phases and will resolve conflicts based on the principles agreed in the consortium agreement, for example IPR issues within the project. Each member institution has one vote and majority resolves conflicts.

The ESC will have telephone/online conference calls every six months (or incident-driven) and will meet face to face at least once every year.

5.2.2. Project Board (PB)

Day-to-day management of the project is the responsibility of the Project Board (PB). It consists of all WPL and is chaired by the Project Co-ordinator.

The PB is responsible for the management, work and directions of the whole project, the work packages progress, and supervises the technical and scientific work with responsibility for decisions concerning the overall project management.

The PB will have telephone/online conference calls every 2-3 months and will meet face to face at least once a year.

5.2.3. Workpackages (WP) and Work package leaders (WPL)

The project work is performed in workpackages (WPs) holding a group of staff from various institutions, each of which is co-ordinated by a WP leader (WPL). The WPLs are appointed by the institutions who have applied for the WP leadership effort, except for the Project Manager who is the WP01 leader automatically.

The workpackage Leads will hold a teleconference every two weeks.

The workpackages will have internal telephone/online conference calls every month and will meet face to face at least as necessary, chaired by the WPLs.

5.2.4. Technical Team

The technical work inside the project is coordinated by the Technical Co-Ordinator within the Technical Team. The scope of this team is to coordinate technical development actions (mainly across WP3 – WP7) and thus ensure that all delivered software in a specific WP is of good quality and interoperable with software developed in other WPs.

The Technical Team includes representatives from each development partner and leading institutions of WP3 – WP7.

The Technical Team has internal telephone/online conference calls every month and will meet face to face at least twice a year with the main scope of aligning semi-annual development schedules.

5.3. Reporting

5.3.1. Internal Reporting

Work Package Leads (WPL's) will provide fortnightly verbal 'highlight' reports at their teleconferences. These meetings will be minuted and copies of the minutes published on the Sharepoint site.

All project partner organisations will be invited to attend WPL meetings once each month.

The Project Manager will present a formal report on the use of project resources at each quarterly Project Board meeting.

To support this activity, each partner will provide an aggregated quarterly report of person-months committed at Task Level for comparison with the Description of Work.

In addition, each partner will provide a report after 6 months of each year on financial resources consumed for comparison with the agreed budget.

Both of these reports will be reported to the Project Board and then on to the Executive Steering Committee at their six-monthly meetings.

In addition to these, the Executive Steering Committee will receive and approve the end of year formal Project Report to the EC prior to submission.

All reports will be available on the Project Sharepoint site and accessible by all members of the project team.

5.3.2. External Reporting

In accordance with the Project Grant Agreement, E-ARK will submit a full report of its activities to the European Commission at the end of each project year.

In addition, a Final Report, with a publishable summary, will be submitted to the EC at the end of the Project.

6. External Communications

6.1. Communication and information exchange with EC-funded and other projects and organisations

Based on their own activities which focus on a pan-Europen e-archiving infrastructure, the E-ARK project has identified the following EC-funded and other projects, with which to exchange information:

- o e-SENS
- o eARD (http://riksarkivet.se/Media/pdf-filer/Projekt/eARD_informationstext_eng.pdf)
- o 4C
- o SCAPE
- o TIMBUS
- o DANRW (http://www.danrw.de/?lang=en)
- o APEx (http://www.apex-project.eu/index.php/en/)
- o benchmarkDP (http://benchmark-dp.org/)

And other relevant ISA projects (http://ec.europa.eu/isa/)

The full list of projects with which the E-ARK Project will engage will be finalised and recorded in a Stakeholder Registry.

Care will be taken to observe proper protocol here, ie. going through Co-ordinators to establish WP-WP contact. Strong links have already been forged with the eSENS project, with E-ARK / eSENS teleconferences and F2F meetings arranged, shared meetings, and newsletter exchanges. Many E-ARK Project Members lead or are members of these projects, which facilitates good communication with them.

6.2. Stakeholder focus groups and workshops

Stakeholder engagement activities will be managed within WP8, and internal communications activities will be managed within WP1.

T.1.8	Communications
T.8.1	Development and maintenance of dissemination strategy and project visual identity including E-ARK website design
T.8.2	Maintenance of website
T.8.3	Project results dissemination
T.8.4	Digital Archives community dissemination
T.8.5	Digital Preservation community dissemination

These will be led by UPHEC and are split into two broad groupings:

Formative and Consultative Activities' - which will progress through the life of the project and be used as a two-way information exchange between the project and the wide range of

stakeholders; and 'Summative Dissemination Activities' - dissemination activities which represent the settled views of the project.

The E-ARK project places a particular emphasis on interaction with stakeholders throughout the project because we believe this adds quality and credibility to the final outcomes as well as building momentum for them.

Planned activities include:

- o Outreach workshops at DLM Forum Meetings
- o Interviews with stakeholders

Which are formative activities, with summative activities appearing from year two onwards.

6.3. Advisory Board Meetings

There are three external boards to extend the coverage of stakeholders:

Commercial / Technical Advisory Board (system / technology providers)
Archival Advisory Board
Data Provider Advisory Board

These groups serve to assess contributions to and from the project, and the boards are open to interested parties. Meetings of these groups (annual face-to-face meeting with teleconference in between) will effectively benchmark comments received, and provide a 'gateway review' at various points in the meeting. In order to effect this, the boards will be supplied with progress reports (probably quarterly), access to key documentation, and draft deliverables. These three external groups will be used to adjudicate on conflicting views of the community should these arise – ensuring that the project listens to the views of its constituents. The information gathered from all these consultations via normal knowledge elicitation methods (questionnaires, in depth surveys etc.) will form the basis of a comprehensive knowledge base (WP7) that will be kept by the DLM Forum as an ongoing resource and single point of reference. The boards will comprise both organizations and individual members, and these will also be recorded on the Stakeholder Registry.

Specifically, the remit of the **Commercial / Technical Advisory Board** is to:

ensure commercial compatibility with industry offerings and so ensure widespread commercial adoption of the E-ARK deliverables;
ensure that E-ARK outputs remain compatible with state-of-the-art developments beyond the project;
encourage commercial collaboration between suppliers/manufacturers and end-users.

Tessella, the Open Planets Foundation and Digital Forever joined the Commercial / Technical Advisory Board several months ago, and Oracle and Microsoft Research are in

the process of accepting invitations. We would anticipate the board to grow to 6 members in year one.

The remit of the **Archival Advisory Board** is to:

> ensure that E-ARK outputs remain compatible with national and international requirements and legislation;
> ensure that E-ARK outputs remain compatible with existing tools and infrastructures to facilitate integration;
> advise and assist with the dissemination of information about and results from E-ARK within the global archival community.

Current members of this board are: Queensland State Archives, the French, Dutch, and Swedish National Archives, and the Directorate General of Book Portugal. The North Rhine-Westphalia State Archives, The National Archives UK, the Bulgaria Archives State Agency and the Swiss Federal Archives have already been approached / are in the process of accepting invitations. We would anticipate the board to grow to 10 members in year one.

The remit of the Data Provider Advisory Board is to:

- ensure that E-ARK outputs remain compatible with national and international standards and legislation, especially those relating to Interoperability with respect to Open Data and E-Government
- permit E-ARK to engage with legislators on matters of common interest relating to information governance.
- provide a means of two-way communications with relevant projects outside the Digital Preservation community.

Current members of the Data Providers Advisory Board are the Danish Ministry of Finance, and the Estonian Ministry of Economics and Communication. The European Central Bank and the Hungarian Ministry of Public Administration and Justice have already been approached / are in the process of accepting invitations. We would anticipate the board to grow to 5 members in year one.

Several staff from various European Commission departments are also keen to join these boards and sending out their invitations forms the next tranche of this communication activity.

The first face-to-face Advisory Board meetings will be held this Autumn.

6.4. Project Website

The project website is the responsibility of the DPC (Project Partner #06). A preliminary web presence has been established at: http://eark-project.eu/ and the project team is committed to keeping the website online beyond the duration of the project's funding period.

The set up and transfer of information to a Developed Project Website is to be completed by 16 May 2014. This website will be transferable to the existing eark-project.eu domain and have the following functionality:

user management functions to gather personal details and provide access to private areas;

search function, searching within PDF and DOC files as well as HTML;

RSS out news section;

E-ARK Twitter display, encouraging users to follow;

Links to E-ARK LinkedIn account and Mail Chimp mailing list.

Feed from Code repository

upload of images, files and documents and embedded remote media, e.g. FLICKR/ VIMEO enabled;

repository to hold and publish major deliverables.

6.5. Social Media

Our stakeholder analysis has identified a diverse audience, including many outside the main digital preservation research community. In order to reach these audiences, and maintain an enduring web presence and awareness of the project, E-ARK will maintain an active presence using Social Media channels. The project will use the project website, plus a dedicated RSS stream and a Twitter feed using the #eark hashtag to publicise activities, encouraging debate and participation, as these are channels which are accessible by all communities.

We have established our own mailing list to which those with an interest in the project can subscribe on MailChimp, and to whom we will send regular bulletins and announcements. We will also ask associated projects with similar mailing lists, e.g. the Open Planets Foundation, to forward our messages to their members.

The management of the Twitter account is undertaken by DPC and the @EARKProject will aim to tweet one digital preservation-related tweet per day. We will monitor interest outside the immediate partner organisations and involved stakeholders, by reviewing followers and use of the **#eark** hashtag.

We will also encourage project team members who are Twitter account holders to tweet to their followers about the project and also to re-tweet E-ARK tweets, thereby increasing awareness.

6.6. Conferences and Events

The principal focus for year 1 is raising awareness of the project and initial engagement with the various stakeholder communities to disseminate information about the problems addressed. The project team has identified a series of conferences and events which may provide fora, not only to raise awareness of the project, but also to attract relevant stakeholders and organize side events (meetings and workshops).

Month	Date	Event	Location	Owner/ Affiliation	Activity	Topic
2	12-13 March 2014	Arkivforum	Tekis, Sweden	Björn Skog, ESS	Part of presentation	eARD presenter spoke about E-ARK to ~200
2	27 March 2014	Electronic Archives	Sweden	Björn Skog, ESS, Jan Dalstan Sørensen, DNA	Presentations	E-ARK forms part of each presentation
5	10-12 June 2014	DLM Forum	Athens, Greece	UPHEC/NAE /NAH/DLM etc.	Conference paper	Project overview plus call for input on best practices.
5	June 2014	EBNA European Board of National Archivesat EAG European Archives Group conference	Athens, Greece	Zoltan Szatucsek	Presentation	Project overview plus call for input on best practices.
8	1 – 5 September 2014	EGOVIS 2014 (3rd International Conference on Electronic Government and the Information Systems Perspective)	Munich, Germany	Kuldar Aas, NAE	Conference paper	Project overview plus call for input on best practices
9	6-10 October 2014	IPRES 2014	Melbourne, Australia	Kuldar Aas, NAE	Conference paper	Project overview plus call for input on best practices.
9	11-15 October 2014	Second Annual Conference of the International Council of Archives (ICA)/9th European Conference on Archives	Girona, Spain	Karin Bredenburg (ESS), Kuldar Aas (NAE), Janet Delve (UPHEC)	Presentation	General E-ARK information
10	10-14 Nov 2014	DLM Forum	Lisbon, Portugal	DLM/DNA/N AH, NAN, etc.	Presentations, workshops, advisory board meetings	Project overview plus call for input on best practices. Gateway review from advisory boards.

This schedule will be updated as other suitable events become known, or further invitations are made. For example, there will be another EAG meeting late Autumn but the date is not yet known.

The success of each occasion will be measured by monitoring and reporting on the indicators outlined at Section 2 –Objectives, following each event.

6.7. Journal and Conference publications

Publicity and briefing materials will be produced at strategic points during the project. Project partners will publish relevant articles and papers throughout the project duration in a range of academic journals or relevant conferences, selected to optimise message delivery and information dissemination to target audiences.

The project has agreed the production of a special issue of the New Review of Information Networking, Taylor & Francis, ISSN 1361-4576 (Print), 1740-7869 (Online), focussing on the outputs of the E-ARK project.

6.8. Reports

During the first three months of the project, a compact version of the E-ARK description of work will be made available on the project website.

Throughout the course of the project, and subsequent to each Advisory Board Meeting, minutes will be written up into a report designed to communicate progress to external stakeholders. The co-ordination and issue of these reports will be undertaken by UPHEC and will be made available through the project website within 7 days.

The E-ARK project will culminate in the production of a report which will outline how to deploy the project pilot or parts thereof. This management of this deliverable will be undertaken by UPHEC and made available to all stakeholder groups and the wider digital preservation community via the DLM Forum website to provide more sustainable and long term access. The DPC will also play a key role in assuring continued access to this material.

At the end of the project, one project partner with proven capacity is to be designated as the 'trusted repository' for the project and all reports, deliverable and publications arising out of the project. This partner will be responsible for creating an archive of the project at the end and this will inform the development of the sustainability plan.

6.9. Event Evaluations

E-ARK intends to organise its own events and workshops and also participate in many events hosted by other organisations.

The project is committed to a policy of continuous improvement throughout its 3-year existence, and wishes to measure not only the effectiveness with which it communicated information about its activities and wider issues of digital preservation after each interaction with an outside audience, but also to measure the long-term impact which it has achieved at project closure.

For this reason, we have set ourselves the challenging target that we will achieve at each event a score of 4 or better on a wide variety of measures from 70% of respondents using a 5-point measuring scale.

We will measure both our effectiveness in organising and managing our events and also the quality of the content of the event.

By the use of a web-based Survey Monkey online assessment, we will avoid the problem of delegates showing reluctance to complete paper forms at the end of an event owing to an anxiety to travel home. Although such feedback forms are traditionally anonymous, we will seek to increase the rate of completion by inviting delegates to leave their name and contact address, and those who do will be entered into a draw for a gift voucher or other appropriate prize. In past projects, this has proven to have a positive effect on the number of delegates who provide feedback.

By using consistently phrased questions wherever possible, we will be able to compare our performance at different events, and take corrective action to address any perceived weaknesses.

We will report on performance at events to the Project Board and Executive Steering Committee, and include summary information in our annual report to the EC. In addition, we will send to all those who attended a summary of the feedback given, together with any proposals for improvement arising from that summary.

7. Communications with the EC

The E-ARK Project will seek to engage with the EC as a stakeholder as well as funder, in order to develop contacts with cognate EC-funded projects and initiatives. The channels defined in Section 6 – External Communications will be used to engage with the EC and other EC funded projects in this way.

Contact with the EC project officer is the primary responsibility of the Project Manager, and formal reporting to the commission is described in Task 1.11 (Contact with the Commission).

7.1. Formal Communications

Communications with the EC will be used to demonstrate E-ARK's accountability, "good use of public money" and a principle of efficient and effective spending of the funding.

All reports will be submitted to the Project Officer as outlined in the Description of Work, and summarised in the table below:

Deliverable No.	Description	Month Due
8.1.1	Annual Dissemination Strategy (Year 1)	2
5.1	GAP report between requirements for access and current access solutions	5
2.1	General pilot model and use case definition	6
3.1	Report on available best practices	6
4.1	Report on available formats and restrictions	6
3.2	E-ARK SIP draft specification	12
4.2	E-ARK AIP draft specification	12
7.1	A Maturity Model for Information Governance – initial version	12

An Annual Report to the EC is required at the end of each project year and will be structured in accordance with *"Guidance Notes on Project Reporting – CIP ICT PSP Pilots B" Version 1, 5 June 2009* (copy held on project Sharepoint site). This must be submitted within 60 days after the end of each reporting period and include. The report will include

- progress of the work, achievements, differences between plans and actual work, future planning
- use of resources (efforts, costs)
- final report includes publishable summary and a plan on use and dissemination of results
- financial statements (forms C)

All submissions will be made electronically; paper copies may only be submitted for signed originals of audit certificates.

All deliverables will be e-mailed to the Project Officer with a copy placed on the project Sharepoint site.

Public deliverables will be placed on the Project website

Reports are to be submitted using the online tool "NEF" for input of costs and uploading periodic reports.

Project reviews will be held for every reporting period (intermediate reviews are possible) with the Commission, together with independent peer experts in the activity areas of the project. Reviews will be managed through a remote review of deliverables and/or a review meeting and the findings of each session will be communicated through review or report.

Project reviews will comprise:

- the degree of fulfilment of the project work plan;
- the resources utilised in relation to the achieved progress (principles of economy, efficiency and effectiveness);
- quality and efficiency of project management;
- the beneficiaries' contributions and integration within the project;
- dissemination and exploitation activities;
- implementation of recommendations from previous review;
- further planning;
- description of the project products.

8. Roles and Responsibilities

8.1. All E-ARK Partners

All partners will:

- be responsible for undertaking communication activities, in particular within their own countries and to their own communities of practice;
- assist in the implementation of the E-ARK Project Dissemination Strategy and Plan of Activities as defined in this document by carrying-out communications tasks as directed by the Project Co-ordinator, Work Package (WP) or Task Lead;
- include the E-ARK logo and website address on at least one page of their organisational website;
- ensure communications reflect the E-ARK Project messages as described in Section 3 – Key Messages;
- use the E-ARK project mailing lists, and specific work package lists, for general communication and to notify other participants of the availability of new dissemination materials, results and papers uploaded to Sharepoint. Documents should not be attached to emails but a link to the appropriate location must be included;
- participate in scheduled project and project team meetings to communicate progress to partners;
- keep contact details on the E-ARK Sharepoint site up to date;
- include the E-ARK Project web address and contact details in external communications related to the project;
- use E-ARK appropriate templates for relevant project-related communications;
- use their own organisations' contacts and established communication channels in support of the E-ARK project as appropriate;
- include the #eark hashtag when mentioning the project on Twitter;
- acknowledge EU funding through communications, as specified in the grant agreement.

8.2. WP2 Pilot Leads

The Lead Partner for WP2 Use Cases and Pilots, together with the WP2 Pilot Leads – will:

- identify and communicate specific use cases that will each be implemented in at least one pilot scenario, covering:
    - o export from business systems
    - o creation of SIPs from unstructured and structured data
    - o execution of the complete SIP -> AIP -> DIP data-flow to support migration and
    - o submission/access scenarios.
- identify existing use cases for access to content in physical and virtual reading rooms (with appropriate access controls) and as web-applications
- identify and communicate additional use cases that augment the main pilot programme including short "stretch tests" and 3rd party validation
- identify and communicate legal and regulatory constraints, together with mitigation approaches

- provide support and advice about the operational environment of the pilot sites to the teams in WP3-6 during the planning phase (which corresponds to their main cycles of iterative (agile) design and development.
- document the recommended practices and lessons learned in the project knowledge base.

8.3. WP3-6

The technical WPs 3-6 will gather best practice information as outlined in section 4.4

8.4. WP7

The Lead Partner for WP7 (Evaluation & Assessment) will:

- propose to the community, a maturity model for information governance that can be employed as a new tool;
- implement a knowledge centre consolidating existing best practices, standards and other references for information governance, supported by an information system suitable to keep it updated over time;
- define and communicate a set of recommended guidelines for effective and efficient information governance considering multiple relevant views of the items under consideration and according to the actual state of the art of each of these views;
- develop and promulgate a model to evaluate the maturity of organizations regarding their level of information governance;
- develop a method to apply the maturity model to real life scenarios;
- evaluate the impact on the pilots of the solutions developed in the project by using metrics obtained from the maturity model parameters;

8.5. WP8

The Lead Partner for WP8 Dissemination & Exploitation – will:

- manage the undertaking of all external communication activities defined as described below
- act as the central point of contact for all external communication activities;
- delegate particular communications tasks to WP8 participants as required;
- position the project and explain its scope and potential impact to all identified target groups;
- stimulate active take-up and use of E-ARK infrastructure by a number of different potential users groups
- establish co-operative working relations with participants, their workforce, stakeholders in member countries (relevant institutions, government officials/organisations, industry), scientific communities and individual end users
- promote integration of E-ARK outputs with other, related projects.
- disseminate results to key stakeholders and users
- explain the value of and promote integration of E-ARK tools and services in member states.
- ensure the long-term sustainability and exploitation of E-ARK tools and services.

- exercise 'green' practices and behaviours to minimise the Carbon Impact of the Project by reducing or eliminating international travel wherever possible.
- identify a designated alternate who will provide additional support and cover for communications management duties.
- monitor, update and add to the Communication Strategy Document annually;

8.6. Other Work Package Leads

To aid in the communication of information about their work package, Leads will:

- provide regular updates on work package progress at the scheduled project team meetings;
- contact the WP8 Lead or their designated alternate at least two weeks before important milestones or the dissemination of results or deliverables to allow the discussion and planning of required communication activities;
- ensure that all deliverables include an accessible summary section that can be repurposed for communication purposes and similar E-ARK activities; and
- provide information and content on the work carried out within their work package as required by WP8 Participants producing communications outputs.

9. APPENDIX 1 – E-ARK Project Goals

Goal No.	Goal
G.1	*Establish and implement an efficient and effective framework for archival workflows covering ingest, preservation and use*
G.1.1	Align with existing policies, strategies and activities at European and national level
G.1.2	Integrate existing tools and standards
G.1.3	Conduct a continuing technical evaluation to assure the efficiency and effectiveness of the framework
G.2	*Significantly increase awareness and adoption of both E-ARK tools and recommendations amongst identified user, commercial and governmental stakeholders*
G.2.1	Improve understanding of legislative and organizational issues
G.2.2	Identify relevant scenarios, needs and requirements for interoperability and access
G.2.3	Deploy E-ARK framework on identified pilot sites
G.2.4	Conduct a business evaluation to establish the positive impact of E-ARK outputs
G.3	*Identify and create new business opportunities for managing and using archival data content*
G.3.1	Ensure that the project responds to consultation with all relevant stakeholders: national archives, technology providers, system providers, national/regional government institutions throughout the project, amending its approach where necessary to meet requirements expressed
G.3.2	Provide open source tools/services that can be deployed to support the E-ARK framework
G.3.3	Establish a maturity model with an innovative level 5

10. APPENDIX 2 – E-ARK Project Indicators

Indicator	Relating to which goal?	Indicator	Method of measurement	Minimum Expected Progress		
				Year 1	Year 2	Year 3
1	Goal 1	Standards Alignment	**Numeric:** Number of relevant standards and references used or aligned as held in Register in Project Office. More info refer to: All WPs	5	8	12
2	Goal 1	Tools updated	**Numeric:** Number of existing tools updated More info refer to: WP3 to WP6	NA	NA	14
3	Goal 1	Technical Evaluation	**Subjective / Numeric:** Percentage of pilots deemed successful by representatives of the pilot sites. (max 3 returns per pilot) More info refer to: WP7	NA	NA	>94%
4	Goal 1 and 2	SIP Adoption	**Numeric:** Number of pilot sites that commit to adopt and use the created SIP specification and tools. **More info refer to**: WP2, WP3 and WP6	NA	NA	5
5	Goal 1 and 2	AIP Adoption	**Numeric:** Number of pilot sites that commit to adopt and use the created AIP specification and tools. **More info refer to**: WP2, WP4 and WP6	NA	NA	3
6	Goal 1 and 2	DIP Adoption	**Numeric:** Number of pilot sites that commit to adopt and use the created DIP specification and tools. **More info refer to**: WP2, WP5 and WP6	NA	NA	5
7	Goal 1, 2 and 3	Adoption of the entire framework	**Numeric:** Number of pilot sites that commit to adopt the entire E-ARK framework following the end of the pilot phase. More info refer to: WP2, WP3, WP4, WP5 and WP6	NA	NA	4

Indicator	Relating to which goal?	Indicator	Method of measurement	Minimum Expected Progress		
				Year 1	Year 2	Year 3
8	Goal 1 and 2	Feedback Score (Range: 1 to 5)	**Subjective / Numeric:** Delegates at each event to provide detailed feedback More info refer to: WP8	70% of responses Score >=4		
9	Goal 2	Newsletter	**Numeric:** Total number of downloads of the newsletter per issue More info refer to: WP8	150	500	1000
10	Goal 2 and 3	Technical Advisory Board	**Numeric:** Average number of members in the board attending meetings in year More info refer to: WP1	6	6	6
11	Goal 2 and 3	End-User Advisory Board	**Numeric:** Average number of members in the board attending meetings in year More info refer to: WP1	10	12	16
12	Goal 2 and 3	Supplier Advisory Board	**Numeric:** Average number of members in the board attending meetings in year More info refer to: WP1	5	8	10
13	Goal 2 and 3	Governmental Advisory Board	**Numeric:** Average number of members in the board More info refer to: WP1	5	8	10
14	Goal 3	Annual Commercial Confidence Survey (Range: 1 to 5)	**Subjective / Numeric:** Survey of members of Supplier Advisory Board on their level of confidence that E-ARK products will enhance their business offerings	70% of responses Score >=4		
15	Goals 1,2 and 3	Acceptance by EC	**Numeric:** Number of Deliverables accepted by EC reviewers on first submission.	100%		
16	Goal 2 and 3	Business Maturity Level (Range: 1 to 5)	**Self-Assessment / Numeric:** Median (not mean) increase in Capability Maturity level of pilot sites' organizations measured year-on-year More info refer to: WP7	N/A	1	2

Indicator	Relating to which goal?	Indicator	Method of measurement	Minimum Expected Progress		
				Year 1	Year 2	Year 3
17	Goals 1,2 and 3	Assurance of Long-Term Sustainability	YES/NO: Confirmation that arrangements are in place for the long-term support and further development of the E-ARK outputs	N/A		YES
18	Goal 1	Overall Project Impact Survey (Range: 1 to 5)	Self-Assessment / Numeric: Using Project mailing list, responses to survey of all persons with whom the project comes into contact during its entire life to determine the extent to which E-ARK has positively impacted them and their organisations	N/A	N/A	70% of responses Score >=4

11. APPENDIX 3 – E-ARK Project Style Guide

11.1. Achieving consistency and quality

This guide is based on good practice within publishing and is designed to establish consistency as a quality of presentation. Variations in usage are confusing to readers, especially those who may be dealing with digital preservation for the first time. There is a risk that where variations occur in the use of colour, style or shape, readers will assume that these variations are intended to convey differences in meaning.

For this reason, we have defined fonts, logos and colour schemes for use throughout the project.

To achieve consistency in written style, the Project will use standardised Best as contained in the Modern Humanities Research Association's Style Guide (Third Edition) 2013. Electronic copies of this publication are available on the Project's internal Sharepoint site.

11.2. Logo

Our logo will always be used in its specified aspect ratio (104 x 55) or a multiple of this ratio, and in either colour or greyscale using the colour schemes specified below:

Colour Logo   Greyscale Logo

R:173 **G:**38 **B:**36   **R**:66 **G:**74 **B:**82

Hex: #AD2624   **Hex:** #424A52

Pantone: 1805   Pantone: 432

                                               Grey: 78:255

The following colours will be used on the project website and in other supporting material

EXAMPLE	COLOUR REFERENCE CODES
	RGB: 1 96 31 Hex: #01601F
	RGB: 13 77 122 Hex: #0D4D7A
	RGB: 187 96 65 Hex: #BB605F
	RGB: 84 183 87 Hex: #54B757
	RGB: 39 163 249 Hex: #27A3F9
	RGB: 186 29 176 Hex: #BA1DB2

11.3. Font and formatting

In order to promote and protect the image of the E-ARK Project, we have chosen and licensed a distinctive font for the Project Name on all presentation material and for use, where appropriate on supporting material

Yacarena Ultra FFP

ABCDEFGHIJKLMNOPQRETUVWXYZ

abcdefghijklmnopqrstuvwxyz

This font is available for download by project members from the project Sharepoint site.

11.4. Templates

The project is creating templates to ensure consistency of appearance of our printed outputs. We are also creating templates to support our project management activities.

Templates are stored on the project Sharepoint Site

We have already prepared templates for:

- Powerpoint presentations and
- Deliverable cover pages

As well as

- A time and activity recording template and
- A Product Description template

A report body template is being tested in the preparation of this, the project's first public deliverable.