



VIRTUAL CENTRE OF EXCELLENCE FOR RESEARCH SUPPORT AND COORDINATION ON SOCIETAL SECURITY

D2.1 NETWORK COORDINATION PLAN

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Abstract: The following report presents the strategy for managing the large primary network which forms one of the main components of the SOURCE project. The report outlines the network strategy, activities and communication, financial and management plan.

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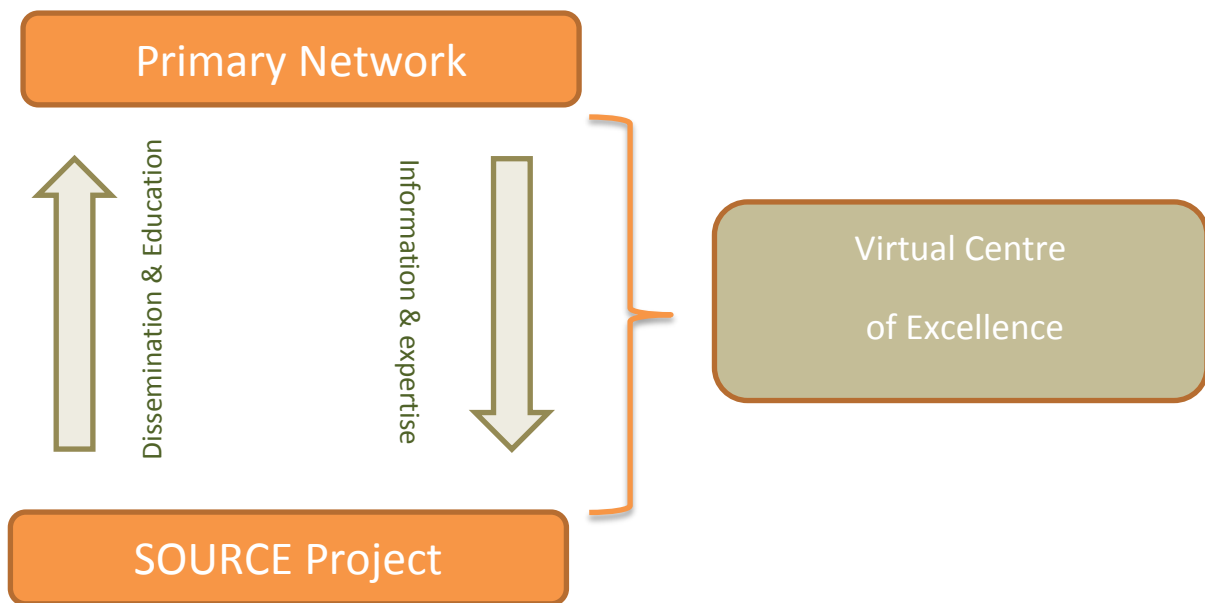
Introduction

The following report presents the strategy for managing the large primary network which forms one of the main components of the SOURCE project. It starts with a presentation of the structure and aims of the network followed by a plan for growing the network on the basis of its current reach and potential for further growth. A communication strategy and ideas of events for involving the network members then follows, before closing off with the management and financial set-up of the network.

The strategy was prepared by all partners involved in the task and was initially discussed at the Inception Meeting of WP2 organized by PRIO in Brussels on 26 February 2014.

1. The Primary Network: Presentation

The Primary Network is the first point of reference for the activities in the project and functions as an extended advisory board. It serves both as the first line of dissemination and as the first line of information gathering. It will also be an active reference group when developing the course and teaching materials in the education and training component of the project. Ultimately, the Network forms the basis of the future Virtual Centre of Excellence, which is the final aim of the project.



The Primary Network already counts 78 members who were mostly recruited during the proposal phase of the project. Together, they form a solid basis for the initial work of the centre of excellence and for its further expansion, as the aim is to grow this network further in the coming years (see point 2 of this report).

The network involves members from all relevant sectors concerned with societal security. These sectors differ considerably in terms of their premises, their tools, their values, their means and their goals. These sectors have been identified as:

- (1) Academia: The social and human science research communities, including social sciences, political sciences, human sciences, history, philosophy, and other sub-fields that take security in one form or another as their object of study
- (2) Security industry actors, whose aim is to bring security products and services to the market; the sector includes technology developers, engineers, designers, technicians and institutes, organisations and businesses that support them, and who are dedicated to the design, development and creation of commercial viable technological tools and methods in the field of security



(3) Security policy-makers on European, national and subnational levels, including agencies, executive branches of governments, and other actors interested in influencing the course of security policy in the name of government agencies

(4) Members of civil society, i.e. the public space between government and the market, concerned with security of societies and above all the terms according to which it is organized. This includes the civic and social organizations that support collective action relevant for the security of society, public interest groups, associations that mobilize activities in support of civil and human rights, free speech, etc.

(5) Security end-users on all relevant levels, including emergency preparedness and crisis management personnel, police and security agencies, border guards and infrastructure managers.

Though they clearly interact, these sectors are fundamentally different because of the very nature of the fields of knowledge that form the core of their way of thinking and working. This is because they grow out of different ‘knowledge communities’, that is, educational and training backgrounds, institutional foundations, industrial economic sectors, different techniques and technologies, and different means for communication and dissemination of the objects of their work.

The aim of the network is to have a complementarity to the industry-intensive approach to security, or so-called “hard security”, which prevails in Europe. This network would not compete with this approach but rather work together with the different actors involved in security research and development in order to uncover the societal thrust already latent in industrial approaches to security. Indeed, societal dimensions are already present in all aspects and phases of security research. However these need to be uncovered, profiled and advanced.

The purpose of bringing the sectors to work together is to help them talking the social science approach, or language, which is why there is a need to create a “translation machine” through a set of tools to mediate between different epistemologies, translate them, and provide concrete practices that can make it possible to use knowledge from one sector for the benefit of other sectors, thereby avoiding advancing the domination of one kind of security knowledge over another.

2. Current reach of the network

By virtue of its partners and primary network members, the SOURCE consortium already has a substantial reach across the societal security field and its constituent sectors. The participating institutes, organisations and industry actors are extremely accomplished in respect to EU security research and the 78 individual members of the SOURCE primary network represent some of the most accomplished scholars, technicians and practitioners in the European Union. Nevertheless it is important to reflect critically on the capacities and reach of the initial consortium and the SOURCE network to ensure that its full potential can be realised.

It can be recalled that the fundamental purpose of the network is to provide the foundations of the SOURCE virtual centre of excellence by facilitating knowledge and experience sharing across five specific sectors concerned with societal security, as stated above.



Given the underlying rationale for the project is expressly to avoid advancing the domination of one kind of security knowledge over another, an important consideration is how the nascent consortium measures up in terms of the balance of stakeholders. Three observations are particularly noteworthy.

First, it can be observed that the twelve SOURCE consortium partners are overwhelmingly drawn from the first two sectors: social sciences and the security industry. While several of the partners straddle more than one sector, or have partnership between them at the core of their mission, policy-makers, civil society organisations (CSOs) and end-users are strongly under-represented in the consortium. Soliciting the participation of these sectors and ensuring that they are properly represented in the SOURCE network thus represents a key challenge. This challenge is of course by no means unique to the SOURCE project; the security research community in the EU has for perfectly understandable reasons, long been dominated by stakeholders from academe and industry and the European Commission struggled to expand participation beyond these key proponents of research and development throughout the FP7-Security programme.

Second, it can be observed that among the list of the primary members of the SOURCE network, academics are much better represented than the other target sectors, accounting for 48 of the 78 – or 61% – of the named individuals. Industry (18%), end users (13%) and civil society (8%) account for the remainder of the participants, with no security policy-makers yet represented. The second key challenge for the SOURCE project is thus to ensure a more balanced representation of stakeholders with particular regard to policy-makers, while acknowledging for reasons outlined above and others not addressed here that certain sectors will inevitably be better represented than others.

Third, taking the consortium partners and primary network members together, it can be observed that the SOURCE consortium is currently dominated by stakeholders based in Germany and the United Kingdom, which together account for almost half of all participants (43 out of 88 representatives). While this is also loosely consistent with the apportionment of EU security research funding under the FP7 programme, ensuring a more balanced geographical spread is obviously desirable. While such a spread can be identified among the remaining half of the stakeholders martialled thus far, this represents another important challenge for the SOURCE project.

2.1 Potential for growing the network

The potential for growing the SOURCE network beyond the initial participants and expressions of interest is vast. This section considers two specific avenues for potential growth: own networks and external networks. As with other networks, there is also tremendous potential for organic growth within SOURCE as participants disseminate information about the project and individuals find their own way to the network. Maximising the potential from this kind of growth will depend upon the development and implementation of dedicated strategies and specific activities described elsewhere in this document.

Primarily, it is incumbent on all SOURCE partners to reach out to their own networks in order to identify, target and attract key partners. All of the SOURCE partners have a strong track record in delivering EU security research and a wealth of experience in terms of networking and partnerships. Moreover, several partners are already at the heart of extensive networks in their own specific fields.



To provide some examples: **PRIO's** *Journal Security Dialogue* has pioneered work in the societal security field; **CEPS'** membership extends to 50 different countries; **Sciences Po** boasts 400 partner universities as well as partnerships with public institutions and businesses; **TNO** has been closely involved in the establishment of a national security research network (the Hague Security Delta); **EOS** has 42 members organisations representing more than 65% of the European Security Market; **Fraunhofer** is Europe's largest application-oriented research organization and its annual *Future Security* conference attracts international participants from across the target group of stakeholders. In terms of numbers, it is clear that these and other initiatives and relationships too numerous to list here represent the best prospect for growing the network.

The second key avenue for potential growth of the SOURCE network is tapping into wider security research and stakeholder networks and communities. The FP7 and Horizon 2020 research programmes have already directly supported or indirectly encouraged the growth of a range of dedicated, pan-European, public, private and multi-stakeholder networks and organisations whose members should be approached by the SOURCE consortium. This includes the **NET4SOCIETY** network of contact points for social science and humanities,¹ the **SeReMa** Security Research Map,² the **SEREN** network of national contact points for the EU security research programme,³ the European Security Innovation Network,⁴ the European Interagency Security Forum,⁵ the European Network for Cyber Security,⁶ Security Europe,⁷ the European Network of Law Enforcement Technology Services (**ENLETS**) and the European Reference Network for Critical Infrastructure Protection (**ERNICIP**).⁸ In addition to these dedicated networks there are numerous pan-European institutional frameworks that offer similar potential, such as the European Union Institute for Security Studies (**EUISS**),⁹ the EU Non-Proliferation Consortium,¹⁰ the Confederation of European Security Services (**CoESS**),¹¹ and the European Corporate Security Association (**ECSA**).¹² Academia is also well represented at the European level and organisations like the European Political Science Association (**EPSA**),¹³ European Sociological Association (**ESA**),¹⁴ European Union Studies Association (**EUSA**),¹⁵ University Association for Contemporary European Studies (**UACES**),¹⁶ European International Studies Association (**EISA**)¹⁷

¹ See <http://www.net4society.eu/>

² See <http://www.security-research-map.eu/>

³ See <http://www.seren-project.eu/>

⁴ See <http://www.securityinnovationnetwork.com/>

⁵ See <http://www.eisf.eu/>

⁶ See <https://www.encs.eu/>

⁷ See <http://www.infosec.co.uk/>

⁸ See <http://ipsc.jrc.ec.europa.eu/index.php/ERNICIP/688/0/>

⁹ See <http://www.iss.europa.eu/>

¹⁰ See <http://www.nonproliferation.eu/>

¹¹ See <http://www.coess.eu/>

¹² See <http://www.ecsa-eu.org/>

¹³ See <http://www.epsanet.org/>

¹⁴ See <http://www.europeansociology.org/>

¹⁵ See <http://www.eustudies.org/>

¹⁶ See <http://www.uaces.org/>

¹⁷ See <http://www.eisa-net.org/>



and the Federation of All European Academies (**ALLEA**)¹⁸ will all have members who may be interested in joining the SOURCE network.

Within this framework for network building particular attention must be paid to the key challenges outlined above and in particular the need to ensure a balanced representation of stakeholders from across the five target communities. In this context the brief mapping exercise above suggests that European civil society organisations and EU policymakers appear to be less well networked as far as security research matters are concerned than their counterparts from the academic, industry and end-user communities. With this in mind a concerted effort should be made to reach out to individual CSOs and policymakers. In respect to CSOs with an interest in societal security networks such as the European Digital Rights Initiative (**EDRI**),¹⁹ the International Federation for Human Rights (**FIDH**),²⁰ the EU Civil Society Contact Group,²¹ the European Foundation Centre (**EFC**),²² the Permanent Forum of European Civil Society²³ and the European Citizen Action Service (**ECAS**)²⁴ may all provide fruitful opportunities for network building. In respect to policymakers, relevant bodies, institutions and agencies under the auspices of the European Union (**EU**),²⁵ Council of Europe (**CoE**),²⁶ (**OSCE**)²⁷ and United Nations (**UN**)²⁸ should all be considered.

2.2 Strategy for growing the network

In addition to the potential mechanisms for growing the network described above it is important that dedicated strategies are in place to ensure that participation in the SOURCE network is an attractive prospect to members and non-members alike. In the first instance this requires the network to offer something tangible to participants (rather than simply asking them to support the SOURCE project through membership). In essence this means that SOURCE has to be relevant to each of the five diverse target groups of stakeholders. Creating and maintaining such appeal will also require concise messaging, neat presentation, simplicity of registration, proactive communication and competent administration (see further below).

The remainder of this section focuses on strategies to make the SOURCE network an attractive proposition to the target groups by considering their needs with regard to societal security and vis-à-vis one another. Primarily it is important to understand that few stakeholders are interested in networking for networking's sake; their engagement is predicated on the prospect of leveraging intellectual, political, financial, cultural and/or social capital for a perceived gain (whether or not they are cognisant or acknowledging of these self-interests). Be it the pursuit of new knowledge to enable them to better compete in their work or market place, funding opportunities within and beyond the

¹⁸ See <http://www.allea.org/>

¹⁹ See <http://edri.org/>

²⁰ See <http://www.fidh.org/en/>

²¹ See <http://www.act4europe.org/>

²² See <http://www.efc.be/>

²³ See <http://en.forum-civil-society.org/>

²⁴ See <http://www.ecas-citizens.eu/>

²⁵ See http://europa.eu/about-eu/institutions-bodies/index_en.htm

²⁶ See <http://hub.coe.int/web/coe-portal/navigation/organisation>

²⁷ See <http://www.osce.org/institutions>

²⁸ See <https://www.un.org/en/aboutun/structure/>



Horizon 2020 programme, or influence within their own or over an external stakeholder community – for example – few actors are likely to be motivated solely by an altruistic commitment to societal security.

In respect to the **social and human sciences research communities**, the key appeal with regard to participation in the SOURCE network is likely to be an understanding of societal security as newly central to the development and implementation of EU security research policy. That the SOURCE project may also deliver positive benefits in terms of “rebalancing” the security research field around a more holistic and social science-friendly paradigm will also be attractive, as will the possibility to engage with a potentially expansive user base for their own work.

In respect to **security industry actors**, whose aim is to organise financing, development, and production activities that bring security products and services to the market, societal security offers a chance to think through the implications of technological development at an early stage. In this context, participation in the SOURCE network may help them achieve greater buy-in from R&D funders, policy-makers and end-users. The SOURCE network will also provide the space for industry to discuss the perceived benefits and problems with existing security technologies and applications with other stakeholders from across the societal security spectrum.

In respect to **security policy-makers**, already faced with multiple and often competing demands and expectations from different lobby groups and stakeholders, participation in the SOURCE network may be attractive because it offers the opportunity to reconcile some of these differences before policies are drafted, adopted and implemented and thus avoid or mitigate some of the controversies that have long accompanied policy-making in this area. The prospect of enhanced impact assessment and maximal stakeholder participation should both be leveraged in order to solicit the participation of this stakeholder group.

In respect to **members of civil society** and CSOs in particular the SOURCE network will need to demonstrate tangible benefits while mitigating any possible perception within this target group that their participation is likely to advantage other stakeholder communities more than their own. Many CSOs working on security issues feel that their voices have not been heard, that security has all too often “trumped” civil liberty, that “multi-stakeholderism” has tended to benefit government and industry over and above civil society, and that they have been marginalised when it comes to the apportionment of EU and other public funds. Meeting the challenge of enhanced civil society participation in SOURCE will thus depend to no small extent on dispelling these notions.

Finally, in respect to **end-users of societal security**, participation in the SOURCE network needs to leverage issues around social cohesion, trust and support for the implementation and delivery of security policies and operations on the ground. Like civil society, this stakeholder group needs to be persuaded that there are real and tangible benefits to their participation beyond the opportunity to talk to industry and academia.

3. Primary Network Communication Strategy

Communication is an essential aspect of the network coordination. The underlying idea of the Primary Network is to develop knowledge bridges and interactions between different security



stakeholders. Communication about security perceptions and the very notion of societal security itself is therefore important.

The Primary Network consists of a long list of members. Continuous, targeted, relevant and consistent communication with these members is therefore important to keep the list alive. Moreover, as the aim is to grow this list even further, specific tools are needed to spread the word and to reach prospective members.

Special narratives

The partners in charge of the network have agreed that the aims of the network have to be translated into a language every sector can understand. The communication should be clear about what is expected from them and what benefits there are for them in joining the network. Therefore, one of the first steps to insure a proper communication with the Primary Network will be to prepare a special narrative aimed both at the existing members and at the prospective ones. An “umbrella” narrative will be developed first by all partners in charge of the network, followed by a narrative adapted to the different sectors, targeting directly every sector with specifications on the benefits for each of them. Five different narratives will thus be developed on top of the umbrella one. In order to have a tailor-made narrative, each sector will be the responsibility of one partner who will become an expert on his sector by following all relevant information, news and updates so as to target experts knowingly and to adapt the narrative with time.

The responsibilities for the development and ownership of the 5 narratives are the following:

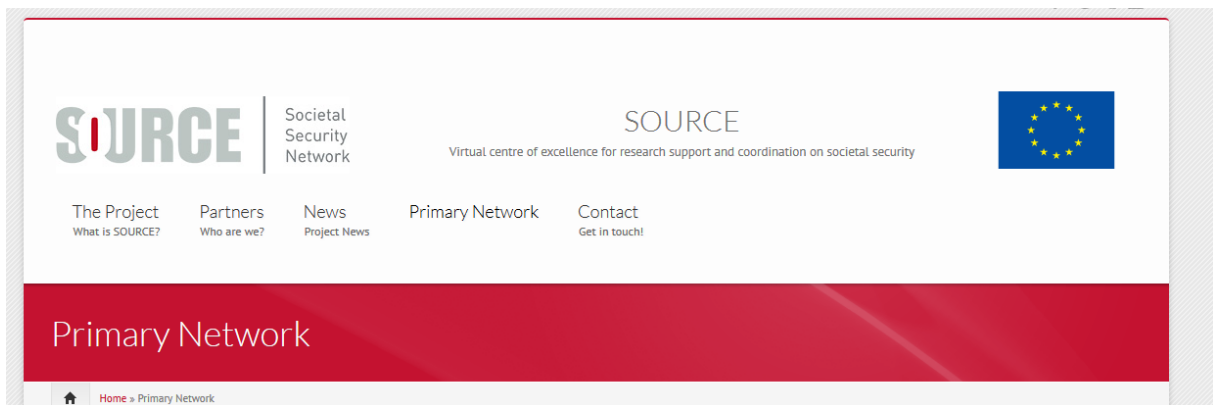
- Industry: EOS
- Civil society: CIES
- Academia: IRKS
- Policy: CEPS
- End-users: FhG

Communication Tools

As said further below (point 5), the management of the Primary Network is the responsibility of the coordinator. All direct communication (mostly through emails) with the Primary Network is therefore to be issued by the coordinator directly, unless otherwise agreed on specific occasions.

The project website (www.societalsecurity.net) will be used as a tool to communicate about the activities, publications and research results. Every relevant new entry, including news items and newsletters, will be notified by a specific mail to the Network members with a direct link to the website.

A specific [section](#) of the website is dedicated to the Primary Network. Relevant articles and information will be made available in this section, together with the narratives described above.



SOURCE is also active on several social media, such as Twitter (@source_eu), LinkedIn (Societal Security Network) and Facebook (Source - Societal Security Network). Primary Network members will be invited to join the debates on these platforms and to spread the word within their respective networks.

In addition to the online virtual communication tools, printed dissemination tools will be used, including a business card and a brochure. Both will serve to inform wide audiences about the project and to attract new members to the network. The business cards have already been developed as a project dissemination tool and are to be used for expanding the network as well. All SOURCE partners have received these cards and have been invited to use them as 'physical keys' to the project website and the social media. This is a useful tool to invite prospective members to join the network.



A sector-specific brochure will also be developed by the partners in charge of each sector as described above. The brochure will be based on the different sector-narratives after presentation of the umbrella narrative.

Additionally, SOURCE partners are encouraged to regularly post news items on their own individual websites, in addition to a link to the SOURCE website and to a direct link for subscribing to the SOURCE e-mail lists. The rationale is to enhance the total network through the networks of the individual partners. Indeed, prospective members can also be found through subscriptions to newsletters. The SOURCE Steering Committee will adopt guidelines to enhance uniformity of information on the different partner websites and social media so as to avoid confusion and misinterpretations.



Online listings & advertisement

Next to communicating its activities and research findings on its own website, SOURCE partners will designate which existing online listings in the security community may be used for further dissemination. Through established online listings, the information of the network will become more visible and apparent, and in time, the way to the website will be found by other stakeholders.

In order to raise the possibility of finding results on the SOURCE website through popular search tools such as Google or Bing, partners will investigate which keywords to add; a campaign through Google AdWords or other relevant search-enhancement tools may be envisaged, as it will greatly enhance the likelihood of finding information on societal security on the SOURCE website via these research tools.

Advertising on relevant online websites, information hubs and journals may be envisaged once the project is well under way and has substantial results to share. The SOURCE Steering Committee will then identify which outlets could be suitable for paid advertising. All these measures will ensure a wide web-presence of the SOURCE project and hopefully increase the number of members in the Primary Network.

4. Networking Activities

Nearly all networking activities are closely related to dissemination activities and vice versa. Thus, synergies between the respective work packages will promote these aims of the SOURCE project. The following networking activities will distribute SOURCE activities and results and thereby aim at extending and maintaining the SOURCE network. Expanding the network is an important activity within SOURCE and will in turn feature the SOURCE progress.

As said above, the current primary network consists of 78 members of the leading academic, industry, civil and end-user actors in Europe. It serves as a starting point for future SOURCE networking activities and lays the basis for achieving the maximum impact of the SOURCE results.

4.1 Networking Tools and Activities to support Sustainability of the Network

This chapter gives a detailed overview and description of the activities that are envisaged to build and sustain the SOURCE network.

1. Personal Contacts – Invite our friends

Since SOURCE as network of excellence is itself a network of networks, consortium partners should start by inviting their “friends” to extend the SOURCE network. It is envisaged that all consortium partners should invite SOURCE-relevant people in their area of work to join the network. Thereby it will be important to mindfully select potential network members since the presence of some might politically deter others to join the network.

During the lifetime of SOURCE as a FP7-funded project (as opposed to the sustainable SOURCE network afterwards, see also below) a kind of pyramid scheme will be developed for the enlargement of the SOURCE network. New network members will also share information about



SOURCE and its activities within their own individual networks and probably extend the SOURCE network by raising interest and invitation of further relevant people.

2. Events

Organizing and holding events like workshops and conferences is a simple way to bring together people of different communities. Such face-to-face meetings enable communities of interest and community of knowledge to realise each other's existence and provide the opportunity to meet and share information and knowledge. Furthermore, organization of regular events can foster mutual understanding, personal relationships as well as information and knowledge exchange.

Despite these benefits one has to keep in mind that participation in such events is a highly time consuming activity which might be discouraging. To overcome this obstacle it is highly important to attract potential participants by offering obvious benefits of participation. Such benefits can be for example the opportunity to learn new methods or to become directly involved in an innovation process (see also section 6.2).

During the course of the project the following workshop activities and conferences are envisaged:

Workshops

- Sector survey meeting (WP2)
- Assessment Workshops (WP2)
- Workshops on ethics, law and human rights (WP6)
- Workshop curriculum on legal and political matters aimed at policy makers (WP7)

Conferences

- Annual Societal Security Conferences (WP9)
- Mid-term conferences (WP1)
- Final Conference (WP1)

Policy & cross-sector Briefings

- Quarterly Policy Briefing Seminars (WP9)
- Policy Science Industry Dialogue modelled after the respective activity in CBRNE and Crisis Management research, an initiative run by the European Commission, DG ENTR
- Another activity will be bilateral meetings with selected key persons, for example by invitations to business lunches.

3. Networking via social and other mass media – Facebook, Twitter, YouTube, LinkedIn, Xing, etc.

Social and other mass media are common tools to reach a broad and diverse audience and to raise awareness to certain topics. Many social tools have been developed in order to manage, maintain



and improve social interactions between people. There, people can easily access, reuse or comment on content that is authored by others. These networking tools are easily accessible and keeping information up-to-date requires relatively little effort.

With respect to the networking purposes in SOURCE the use of social and other mass media is obvious since they allow sharing, participation and collaboration. On the one hand, social networks like Facebook, Twitter or YouTube can be used as tools to increase the interest in societal security and give insight into the real-world societal security concerns of the large and growing European society. If information is presented in an understandable way, these platforms can provide an added-value in disseminating complex issues of security research (including technological issues, issues related to innovation procedures, legal and ethical issues, and questions of society and threats against it) to a wider public (by using e. g. interactive visualizations, video tools, short films). This public is envisaged to be the soil from which the next generation of research and development in the area of societal security will be grown (see also below).

In turn, social and other mass media give researchers, industry, policy makers, and civil society actors as well an insight into the real-world societal security concerns of the European society but also serve as platform to initiate new collaborations. In particular, business networks like LinkedIn or Xing allow easy identification of professionals for a specific topic. These business networking portals can also be deployed for SOURCE related topics.

As partially explained in the communication strategy, the following activities in social and other mass media are planned in the SOURCE project:

- Three different types of computer-generated visualisations will be made available to the mass media in order to make clearer and more understandable the phenomena being measured and dealt with in SOURCE.
- Internet technologies and the new social media will be used extensively in the communication, dissemination and knowledge-sharing components of the network with the aim of attracting more attention to the project and engaging with the public in a direct way.
- A Facebook page has been created for providing updates on events from the project of relevance for the great public (and vice versa).
- The project also maintains a Twitter feed to quickly reach a wide public.
- Film and scenario activities will be promoted through social media and post on a locally hosted YouTube proxy.

4. Access to Results – SOURCE as Primary Reference for information on societal security

The ambition of the network of excellence is to be the primary reference for information, documentation, research, and activities in the fields surrounding societal security, thereby acting as a multiplier within and beyond the SOURCE network. This will include the exchange of knowledge and experiences derived from practice, robust knowledge-sharing, communication and dissemination, and communicating information to the various actors concerned by societal security.

To achieve the above the following activities are envisaged during the lifetime of SOURCE:



Website/ Online Platform (WP9)

- As covered in the communication section, the SOURCE project has a webpage with considerable resources committed to it in order to assure that it is continuously up-to-date with the activities of the project as with relevant news stories of interest in relation to societal security (WP9). The webpage is the first-stop source of information on societal security for the public sphere. An active journalistic activity will provide a continuous flow of information and news articles.

Releases in professional journals and professional web portals

- Through its dissemination activities (WP9) SOURCE will invest considerably in press and media contact. It will produce regular press-releases to the European press and to targeted national press outlets. The dissemination work package will produce regular popularisations both of scholarly publications emanating from the network's members and of technical issues related to the more technologically oriented security research and development.

Publications & Academic Journal

- Quarterly Societal Security Report – SOURCE will publish a technologically oriented fore sighting newsletter, based on the survey activities carried in WP3, WP4, WP5, and WP6. The fore sighting newsletter will be public, but addresses primarily those actors looking for information that will assist in strategic planning and investment (WP9).
- In order to advance scientific research of the highest level, SOURCE will establish a scientific journal on societal security: Technology, Security & Society. The journal will be targeted to academics, policy makers and actors in the security industry. It will be linked to the Global Alliance for Societal Security (see below) and subscription will be linked to membership (WP9).
- Publication of SOURCE results in scientific journals.

4.1 Sustainability of the Network through Benefit Realisation for SOURCE members

The SOURCE working approach is to build a sustainable network in the field of societal security. To that end, SOURCE networking activities are developed to provide added value to its members in their everyday business life in the security sector - also after the official timespan of the FP7-funded activity. Further, a considerable part of the SOURCE activities target the young general public as well as students and young researchers. SOURCE's goal is to attract this audience, but also to provide a network structure for young researchers that could support their careers. This is to ensure a strong follow-up generation of people engaged in societal security.

1. Stakeholder association 'Global Alliance on Societal Security'

Creating the 'Global Alliance on Societal Security' is one of the major goals for long-lasting networking activities based on SOURCE. It is envisaged to be founded by the SOURCE network and will serve as a stakeholder association. It will be the main reference for engaging with stakeholders outside the network and recruiting stakeholders into it.



2. Research Collaboration

SOURCE intends to provide a collaboration platform for research active members, including academia and industry. This will include support for funding seeking as well as the setup of dedicated research challenges.

3. Exchange of Personnel and Students

SOURCE will facilitate the exchange of research personnel and students and intends to provide programmes for PhD students to pursue studies in the field of Societal Security.

4. Addressing and recruiting next-generation researchers

Activities on Facebook, Twitter etc. (see above) will give the younger generation insight into the real-world societal security concerns of the large and growing European society and might encourage them to reflect about societal security. The aim is to attract them to become part of the societal security research community.

Additionally, a short film competition aimed at university students interested in social issues will be organized (WP9). The competition will be announced through European university networks and awarded with a prize and promoted as a YouTube video on the SOURCE web page. In the same spirit, SOURCE will establish contact with and work together with selected secondary school students in order to develop societal security scenarios (WP9), which can also be converted into videos and broadcasted via the SOURCE web page.

In the area of education and training, the SOURCE network will develop a curriculum for a PhD course in technology, security and society (WP7). The course will be targeted at both qualified students of social and human sciences and students of technology, and practitioners such as engineers and designers who are pursuing higher academic degrees. The course material will build upon research results and materials collected in the various segments of the network.

Figure 1 summarises and maps the above described tools and activities regarding both building the SOURCE network and maintaining respectively further extending it.

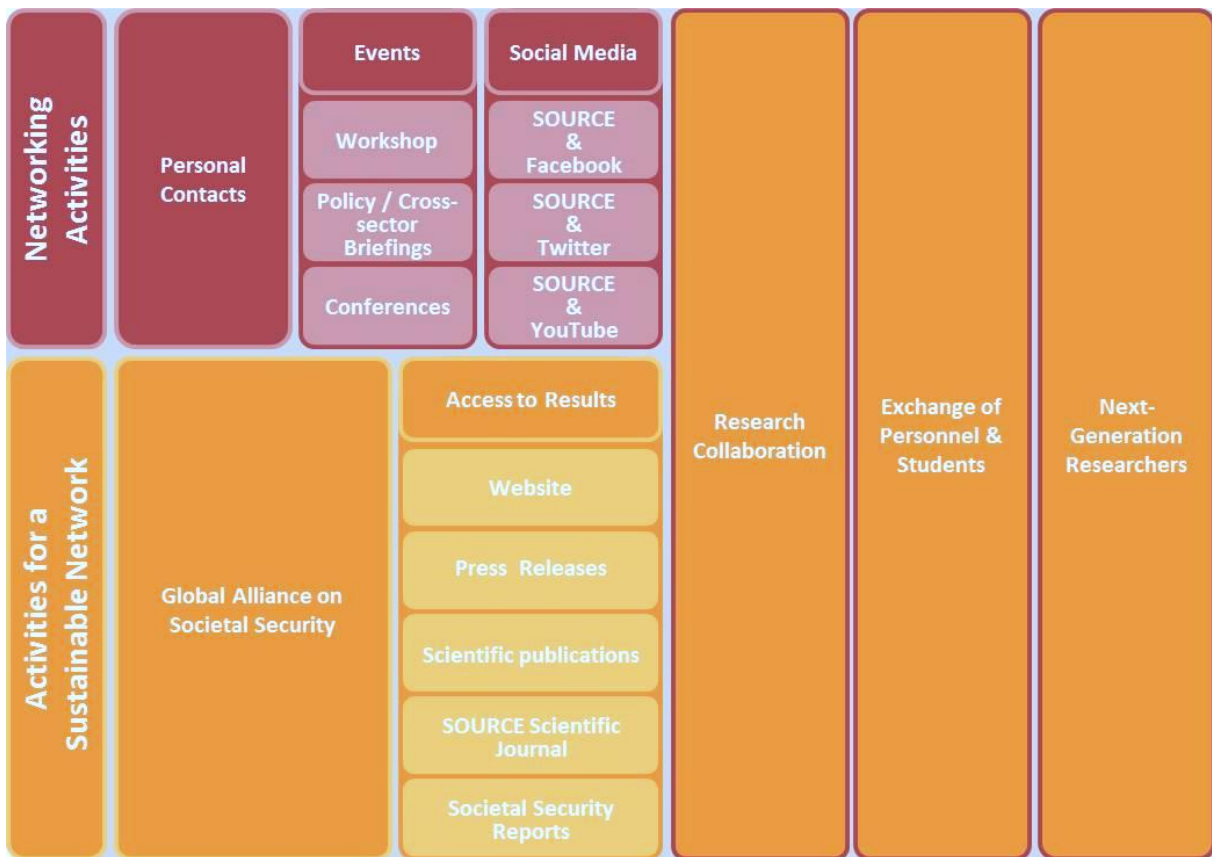


Figure 1: Map of Tools and Activities for Sustainable Networking within SOURCE

5. Management & Finances

Communication: The management of the Primary Network is the responsibility of the coordinator. All communications, invitations and requests to the members are to be issued by the coordinator directly. For specific events organised by other partners, the said partner will take over the communication with the members once they have confirmed their interest.

Recruitment: The recruitment of new members is in principle through the coordinator, unless a partner knows the potential member and can thus approach him or her more easily.

Invitations: The members will be invited to participate to various activities and events. Depending on the occasion, the number of members to be invited will be variable, and decided on a case-by-case basis with the partners involved, respecting the balance between the 5 sectors when appropriate. In some instance, members will be selected on basis of their function, other times the whole network will be approached with a first-come first-served policy, meaning that those who sign up first will be the ones participating, the others will be on a reserve list in case of cancellations.

Funding: The network meeting budget will serve to finance the organization of specific events with the primary network, including the Survey Meeting (T2.3). Additionally, when invited to participate to conferences and other events, the members will have all their travel-related costs covered by the budget, but no per-diem or compensation. The budget is divided equally between the VUB and PRIO.



Both partners will discuss on a case-by-case basis on whose budget the activities will be funded on. In general, activities taking place in Brussels will be funded through VUB's budget for practical purposes. The latter is responsible for a proper reporting and explanation of expenses to the coordinator, keeping the best value for money principle in mind. For strategic purposes, the coordinator must at all times have an overview of the balance in the budget. Both PRIO and VUB must therefore have a precise budget available at any given time.

Fundraising: Since the network will continue to grow over the years and has the ambition to outlive the project, additional funding would help to organize and concretize the network further. In a later stage of the project, partners will be asked to make suggestions on national and regional funders. The list will form the basis for a dynamic data base on the SOURCE intranet. Partners are invited to be proactive on this matter and inform the coordinator on their efforts to seek further funding.

Annex I: SOURCE Primary Network

Civil		
1	Tim H. Stuchtey	Brandenburg Inst. for Society & Security
2	Klaus Stüllenberg	Foundation for Crime Prevention
3	Mojmír Janeček	Iuridicum Remedium
4	Dragana Avramov	Population & Social Policy Consultants (PSPC)
5	David Gus Hussein	Privacy International
6	Erik Toepfer	Statewatch
USERS		
1	Detlef Schroeder	European Police College (CEPOL)
2	Thomas Goergen	German Police University
3	Mark Mellet	Irish Naval Service, Defence Forces Ireland
4	Avi Domb	Israel Police, Division of identification & Forensic sciences
5	Dirk Tielbuerger	NATO Research Centre
6	David Ransom	People United Against Crime
7	Hauke Speth	The City of Dortmund Fire department
8	Arto Niemenkari	The Finnish Border Guard
9	Albrecht Broemme	The German Federal Agency for Technical Relief (THW)
10	David Wright	TRILATERAL
Industry		
1	Jean-Luc Dugelay	EUROCOM
2	Gemma Deler	Applus+
3	Christian Baumhauer	ARTTIC SAS
4	Manfred Bromba	Bromba GmbH Biometrics
5	Sabine Funk	Certified Crowd & Safety Manager
6	Enrico, Reboscio	DOTVOCAL
7	Véronique Pevtschin	ENGINEERING
8	Frederik Kortbæk	FK Konsulting
9	Matthias Mueth	Hamburg Consult GmbH
10	Ho Chang	Human Scan AG
11	Leire Serrano	INDRA Security Systems
12	Fernando Barbero	INDRA SISTEMAS
13	Bernard Didier	Morpho
14	Alessandro Zanasi	Zanasi & Partners
Academia		
1	Johann Čas	Austrian Academy of Sciences Academia
2	George J. Annas	Boston University
3	Alessandro Acquisti	Carnegie Mellon University
4	Gunther Schwarz	CASSIDIAN
5	Marco Lombardi	Catholic University of Milan
6	Alexander Siedschlag	Center for European Security Studies, Sigmund Freud Private University
7	William Webster	Centre for Research into Information, Surveillance and Privacy (CRISP)
8	Kirstie Ball	Centre for Research into Information, Surveillance and Privacy (CRISP)
9	Bernd Carsten Stahl	DeMontford University

10	Lars Göran Mattson	Department of Transport Science, KTH – Royal Institute of Technology
11	Regina Ammicht Quinn	Eberhard-Karls-University Tuebingen
12	Mireille Hildebrandt	Erasmus School of Law
13	Martin Scheinin	European University Institute
14	Dr. Saskia Steiger	Forschungsforum Öffentliche Sicherheit, Freie Universität Berlin
15	Christopher Daase	Goethe University
16	Georgios Kolliarakis	Goethe-Universität Frankfurt
17	Per Näsman	Group of Safety Research, KTH – Royal Institute of Technology
18	Rafael Behr	Hamburg University of applied Police Sciences
19	Wojciech Kostecki	Interdisciplinary Centre for Conflict Research
20	Adelheid Wessling	KOM-Consulting
21	Edward F. Halpin	Leeds Metropolitan University
22	Steve Wright	Leeds Metropolitan University
23	Douwe Korff	London Metropolitan University
24	Christine Adler	Ludwig Maximilians-University
25	Maja Frykman Povrzanovic	Malmö University College
26	Tomas Ries	National Defence College Sweden
27	Antoinette Rouvroy	National Fund for Scientific Research
28	Stephen Graham	New Castle University
29	Anaïs Reding	RAND Europe
30	Oto Luthar	Slovenian Academy of Arts and Sciences
31	Mimi Urbanc	Slovenian Academy of Arts and Sciences
32	Sara Degli Esposti	The Open University
33	Jörn Birkman	United Nations University (UNU)
34	Gemma Galdon Clavell	Universitat Oberta de Catalunya
35	Fiona de Londras	University College Dublin
36	Caroline Miltgen	University of Angers
37	Tom Sorell	University of Birmingham
38	Jurgen Pohl	University of Bonn
39	Frank Furedi	University of Kent
40	Tugba Basaran	University of Kent at Brussels
41	Sadie Creese	University of Oxford
42	Rainer Koch	University of Paderborn
43	Bernhard Frevel	University of Public Administration, North Rhine Westphalia
44	Noel Sharkey	University of Sheffield
45	Aaron Quigley	University of St Andrews
46	Nils Petersen	University of Witten/Herdecke
47	Arjen Boin	Utrecht University
48	Monica den Boer	VU University Amsterdam - Police Academy of the Netherlands