



D.8.1.3 The E-ARK Dissemination Strategy: Year 3

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Contributors	
Name	Affiliation
Clive Billenness	University of Brighton
Janet Anderson	University of Brighton
David Anderson	University of Brighton
Andrew Wilson	University of Brighton

STATEMENT OF ORIGINALITY

Statement of Originality

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

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The E-ARK participants are:

Participant no.	Participant organisation name	Participant short name	Country
01 (Co-ordinator)	University of Brighton	UoB	UK
02 (Participant)	AIT Austrian Institute of Technology GmbH	AIT	Austria
03 (Participant)	Ministrstvo za kulturo	MC	Slovenia
04 (Participant)	DLM Forum Foundation	DLM	UK
05 (Participant)	Statens Arkiver: The Danish National Archives	DNA	Denmark
06 (Participant)	Digital Preservation Coalition Ltd.	DPC	UK
07 (Participant)	Universität zu Köln	UCO	Germany
08 (Participant)	Instituto Superior Técnico	IST	Portugal
09 (Participant)	National Archives of Hungary	NAH	Hungary
10 (Participant)	Rahvusarhiiv: The National Archives of Estonia	NAE	Estonia
11 (Participant)	Arkivverket: National Archival Services of Norway	NAN	Norway
12 (Participant)	ES Solutions	ESS	Sweden
13 (Participant)	KEEP SOLUTIONS LDA	KEEPS	Portugal
14 (Participant)	Magenta ApS	MAG	Denmark
15 (Participant)	Agência para a Modernização Administrativa IP	AMA	Portugal
16 (Participant)	Ministerio de Hacienda y Administraciones Pública	MHAP	Spain
17 (Participant)	University of Portsmouth Higher Education Corporation	UPHEC	UK

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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 archiving / 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 reviews the achievements of the project during its second year and then restates its overall strategy and the detailed activities which we will undertake during our final Year 3 to achieve, and measure the success of our strategy.

This is an update of the Strategy, provided as requested the European Commission Year 2 Reviewers to include details of work undertaken during Year 3 to ensure the long-term sustainability of the E-ARK Project outputs.

2. Objectives

This Project Dissemination Strategy sets out the strategy for achieving the communications objectives for Project E-ARK. The overriding 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. It will be responsible for the creation and implementation of measures to ensure the long-term sustainability of the project's outputs beyond the end of the project itself.

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)

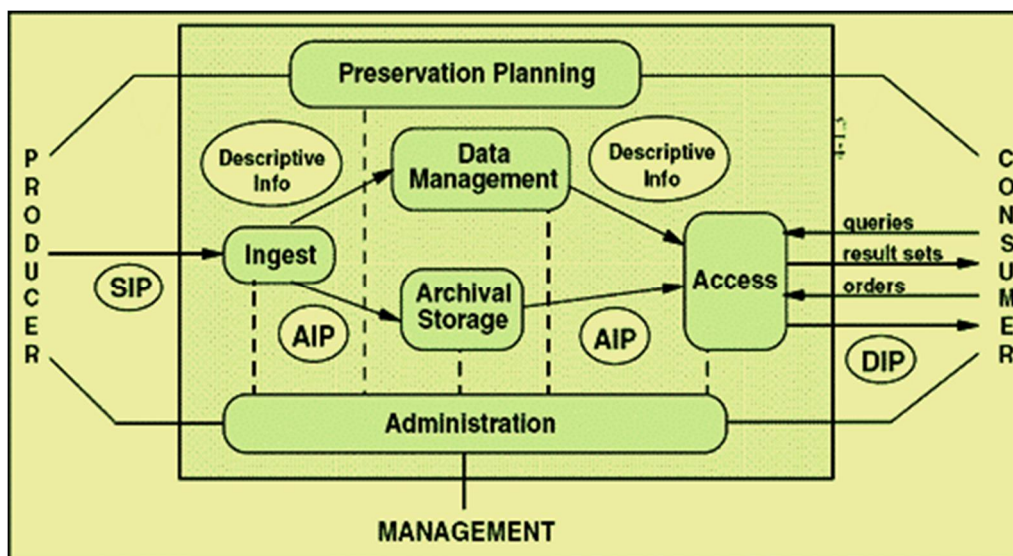


Figure 1 - OAIS Functional Entities

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 support 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.

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. We have included our achievements in Years 1 and 2:

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 and paper forms	70% of responses Score >=4 Achieved at DLM Forum meeting, Luxembourg, September 2015 ✓		
9	Goal 2	Newsletter <i>Now distributed monthly via http://paper.li</i>	Numeric: Total number of downloads of the newsletter per issue Measured by: Online web analytics plus feed to Project Google Analytics page	150 322 views as at 31/1 2015 ✓	500 510 views as at 31/1 2016 ✓	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
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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.

As a result of our successes in the first year we decided to 'stretch' our targets for the second year as follows: by the end of month 24 we would achieve

MEASURE	TARGET (ORIGINAL)	ACTUALLY ACHIEVED
Number of hits on E-ARK website per month (average)	1,500 (750)	2,081 pm over 12 months
Number of unique website visitors per month (average)	500 (400)	663 pm over 12 months
Number of EC countries from which visitors originate over project year	22 (12)	28

Number of Twitter Users following E-ARK Twitter account	150 (100)	230
Number of third-party Tweets referring to E-ARK over year	(500)	5,500*
Number of accounts joined to LinkedIn E-ARK Account by the end of Month 24	100	150

**It continued to prove difficult to track re-Tweets as we found many people referred to the project without citing our hashtag. We have therefore measured Twitter Impressions – the number of times our tweets were delivered to users as a result of a search being made. This measures our exposure and we believe is indicative of the level of interest in our project*

We have created new 'Stretch' Targets for our third year:

MEASURE	TARGET
Number of hits on E-ARK website per month (average over final 3 months)	2,500
Number of unique website visitors per month (average over final 3 months)	750
Number of EC countries from which visitors originate over project year	Maintain - All countries in EU
Number of Twitter Users following E-ARK Twitter account	350
Number of Twitter impressions	7,500
Number of accounts joined to LinkedIn E-ARK Account by the end of Month 36	250

3. Key Messages

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.

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

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.

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

4. Stakeholders and Audiences

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 16 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
- Individuals with a professional interest in digital archiving.*
- 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.

** The members of the EC Scientific Review Team who reviewed our work at the end of Year 2 recommended that we explicitly identify this Stakeholder Group. This group has therefore been included in this updated Stakeholder list. We have identified that of the 377 individuals following the Project via Twitter on 1 January 2017, 233 have published Twitter profiles which clearly indicate that they are directly involved in activities associated with digital archiving.*

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	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
			within the organisation				
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 Continuously 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	To maximize information amongst DLM Forum Community To prepare for use of project outcomes	Website Newsletter Via Project Team Members Presentations at DLM / DPC events	Throughout project from the beginning At DLM Forum events At DLM Executive	Continued support for Project throughout its life Support / further implementations beyond the	Feedback obtained via a survey of members conducted by DLM Forum Evidence of adoption of

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
		affects stakeholder General Progress	within by DLM Forum members	Briefings to Executive Committee Through Consultative Groups	Board meetings	project conclusion	project outputs by DLM Forum Members
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	To inform and educate stakeholders about issues relating to the long-term	Website Newsletters Presentations at DLM / DPC events	Once overall project approach and plans have been formalized –	Extended uptake of project outputs by organizations beyond the pilots	Attendance at events Number of institutions undertaking Maturity

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 Benefits General Progress Research outcomes Opportunities for exploitation of outcomes Major milestones	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 community	Presentations at third-party events Articles placed in third-party publications Through Consultative Groups Creation of mailing list for distribution of information bulletins	(probably Month 3) Regularly during years 1 – 2 Frequently once Pilots deployed At end of project	Adoption of Maturity Model	Model Self-Assessment and scores achieved over the life of the project Delegate feedback from events attended Long-term impact survey at conclusion of project Subscriptions to newsletters and e-bulletins

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 promote the Maturity Model				
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 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 inform and educate stakeholders about business issues relating to the long-term	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 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 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
			<p>preservation and access to Digital Archival material including current holdings</p> <p>To advise and encourage adoption of Good Practice in the management of Digital Archives</p> <p>To encourage interest and uptake of project outcomes amongst the wider archival community</p>				

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
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 these issues	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
			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	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
			hold digital material. To encourage future 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	To provide information about the general issues relating to the long-term preservation of archival records. To provide information about the outputs and	Website Newsletters Presentations at DLM / DPC events Presentations at third-party events Articles placed in third-party publications Through Consultative Groups	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 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
		exploitation of outcomes Major milestones	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 To provide assistance in promoting products	One-to-one briefings with e.g. e-Government organisations Through common e-Government projects such as eSENS. Briefings at national level with elected reps and Government organisations			

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
			which use the project's outputs To increase overall the economic activity within the EC				
The United Nations (UNESCO)	I	General Background to project Project Objectives & Plan Project Benefits General Progress Research outcomes Results of Pilots Opportunities for	UNESCO are currently creating a digital roadmap under the project name PERSIST. We believe that the outcomes and outputs of E-ARK will be of relevance to their work	Via website, personal contacts with PERSIST project team members and by attendance (by invitation) at PERSIST planning meetings	Throughout Year 3 of Project	To identify opportunities for the adoption of E-ARK tools and services within the PERSIST Project and so promote them to a global audience.	Feedback from PERSIST Project via contacts and meetings.

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
		exploitation of outcomes Major milestones					
Individuals with a professional interest in digital archiving.	I/C	General and Technical Background to project. Costs and benefits available from adoption of E-ARK tools and services. Relevance to professionals involved in digital archiving General Progress	To raise general awareness of the work and outputs of the project and thereby encourage wider adoption of E-ARK tools and services beyond the initial pilots.	Website Newsletters Presentations at DLM / DPC events Presentations at third-party events Publication of tools and services on public GitHub site. Articles placed in third-party publications Engagement via Social Media (e.g. LinkedIn and Twitter) Videos of presentations on	Regularly from shortly after project outset Once pilots are deployed At conclusion of project	Increased awareness of the issues relating to the long-term preservation of digital archival material Increased awareness of EC Research Programmes. Adoption and testing of tools and services beyond the E-ARK pilots.	Via Social Media activity and attendance at meetings / conferences etc Comment and feedback in social media and elsewhere. (Note: this Stakeholder Group form a subset of the Group: General Public)

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
				YouTube or similar. Published Summaries of Annual and Final Reports to EC			
The general public	I	General Background to project Costs and benefits Relevance to people in general General Progress	To inform and educate stakeholders about issues relating to the long-term 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	Website Newsletters Presentations at DLM / DPC events Presentations at 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	Regularly from shortly after project outset Once pilots are deployed At conclusion of project.	Increased awareness of the issues relating to the long-term preservation of digital archival material Increased awareness of EC Research Programmes	Website statistics Subscriptions to newsletters and e-bulletins Social media 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
			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 research	Annual and Final Reports to EC			
The European Commission (as an international influencing institution)	I	Detailed background to project Detailed progress, costs and achievements	To prove visible success against project objectives To demonstrate	Via Periodic Reports and Annual Reviews Via regular communication with Project Officer	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
			<p>value for money achieved</p> <p>To demonstrate performance improvement across the European Community</p> <p>To provide tools and services which can be adopted by other European initiatives and so avoid duplication of effort and cost</p>	<p>Read-only access to Project's Sharepoint Site</p> <p>Invitations as delegates and guest speaker slots at Project events</p> <p>Contributions to EC PSP exhibitions / reports</p>			
The European Commission (as an institution with digital archives)	I	Details of Project objectives	To promote the adoption of E-ARK tools and	Via Website, Newsletters, personal contacts between E-ARK	Throughout project	To enable and encourage the EC to adopt E-ARK tools and services and so	Via feedback obtained though regular dialogues with

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
		and deliverables Project Progress	services by the EC	team members and project team at the EC		influence others to also adopt project outputs.	the EC Project Team
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	To provide information about the outputs and outcomes of the project. To promote the tools and	Website Newsletters Presentations at DLM / DPC events Presentations at third-party events	Once overall project approach and plans have been formalized – (probably Month 3)	Increased interest in project outputs Adoption of project outputs for integration into existing and	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
		<p>General Progress Detailed information about Pilots Research outcomes Opportunities for exploitation of outcomes Major milestones Information about how to contribute to the Project</p>	<p>services provided by the project To encourage 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</p>	<p>Articles placed in third-party publications Through Consultative Groups One-to-one briefings with organisations</p>	<p>Regularly during years 1 – 2 Frequently once Pilots deployed At end of project</p>	<p>new commercial tools</p>	

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
			economic activity within the EC				
Manufacturer, Suppliers and Maintainers of ERMS and other CMIS	I / C	Issues of future interest General Background to project Project Objectives & Plan Project Benefits General Progress Detailed information about Pilots Research outcomes Opportunities for exploitation of outcomes	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	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 organisations	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 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
		Major milestones Information about how to contribute to the Project	and 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				

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-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 Practice To encourage an open and non-proprietary approach to the long-term preservation	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
			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 (e.g. National Archives)	I	Issues of future interest General Background to project Project Objectives & Plan Project Benefits	To provide background information regarding the technical issues when placing archival records into a long-term	Dialogue with and submissions to national and European regulatory organizations Briefings at national level with elected reps	Upon delivery of legal study deliverable Upon delivery of research outputs At conclusion of 'Lessons Learned' activity	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

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
		Detailed information about Pilots Research outcomes Major milestones	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	and Government organisations	relating to Pilots At conclusion of Project		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
			which has been identified by the project				

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

Events organised by E-ARK partners either dedicated to E-ARK or with significant E-ARK content.

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)

Workpackage-Specific Communications Activities

4.1.1. WP2

WP2 has four phases (which are aligned to the project-wide phases), all 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. This model

is continuously updated throughout the life of the project, based on feedback from stakeholders and others, so it is important to keep all stakeholders informed of such updates.

• 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

Building on the work in Year 2 to undertake detailed planning of the pilots, specific communications and engagement activities will be included in each individual pilot plan, which will be finalised at the beginning of year three (M24-27).

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).

- Deployment (introduction of the project's pilot system alongside or integrated into the current system, M19 - M30)

Tasks T2.1 (General model and use case definitions) in Year 1 involved 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

As this task continues and the general model is refined, the work package team will undertake further engagement with these stakeholders.

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

The deliverable D2.2 is a living document which is continuously updated in line with the major EC reform(s) in this area. Stakeholders are informed of changes and their input sought. We continue to be invited to give presentations about this work.

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

This liaison will continue in year three as the tools are deployed in the pilots.

T2.4 Future Pilot Deployment (M25 - M27) will require planning of local dissemination material for use in the local pilots. This work will be conducted jointly by the WP Leads and the local Pilot Liaison Officers.

When the full scale pilots are implemented (M27 - 33), there will be observers from:

- Project Team Members DLM and DPC

When the shorter “stretch” pilots are implemented (M27 - M33), there will be observers from:

- Institutions within Project Members DLM and DPC that are not participating in the project.

External validation of extended “Beta” program of implementation of project results by:

- Project Team Members DLM and DPC with some limited involvement from other Project Team Members.

T2.5 Support and Execution of Pilots (M7-M33)

The results of the pilots will be communicated to:

- Project Team Members
- Pilot Organisations
- DLM Forum Members
- DPC Members
- Advisory Board 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
- And their input sought.

T2.6 Produce Final Public Report

A draft of the final report will be sent to Advisory Board Members for their input before publication.

4.1.2. WP3

For Task 3.1, Records export requirements (M1 onwards), the main stakeholders are:

- Project Team National Archive and Data Provider Members
- DLM Forum Members
- DPC Members
- Advisory Board 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) looking at records export issues
- Manufacturer, Suppliers and Maintainers of Digital Archiving Systems
- Manufacturer, Suppliers and Maintainers of ERMS and other CMS

Task 3.2 EARK-SIP Specification (M1-36)

For the Best Practice Survey, WP3 focused on pre-ingest, metadata, and SIPs, and carried out a widespread survey via SurveyMonkey to:

- DLM Forum Members
- DPC Members
- Advisory Board 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 System
- Manufacturer, Suppliers and Maintainers of ERMS and other CMS

The stakeholders involved in providing detailed input via interview for task 3.3 (T3.3 – SIP creation tools, M7 onwards) were 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.

The same stakeholders were then consulted regularly for their feedback on and input into the various developmental stages of the E-ARK-SIP Specification, and this will continue until the project end.

Task 3.3 SIP Creation Tools (M7-M36)

The key stakeholders for commenting on the SIP creation tools are the same as those listed above for Task 3.2, for the E-ARK SIP specification.

4.1.3. WP4

For the Best Practice Survey, in Task 4.1, WP4 focused on creating a vendor-neutral AIP, and consulted the same stakeholders as for task 3.2 above, 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, being the key stakeholders here.

For Task 4.2: SIP-AIP Conversion Component specification (M7-36), and Task 4.3: SIP-AIP Conversion Component Implementation the stakeholders are the same as those for Task 3.3 (and Task 3.2). Given the Data Warehousing / Data Mining / OLAP emphasis, users with a Big Data background (such as the Institute of Historical Research, London, UK with its BOUDAH project experience) are key.

4.1.4. WP5

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

Task 5.1 (Access and Presentation Requirements) **[Completed]** consisted 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), T5.3 ((E-ARK DIP Format Specifications) and T5.4 (AIP-DIP Transformation Content) and 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). Feedback and input is sought from the same stakeholders as for Task 3.2.

So the main stakeholders for this task would be:

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

T5.5 (Search, Access, and Display Interfaces). Work on the design of the interfaces will begin in M15, and the project will seek feedback from a wide variety of sources, including delegates at events where prototypes are demonstrated. Work in this area will be undertaken in conjunction with WP7, and will focus on recruitment of assessors to contribute in WP7 assessments. Key stakeholders here are DLM members who are not also part of the project.

4.1.5. 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
- UK Data Archive
- Commercial / Technical Advisory Board Members such as the Open Preservation Foundation
- Other EC Research Projects (e.g. recently completed: SCAPE, APARSEN current: eSENS, PERICLES)

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

4.1.6. 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 and recently-completed EC Research Projects (4C, TIMBUS, eSENS, PERICLES, 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

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.
- pilots** - for all project members involved in the WP2 pilots

Another list:

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

have all been activated

Dedicated lists have also been created for each of our three Advisory Boards

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 is 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.

Finally, the project has created a shared Google Drive to assist in the collaborative creation of documents.

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.

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

5.1.3. 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 meet face to face at least once every year and hold other, exception-driven meetings as required.

5.1.4. 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 approximately every quarter and will meet face to face at least once a year.

5.1.5. Work packages (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.

5.1.6. 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 lead 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.

Reporting

5.1.7. Internal Reporting

Work Package Leads (WPL's) will provide fortnightly verbal 'highlight' reports at their teleconferences. These meetings will be recorded and Actions Lists created.

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 normally provide an aggregated quarterly report of person-months committed at Task Level for comparison with the Description of Work.

In addition, each partner will normally 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 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.

5.1.8. 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

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

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

- o eSENS
- o eARD (http://riksarkivet.se/Media/pdf-filer/Projekt/eARD_informationstext_eng.pdf)
- o 4C (now finished)
- o SCAPE (now finished)
- o TIMBUS (now finished)
- o DANRW (<http://www.danrw.de/?lang=en>) (now finished)
- o APEX (<http://www.apex-project.eu/index.php/en/>) (now finished)
- o benchmarkDP (<http://benchmark-dp.org/>)
- o PERICLES (<http://pericles-project.eu>)
- o UNESCO PERSIST (<https://www.unesco.nl/digital-sustainability>)

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.

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

With effect from 1 February 2016, these will be led by UoB 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 in Year 3 include:

- o Outreach workshops at DLM Forum Meetings
- o Presentations and workshops by partners at a range of international conferences with a focus on digital archiving
- o Interviews with stakeholders
- o Creation of online video material
- o A large dedicated event for Spanish archivists from both central and regional government bodies (organised by partner MINHAP at which the impact of recent changes in Spanish national legislation and the use of E-ARK will be discussed
- o An international conference being organised in collaboration with the Pericles Project in November/December at which the findings of both projects will be presented and the inter-relationships explored before a large multi-disciplinary audience.

Advisory Board Meetings

E-ARK has established three stakeholder Advisory Boards as an integral component of project governance, as well as to enhance project communication and dissemination activities. The three Boards are:

Commercial / Technical Advisory Board (system / technology providers)

Archival Advisory Board

Data Provider Advisory Board (representing data creators, OAIS Producers)

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 (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.

At the end of year one the Commercial/Technical Advisory Board had 9 member organisations.

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.

At the end of year one the Archival Advisory Board comprised 14 member institutions.

The remit of the Data Provider Advisory Board is to:

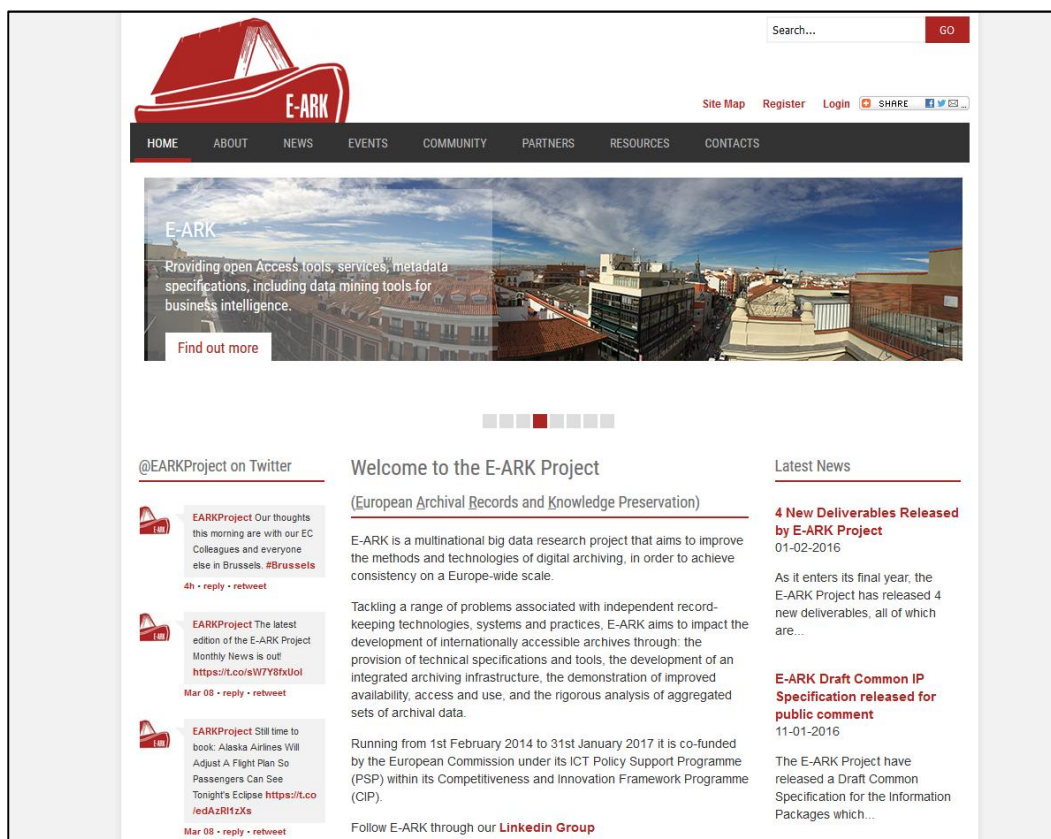
- ensure that E-ARK outputs remain compatible with national and international standards and legislation, especially those relating to Interoperability with respect to Open Data and E-Government
- permit E-ARK to engage with legislators on matters of common interest relating to information governance.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

At the end of year one of the project, the Data Providers Advisory Board consisted of 4 member organisations and one individual member.

The Boards will meet annually face to face, with teleconferences in between annual meetings. In year 2 of the project, 2 face to face meetings were held. The first of these was held in conjunction with the International Council of Archives Annual Conference in Reykjavik Iceland on 27 September. The second face to face meeting of the Boards was held in conjunction with the DLM Forum Member Meeting in Luxembourg on 15 October. Although 9 members attended the very successful DLM Advisory Boards meeting, attendance at the ICA Advisory Boards meeting was low, with only 3 members attending. It may not be practical to hold future AB meetings outside mainland Europe.

Advisory Board members are sent an overview report approximately every quarter that details Work Package progress in the previous 3 months and foreshadows major project activities in the upcoming 3 months. In year 2, reports were circulated in February, May, September and December 2015. We will continue to provide these reports in Year 3.

Project Website



The screenshot shows the E-ARK Project website. At the top left is the E-ARK logo, a red boat with 'E-ARK' written on its side. To the right is a search bar with a 'GO' button. Below the logo is a navigation menu with links: HOME, ABOUT, NEWS, EVENTS, COMMUNITY, PARTNERS, RESOURCES, and CONTACTS. In the top right corner, there are links for 'Site Map', 'Register', 'Login', and social media icons for 'SHARE', 'Facebook', and 'Twitter'. The main content area features a large banner image of a city street with the text 'E-ARK Providing open Access tools, services, metadata specifications, including data mining tools for business intelligence.' and a 'Find out more' button. Below the banner is a row of five small square icons. The page is divided into three columns. The left column is titled '@EARKProject on Twitter' and contains three tweets from E-ARKProject. The middle column is titled 'Welcome to the E-ARK Project' and contains a sub-header '(European Archival Records and Knowledge Preservation)'. Below this is a paragraph describing the project's goals and a paragraph about the project's infrastructure. The right column is titled 'Latest News' and contains two news items: '4 New Deliverables Released by E-ARK Project' and 'E-ARK Draft Common IP Specification released for public comment'.

The project website is the responsibility of the DPC (Project Partner #06). A full website has been created using the Joomla Web Content Management System

The site contains the anticipated 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 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.

links to Google Analytics for detailed monitoring of site usage.

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 #earkproject 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 send regular bulletins and announcements. We will also ask associated projects with similar mailing lists, e.g. the Open Preservation Foundation, to forward our messages to their members.

The management of the Twitter account is undertaken by DPC and the @EARKProject tweets one archival or 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 #earkproject hashtag (this was changed from #eak as this appears to be used for unidentified purposes by Asian users of Twitter)..

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.

Tweets >


Following >

Followers >

Favorites >

Lists >

Who to follow · Refresh · View all




Laura Molloy @LM_HATII
Followed by Adrian Finn an...

Follow



Paul Wheatley @pwwheatley
Followed by KEEP SOLUTI...

Follow




Digital Curation @digitalour...
Followed by Jan Dalsten Ss...

Follow

Popular accounts · Find friends

Trends · Change

- #GetConnected Promoted
- #tbt
- #InternationalDayOfHappiness
- #iambirminghamsbillionthgirl
- Janine
- Unlucky Spurs
- From Bump to Buzz
- #TED2014



E-ARK Project
@EARKProject
e-ark-project.eu

TWEETS
4


FOLLOWING
18

FOLLOWERS
28

Edit profile

Tweets


Retweeted by E-ARK Project



William Kilbride @WilliamKilbride · 8h
last call for applications for #dpc scholarships to attend dptp in London this april. The deadline is tomorrow at 12: dpconline.org/newsroom/ates...

Expand Reply Retweeted Favorite More

Retweeted by E-ARK Project



Ed Fay @digitalfay · 5h
#digitalpreservation stickers! Thanks @Sarah_DPC...it's official: my other laptop is a trusted repository pic.twitter.com/ubqQ9eyNw



We have also established a dedicated group on the LinkedIn system by which we can communicate and discuss issues relating to the project with an expanding community of interest.

Conferences and Events

The principal focus for year 3 is to encourage wider uptake of the project's tools and services and to use anticipated successful outcomes of our pilots to encourage more organisations to adopt these. We will provide a detailed report on our attendance at conferences and meetings in Year 3 during our EC Review.

We have identified the following events during Year 3 at which we will either be represented or submit papers. We will promote uptake of our tools as they are deployed and gather user feedback. This includes large events organised through our partners.

We will also continue to organise local training courses and presentations via individual partners.

Month	Date	Event	Location	Owner/ Affiliation	Activity	Topic
Mar-16	1	Conference of Interoperability and E-Archive on the European Framework	Madrid, Spain	Instituto Nacional de Administracion Publica (INAP) - Conference for Spanish national and regional governmental archivists	Presentations. Open discussions	"Background to E-ARK Project. Discussions about applicability in Spanish institutions. Briefing on E-ARK tools and services
Mar-16	14 - 15	Our Digital Future	Cambridge, UK	Public Conference	Presentation	The Use of Big Data Techniques for Digital Archiving
Apr-16	13 - 15	International Conference on Technical and Field Related Problems of Traditional and Electronic Archiving	Radenci, Slovenia	Public Conference	Presentation	Briefing on E-ARK Project, background, tools and services
Jun-16	8 - 9	Annual General Meeting of the DLM Forum	The Hague, Netherlands	Member Conference	Presentations and Workshops	Update on Project Tools and Services. Demonstrations
Jul-16	11 - 16	Digital Humanities 2016	Krakow, Poland	Public Conference	Presentation	Using Big Data Techniques for searching digital archives. Use cases.
Sep-16	5 - 10	ICA 2016	Seoul, S.Korea	Public Conference	Presentation.	Update on Project Tools and Services
Oct-16	3 - 6	iPres 2016	Bern, Switzerland	Public Conference	Presentations and Workshops	Demonstrations of Project Tools and Services
Oct-16	24 - 25	International Institute for Archival Science	Trieste, Italy	Public Conference	Presentation	Briefing on E-ARK Project, including interactive demonstrations of tools
Oct-16	26 - 28	Meeting of PASIG	New York, USA	Public Conference	Conference	Briefing on E-ARK Project, background, tools and services. Reports on Pilots. Hands-on demonstrations of E-ARK Tools
Nov-16	14 - 15	Autumn Meeting of the DLM Forum	Oslo, Norway	Member Conference	Presentations and Workshops	Update on outcomes of Pilots. Hands-on access to tools
Dec-16	1 - 2	Joint PERICLES / E-ARK Conference	London, UK	Public Conference	Presentations and Workshops	Briefing on E-ARK Project, background, tools and services. Reports on Pilots. Hands-on demonstrations of E-ARK Tools

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

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.

We have also been invited to submit an article for inclusion in the ICA's EURBICA periodical and also to the in-house magazine of the UK National Archives.

Reports

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 UoB and will be made available through the project website.

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 UoB 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.

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 in addition to traditional paper-based forms, we will avoid the problem of delegates showing reluctance to complete such 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).

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:

All Year 2 Deliverables, as listed below, have been delivered to the EC according to the project schedule

Deliverable			
No.	Description		Month Due/Delivered
8.1.2	Annual Dissemination Strategy (Year2) (including updated Stakeholder Analysis and Exploitation strategy		13
5.2	E-ARK DIP draft specification		15
2.2	Legal Issues report for pilot		18
6.1	Faceted Query Interface and API		18
7.2	Initial Assessment and Evaluation		18
3.3	E-ARK SIP pilot specification (revision of D3.2)		24
4.3	E-ARK AIP pilot specification (revision of D4.2)		24
6.2	Integrated Platform Reference Implementation		24
7.3	Prototype of the Knowledge Centre Service		24

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 (NEF / 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 are 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. Ensuring the Sustainability of the the E-ARK Outputs

Given the level of investment made in the work of the Project by both the EC and the Project's partners, it is important that the project's outputs continue to be well-supported after its conclusion.

This is necessary not only to achieve the objective stated in the European Commission's original Call for Proposals that "proposers should anticipate sustainability and scalability beyond the pilot phase" but also to support the archiving community which we believe will substantially benefit from our work.

The creation and dissemination of well-defined and robust arrangements for the sustainability of the project's work will assure potential users of the E-ARK tools and services that the internal financial investment and commitment of resources that will be required to adopt them will not be at risk.

The Project has identified 3 core areas where sustainability arrangements must be put in place before the project concludes:

- The Specifications and Standards created within the Project, as well as other standards which may be evolved or derived from these
- The Tools and Services created during the Project
- The E-ARK Knowledge Base and Maturity Model

E-ARK Specifications and Standards

The Project has identified the following Specifications and Standards which must be maintained:

- Common Specification for Information Packages;
- E-ARK Submission Information Package Specification;
- E-ARK Archival Information Package Specification;
- E-ARK Dissemination Information Package Specification;
- Content Information Type Specification: SMURF (Semantically Marked-Up Records Format) ERMS;
- Content Information Type Specification: SMURF SFSB (simple file-system based records) incl. geo-data sub-profile.

To address these, the DLM Forum have created, and will provide support for, the DLM Archival Standards Board (DAS Board)

A Draft Constitution for the DAS Board was published in November 2016 and comments invited from the DLM Members and members of the general Archival Community. Although primarily intended to comprise members of the DLM, to be appointed in accordance with the DLM Forum's constitution, provision has been also been made for the co-option of independent members.

The Board will also be responsible for:

- Coordinating the creation or registration of any additional Content Information Type Specifications either within or outside the DLM Forum;
- Collaborating with the Swiss Federal Archives in maintaining the SIARD format for the archiving of relational databases.

The Board will hold its first formal meeting in February 2017.

E-ARK Tools and Services

From the definition of the E-ARK Project, it was agreed by all partners that all outputs would be published in as open a form as possible.

The Project has delivered, via its Commercial Partners, a number of tools and services. These have already been published on the project's dedicated GitHub web page <https://github.com/eark-project>

In co-ordination with the original authors, the Open Preservation Foundation (OPF) have agreed to accept this software into their repository. A protocol for the hand-over and acceptance of the software has already been agreed with the OPF and acceptance inspection and testing is already under way. This process will be completed before the end of the Project.

Because much of the software is already being incorporated into the commercial offerings of the Project's partners, there is a continuing incentive for them to remain committed to support and development.

Within the Project's Benefits Realisation Strategy, it is anticipated that other commercial organisations will also choose to incorporate E-ARK-compatible components as end-users begin to adopt E-ARK standards. (We have already noted one tender issued by a large commercial organisation which has specified E-ARK compatibility as a requirement for respondents).

By ensuring continued maintenance and availability of E-ARK tools and services, the project will encourage growth in the number of organisations which will either choose to incorporate them, or to specify compatibility with them when procuring or implementing archival systems.

E-ARK Licensing of IPR

At its Conference in Budapest in December 2016, in a signing ceremony, the E-ARK Project formally issued non-exclusive Licences using the Apache 2.0 Model to the DLM Forum, the DPC and the OPF granting them the right to conserve and continue to develop the outputs of the project.

The choice of Apache 2.0 is intended to provide the best method of assuring the continued open access to E-ARK work, and to encourage continued development and adoption.

E-ARK Knowledge Centre and Maturity Model

E-ARK Partner Instituto Superior Técnico (IST) have developed an Archival Knowledge Centre and an Archival Maturity Model. Beyond the conclusion of the Project, IST will

continue to support and develop these tools which will be promoted by the other project partners.

Continuity of Social Media Presence

The project's internet domain name will be maintained for a minimum of 5 years following the conclusion of the project. Ownership will be transferred to the DLM Forum, and, in collaboration with E-ARK Partner DPC (who currently provide the project's website) the website content will be transferred to an independent archival implementation which will also be maintained under the supervision of the DLM Forum. Independent provision has been made among the partners to fund domain registration fees for not less than 5 years.

The Project's Twitter account and LinkedIn group will continue to be operated by project partners as a basis for ongoing discussions about future requirements for Digital Archiving and to promote the E-ARK tools and services.

9. Roles and Responsibilities

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.

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:
 - export from business systems
 - creation of SIPs from unstructured and structured data
 - execution of the complete SIP -> AIP -> DIP data-flow to support migration and
 - 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.

WP3-6

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

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;

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 user 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;

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.

10. APPENDIX 1 – E-ARK Project Goals

Goal No.	Goal
G.1	<i>Establish and implement an efficient and effective framework for archival workflows covering ingest, preservation and use</i>
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	<i>Significantly increase awareness and adoption of both E-ARK tools and recommendations amongst identified user, commercial and governmental stakeholders</i>
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	<i>Identify and create new business opportunities for managing and using archival data content</i>
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

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

			framework following the end of the pilot phase. More info refer to: WP2, WP3, WP4, WP5 and WP6			
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
17	Goals 1,2 and 3	Assurance of Long-Term	YES/NO: Confirmation that arrangements are in place for the long-term support and	N/A		YES

		Sustainability	further development of the E-ARK outputs			
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

12. APPENDIX 3 – E-ARK Project Style Guide

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.

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


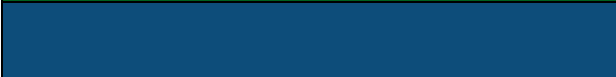


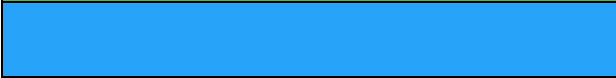

Hex: #424A52

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

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

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

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

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
- A time and activity recording template and
- A Product Description template
- A Report Body template
- An end-of-year Report to the EC Template (reflecting the EC's guidance)