



Masterplan Digitalisation of Inland Waterways (DIWA)

Update on stakeholder engagement plan

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Table of content

1	Introduction	3
2	Engagement.....	4
2.1	Objectives of engagement	4
2.2	Choosing the stakeholder engagement approach	5
2.3	Purpose of engagement in regard of DIWA	7
2.3.1	Create support for digitalisation	7
2.3.2	Design a system that is usable for all users	7
2.3.3	Form policy that is co-created with the (future) users	7
2.4	Business Reference Groups.....	7
2.5	Technological Reference Group	8
2.6	User Reference Group	8
2.7	Specification of the structure and role of Business and Technical Reference groups.....	9
2.8	National Stakeholders	10
2.9	Overview of Stakeholders.....	10
3	Dissemination.....	13
3.1	Dissemination roles and responsibilities:	13
3.2	Project Identity	14
3.2.1	Logo.....	14
3.2.2	Templates	14
3.2.3	Intro for videos.....	14
3.2.4	Publicity and visibility requirements due to CEF funding	15
3.3	Physical layer.....	16
3.3.1	Events to be (potentially) present at.....	16
3.3.2	Events to be organised	16
3.4	Print material.....	17
3.5	Visualisation of DIWA.....	17
3.6	Virtual Layer.....	18
3.6.1	Website	18
3.6.2	Social media presence	18
	Appendix 1: Stakeholder contact details	Fehler! Textmarke nicht definiert.

1 Introduction

Digitalisation is transforming our economy and society at a rapid pace. Digitalisation is an important source of growth, innovation and new business. Digitalisation is necessary if we want to solve the societal challenges of our time, such as rising healthcare costs, sustainable food production, protection of the environment, growing mobility and transport. In the field of transport, digitalisation is a challenge for each mode of transport and for the conjunction of transport modes within a logistic chain. The Global Project is considered to be the complete set of measures required by fairway authorities to realise digitalisation in inland waterways to support Inland Waterway Transport (IWT) in accordance with the European Commission (EC) and national policies. These take the aims for a modal shift towards environmental friendly modes of transport and to increase the safety, efficiency and environmental performance of inland navigation, with the ultimate goal of integrating inland waterway transport services into the multimodal logistic chains. At the time of writing, inland waterway transport is in an early stage in regard to digitalisation compared to other modalities. On top of that, there are big differences per country. Digitalisation is not an (European-) uniform process. This is a statement we should be aware of at all times.

The purpose of this document is to identify, organize and assess the engagement of stakeholders and the dissemination activities to be performed in order to execute the Masterplan DIWA project and its results throughout the project lifetime. The reason for engagement is discussed, and the document contains an action plan for 2021. These engagement and dissemination activities will be done on a national and international level in order to create considerable awareness for this project and create commitment for the achieved results as well as for the digital transition of Inland Waterways in particular. The focus of the DIWA communication policy is interaction (two-way street). It is important to commonly develop tangible and achievable results. A shared view, based on which solutions can be developed. This will be carried out using different tools and measures that are defined in this document.

Engagement on such a large scale is not an easy task. In a world of perfect engagement, all actors involved will be consulted in an equal process. In practise, this is difficult to execute. One of the main difficulties when it comes to stakeholder management regarding policies is the complexity of the subject, combined with the differences in knowledge and expertise of the different stakeholders. DIWA contains complex language and its current phase is in many ways abstract. This requires simplification of language and goals, in order to hear everyone and get them on board. In order to achieve this, a proposal is made to include a third focus group next to the business- and technological reference group: the user reference group. Before this group can be consulted, a translation will have to be made to make sure the results are of any effect.

2 Engagement

Inland Waterway Transport requires a digital transition of the business processes of stakeholders in Inland Waterborne Transport (IWT). An essential pre-condition for this digital transition is the availability of digitalised Inland Waterways. The digital infrastructure of Inland Waterways will support the digital transition of business processes in IWT and will facilitate the IWT stakeholders with the required harmonised and standardised digital services and data on the European network level.

The result of the Action being the Masterplan Digitalisation of Inland Waterways will be an essential basis for the Global Project. Digitalisation of Inland Waterways will lead to a digitalised Inland Waterway Network for those waterways under the responsibility of the participating fairway authorities.

With the next wave of major game changers on the horizon it is necessary to take stock of what there is and how it meets the needs for the near-future. It is not only an ever-increasing move towards seamless transport and logistics or increased technological capabilities that are driving this need, but also the increased confidence and benefit experienced by the current RIS users that enable the possibilities to further integrate towards an interoperable and service-oriented approach.

As digitalisation of Inland Waterways will create new business opportunities and business models for the stakeholders it is essential that these stakeholders – transport industry, logistic parties and system suppliers - are involved in the Action through the Business and Technological Reference Groups. The Reference Groups provide the opportunity to give input to the Action and to create awareness of the Masterplan.

On top of policy focussed initiatives such as reference groups, 'low level' stakeholder management is required. A disadvantage of using policy groups is that the input can be one sided, in favour of the goals of the projects. Perfect engagement in regards to DIWA means that stakeholders such as shippers and workers from the work floor are heard as well.

2.1 Objectives of engagement

The Global Project is considered to be the complete set of measures required by fairway authorities to realise digitalisation in inland waterways to support Inland Waterway Transport (IWT) in accordance with the European Commission (EC) and national policies. These take the aims for a modal shift towards environmentally friendly modes of transport and to increase the safety, efficiency and environmental performance of inland navigation, with the ultimate goal of integrating inland waterway transport services into the multimodal logistic chains. The Global Project on Digitalization of the Inland Waterways will be based on the "Masterplan Digitalization of inland Waterways". The action for a Master Plan will be an enabler for a coherent and harmonized eventual implementation of the Global project

Objective and results of The Action "Masterplan Digitalization of Inland Waterways"

The Action "Masterplan Digitalization of Inland Waterways" will result in a roadmap for European fairway authorities for the digital transformation of Inland Waterways for the support of navigation, traffic and transport management and logistics. The Masterplan is needed in order to guarantee a harmonized and standardized digital transition of the European Inland Waterway Network.

Objectives of the communications strategy

The primary objectives of the communication strategy are to;

1. Involve all levels of stakeholders in the development of the vision and the roadmap related to the digital transition
2. Clarify the purpose of DIWA through understandable communications
3. Let stakeholders provide input on the (sub)activities
4. Let stakeholders review (preliminary) results of activities, the vision and the roadmap
5. Coordinate with other digitalization programs
6. Provide a feedback loop where parties can discuss their input and refine
7. Informing interested parties
8. Gain support from stakeholders for the execution of DIWA

2.2 Choosing the stakeholder engagement approach

Stakeholder management is a tool and not a goal in itself. The base of the question regarding stakeholder management should be: why do we want to engage our stakeholders?

A plethora of theories in stakeholder management exist. What they have in common are the different levels of engagement. In general stakeholder management the different engagement approaches can be categorized as:

- Partnership
- Participation
- Consultation
- Push communication
- Pull communication

Each approach is a valid method of stakeholder engagement, but some are more suited to particular types of stakeholders. Pull communications are one-way and depend on stakeholders deciding to access the information. On the other end partnership engagement approaches give shared accountability, decision making, joint learning and actions. Which stakeholder engagement approach is most suited for each stakeholder will be decided on the basis of a model. The identified and categorized stakeholders (see 2.8 Overview Stakeholders) will be mapped in a model according to the parameters 'level of influence' and 'level of interest'. The mapping of the stakeholders in the model will help identify which engagement approach is most suited for each stakeholder. The following model will be used (figure 1):

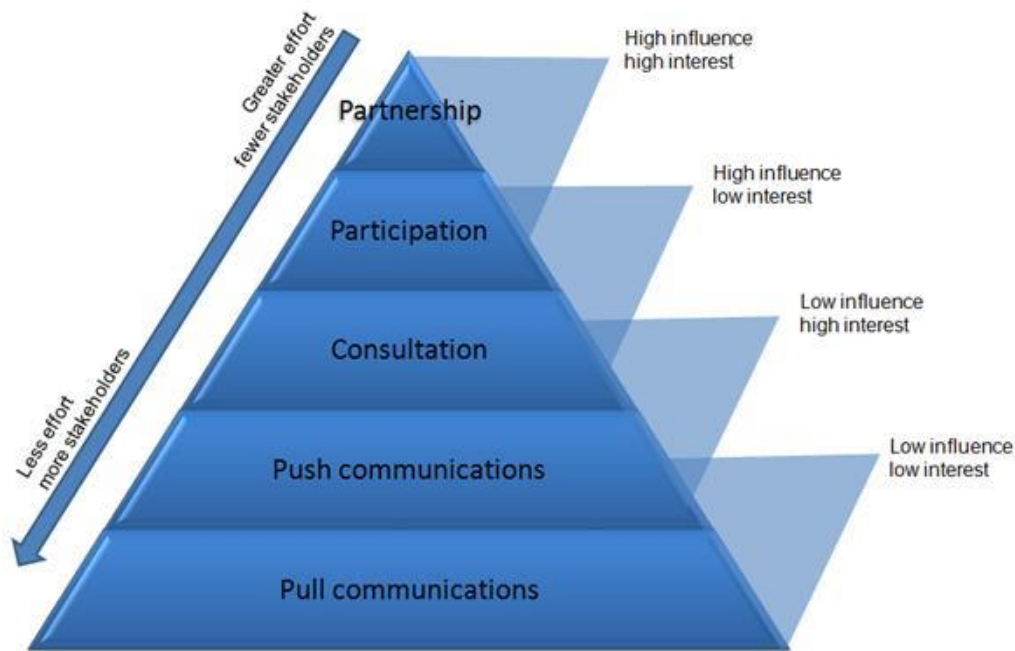


Figure 1: different levels of stakeholder engagement

The table below describes each engagement approach

Engagement approach	Description
Partnership	Shared accountability and responsibility. Two-way engagement joint learning, decision making and action
Participation	Part of the team, engaged in delivering tasks or with responsibility for a particular area/activity. Two-way engagement within limits of responsibility
Consultation	Involved, but not responsible and not necessarily able to influence outside of consultation boundaries. Limited two-way engagement: project asks questions, stakeholders answers
Push communications	One-way engagement. Project may broadcast information to all stakeholders or target particular stakeholder groups using various channels e.g. email, letter, webcasts, podcasts, videos, leaflets
Pull communications	One-way engagement. Information is made available, and stakeholders choose whether to engage with it e.g. web-pages.

2.3 Purpose of engagement in regard of DIWA

Engagement comes in many forms and can benefit a project. An important aspect of good stakeholder management to consider is the following question:

“What is the main goal of engagement in regard of the DIWA programme?”

As stated earlier in the document, engagement is not a goal on itself, but a way to reach a certain goal. Based on discussions, the main reason for engagement regarding DIWA is to;

- Create support for digitalisation of inland waterways,
- Design a system that is usable for all users
- Form policy that is co-created with the users

2.3.1 Create support for digitalisation

Digitalisation is a process that spans over a large amount of topics in our daily life. We get more and more used to digitalisation and digitization processes. This does not equally mean that the support is there no matter what. The user has to understand what digitalisation means for the daily practise, what the advantages are, and why investments should be made to enable this digitalisation. An example could be stakeholders in less digital advanced countries that are still paper reliant, which could in turn mean that certain jobs would disappear if these process would be automated and/or digitized. To create support for digitalisation a few key factors are important;

- The purpose should be clear
- The gain should be clarified: what is in it for them
- Create key users that can be frontrunners and motivators
- Be, at all times, clear about the goal and purpose
- Lastly; let stakeholders have their say in the design of the process

The process is important, but equally or even more important is the end result. The system should be usable and add something, instead of being created for the sake of it.

2.3.2 Design a system that is usable for all users

Design a system that is (easily) usable for all users sounds like an open door, but it is not. The final products and systems all stakeholders will use should be easily understandable, easy to use, and be available in all languages. Usable also means it should not require specific systems, large investments and specialized knowledge.

2.3.3 Design policy that is co-created with the (future) users

Policy made by policy makers tends to be high-level, generalized policy. By co-creating policies with users this can be managed. Policy making takes years and knows many feedback moments. The goal is to integrate the end-users in these feedback loops, consult them and integrate their vision in the high-level policy.

In order to reach these goals, different approaches are designed. These are business reference groups, technological reference groups, and user reference groups.

2.4 Business Reference Groups

Main objective of the Business Reference Group (sub-activity 6.2) is to involve stakeholders in the development of the vision and the roadmap related to the digital transition and to

provide their input and comments on the business developments as studied in activity 2. The business reference group will have in particular a role in the review of the business related secondary and primary milestones as produced in activity 2 and the sub-activities 5.1 and 5.2 of the Masterplan.

The public and private members of the business reference group will as much as possible, already be involved from the beginning of the Action, in order to specifically identify their needs and requirements as the users of IWT. This will avoid that relevant stakeholders will be confronted with solutions that are not optimally fulfilling their needs and consequently to decisions of fairway authorities for a digital transition that leads to disinvestment. To achieve this during the span of the project the sub activity leader (6.2) in cooperation with the PMT will be responsible for:

- Organising and executing business reference group meetings
- Provide input for the participants for these meetings
- Convey the advice of the business reference group to the project management team and the Steering Committee.
- Let the business reference group review the secondary and primary milestones as produced in activity 2 and the sub-activities 5.1 and 5.2 of the Masterplan.

Note: The Industry Reference Group of the COMEX project have already pledged their cooperation with the Masterplan DIWA project.

The fairway authorities will be part of the Business Reference Group and play an important role. The objective of the Action is to develop the Masterplan Digitalisation of Inland Waterways that will be defined within the boundaries of the roles and responsibilities of the participating fairway authorities and with a focus on the tasks of the fairway authorities in the coming decade with respect to digitalization of the inland waterways under their responsibility.

2.5 Technological Reference Group

As with the Business Reference Group the main objective of the Technological Reference Group (Sub-activity 6.3) is to that stakeholders to provide their input and comments on the technological developments as studied in activity 3. The technological reference group will have in particular a role in the audit of the technological related secondary and primary milestones as produced in activity 3 and the sub-activities 5.1 and 5.2 of the Masterplan.

The public and private members of the technological reference group will as much as possible, already be involved from the beginning of the Action, in order to specifically identify their expertise in the field of technology in traffic, transport and mobility. This will avoid that relevant experts will be confronted with solutions that are sub-optimal or not applicable in IWT and consequently leading to decisions of fairway authorities for a digital transition that leads to disinvestment. To achieve this during the span of the project the sub activity leader (6.3) in cooperation with the PMT will be responsible for:

- Organising and executing technical reference group meetings
- Provide input for the participants for these meetings.
- Convey the advice of the technical reference group to the project management team and the Steering Committee.
- Let the technical reference group review the secondary and primary milestones as produced in activity 3 and the sub-activities 5.1 and 5.2 of the Masterplan.

2.6 User Reference Group

As important it is to gain input from policy makers and technical users, collecting input from the end-users is equally as important. The main objective of the User Reference Group

is to have stakeholders such as shippers have their say in the DIWA project. This group will have an important role in the future day-to-day use. These members will be involved as much as possible from a point in time where part of the vision is solidified. This is done to ensure that the purpose is clear, the goal is clear and the area where input can be asked and used is defined.

This group is most probably the most difficult to reach. This is due to the following factors;

- Geographical spreading
- Type of communications
- Willingness to cooperate

Furthermore, the help of the national coordinators is needed to reach these stakeholders. Continuous alignment with the business- and technological reference groups is needed to ensure a good overview. The sub activity leader of 6.3 is responsible for this action as well and is responsible for:

- Setting up a vision and plan of reaching these stakeholders
- Provide input and communications for meetings
- Coordinate with national coordinators to localize and reach stakeholders
- Provide feedback of results to the PMT and the Steering Committee
- Set-up a continuous program to make sure the engagement is not pull communication and results will be incorporated

2.7 Specification of the structure and role of Business and Technical Reference groups

The people in the business, technical and user reference groups can be divided in two groups. This approach will be used to involve them in de the project.

	Group type 1	Group type 2
Level of participation	<ul style="list-style-type: none"> • Sub-activity 	<ul style="list-style-type: none"> • Activity 2-3-4-5
Purpose / contribution	<ul style="list-style-type: none"> • Provide input on sub-activity subject 	<ul style="list-style-type: none"> • Review (preliminary) results of activity
Characteristics of participants	<ul style="list-style-type: none"> • Subject specific specialist • Public and Private members 	<ul style="list-style-type: none"> • Domain expert (broad perspective) • Public and Private members
Method of work	<ul style="list-style-type: none"> • Consultation by mail/documents • Workshops • Interviews 	<ul style="list-style-type: none"> • Consultation by mail/documents • Workshops • Interviews • Consultation by visits
Responsible for forming group	<ul style="list-style-type: none"> • Sub activity leader (in coordination with the five national coordinators) 	<ul style="list-style-type: none"> • Activity leader (in coordination with the five national coordinators)
Duration	<ul style="list-style-type: none"> • Time span of the specific sub-activity 	<ul style="list-style-type: none"> • Time span of activity's 2-3-4-5

2.8 National Stakeholders

In addition to the Members of the Business Reference Group, it is expected that several national stakeholders from the logistics sector are interested in following and/or contributing to the tasks and results of the project. Therefore it is under the responsibility of the National Coordinators to identify these relevant national stakeholders and set the appropriate engagement approach as a model as described in section 2.2. on the basis of the model the appropriate engagement tools will be decided (workshops, interviews, presentations and demonstrations, etc.) in order to efficiently inform them about the project objectives, status and (intermediate) results as well as to gather their valuable feedback and input to be considered during the execution of the project in order to optimize the gained benefits towards the needs and requirements of the future users of the services to be developed and implemented.

Results of national stakeholder consultation have to be shared by the National Coordinators (or the related national SuAc partners) with the PMT and the concerned SuAc Leaders in order to ensure that the input of the national stakeholders is considered in the development and implementation of the services.

2.9 Overview of Stakeholders

In the table an overview is given of the stakeholders. A stakeholder is defined as any person or group who can affect or is affected by the goals of the Action "Masterplan Digitalisation of Inland Waterways. During the execution of the Masterplan DIWA project the needs and contribution of the stakeholders will be refined.

Stakeholder cat.	Stakeholder
Policy Level	EC/DG Move
	DINA Task Force
	DTLF
	Danube commission
	NAIADES III

Stakeholder cat.	Stakeholder
Other initiatives	CCNR/RIS-working group
	RIS COMEX

Stakeholder cat.	Stakeholder
Standardisation body	CESNI/TI
	UN/ECE

Stakeholder cat.	Stakeholder
Administrative Bodies	INEA

Stakeholder cat.	Stakeholder
Authorities	Fairway
	Waterway
	Port / Harbour
	Customs
	Immigration

Stakeholder cat.	Stakeholder
Technology	PIANC working group - Smart Shipping
	PIANC working group RIS
	IPCSA, RIPS (Port and Terminal information Services)
	ITS
	ERTMS
	e-Navigation
	Network/connectivity providers
	Netherlands Maritime Technology (NMT)

Stakeholder cat.	Stakeholder
Beneficiaries national level	MIW
	BMVI
	DVW
	BMVIT
	MTES

Stakeholder cat.	Stakeholder
Logistics Stakeholder	Private Vessel Owner-Operators
	Transport Companies
	Port and Terminal Operators
	Forwarding companies (national representatives)

Stakeholder cat.	Stakeholder
Fairway users	Skippers (provisional)
	Personnel involved in inland waterways

Stakeholder cat.	Stakeholder
Interest Groups	INE (Inland Navigation Europe)
	EBU (European Barge Union)
	EFIP (European Federation of Inland Ports)
	ESO (European Skippers Organization)
	ESPO (European Sea Ports Organisation)
	ESC European Shippers Council
	VBW (Association for European Inland Navigation and Waterways)
	FEPOR (Federation of European Private Port Operators)
	Pro Danube
	EVOFENEDEX
	BLN Schuttevaer
	CBRB (Centraal Bureau voor de Rijn- en Binnenvaart)
	VITO (Vereniging van Nederlandse Inland Terminal Operators)
	Smart shipping community (smash)

Stakeholder cat.	Stakeholder
General	Press and Journalists
	General Public
	Other projects
	Colleagues

3 Dissemination

Main objective is the dissemination, clarification and exploitation of (intermediate) results to IWT users, fairway authorities not directly involved in the project and the general public.

3.1 Dissemination roles and responsibilities:

Activity leader of activity 6 (Stakeholder Engagement and Dissemination),

- Define the basic points of the dissemination concept and approve the final version
- Define the basic points of the website specification and approve the final version for tendering
- Coordinate and monitor the dissemination activities based on the concept,
- Select external contractors based on offers gathered by the dissemination leader (Sub-activity 6.5)
- Feedback and approve texts for news etc. draft finalised by the dissemination leader or other contributing partner
- Feedback and approve layouts for dissemination items to be printed
- Coordinate dissemination activities within PMT

Activity leader of sub activity 6.5 (Dissemination),

- Create and maintain an Action website. With the active support of the Activity leaders, Sub-activity leaders, PMT members and the technical and administrative coordinators.
- The publication of Action news, the status of the Action and achieved results on the Action website. The website is the instrument where the reports, the milestones of the activities and sub-activities, will be published for verification purposes.
- Gather texts from PMT, national Coordinators and (Sub)Activity Leaders for news, brochures, etc
- Create and distributes dissemination material as DIWA flyers and newsletters.
- Organise in cooperation with the PMT presentations of the DIWA at conferences and public events.
- Organise and host an international public final event where the results of DIWA will be presented.
- The dissemination manager is responsible for organisation, preparing a program, promoting and executing the final event. The final event will focus on:
 - The Masterplan Digitalisation of the Inland Waterways as a result of DIWA;
 - The benefits and chances for new business models and efficiency improvement for the stakeholder in Inland Waterway Transport provided by the Masterplan;
 - The step towards Digitalisation in Inland Waterways.

PMT:

- Provide regular news for the Website on project level
- Provide texts for dissemination activities on demand

National coordinators:

- Provide texts for dissemination activities on demand
- Coordinate communication with national stakeholders

Activity and Sub-Activity Leaders:

- Provide regular news for the Website on (Sub)Activity level
- Provide texts for dissemination activities on demand (newsletter, brochures, etc.)

3.2 Project Identity

3.2.1 Logo

The project logo is the following:



3.2.2 Templates

The following templates are available and have to be used:

- Presentation template
 - Template shall be used for any presentations related to the project,
 - The logo of the Beneficiary / Implementing Body can be added to the presentation template,
 - Minimum font should be 18pt,
 - Slides shall not be overloaded with text - use the notes section if required,
 - Figures and illustrations should be used as much as possible,
 - Pictures shall be inserted as jpeg or compressed to keep the size of the presentation file as low as possible,
 - Presentations shall be compact (it is a no-go to copy full text passages from documents on to the slides).
- Agenda template
 - Template shall be used for all internal and external meetings and events to define and share the program with the participants.
- Meeting Minutes template
 - Template shall be used for all internal and external meetings and events to document and share the meeting results including action points with the participants.
- Report template
 - Template shall be used for any internal or external report (concept, specification, studies, documentation, etc.) related to the project.

3.2.3 Intro for videos

To be decided:



3.2.4 Publicity and visibility requirements due to CEF funding

Original full description: <https://ec.europa.eu/inea/en/connecting-europe-facility/cef-energy/beneficiaries-info-point/publicity-guidelines-logos>

Any report, brochure or other documentation connected with the CEF-funded DIWA project must mention EU co-funding. The following information must be included in publicly released material:

- **Funding statement** "DIWA is co-financed by the European Union's Connecting Europe Facility" and **EU flag** as illustrated by the following CEF funding logo that shall be put on any publications:



Co-financed by the European Union
Connecting Europe Facility

- **Disclaimer** to be put on any official Deliverables and other publicly available documents: "The sole responsibility of this publication lies with the author. The European Union is not responsible for any use that may be made of the information contained therein."

Publications & dissemination materials

Unless INEA requests otherwise, all communication or publication about the project – including at a conference or seminar – must indicate that the project has received funding from the EU.

Type of communication	Placement of logo / guidelines for use
Websites & Social media accounts	<ul style="list-style-type: none">• Same place on every page Ideally as part of the website frame which appears on all sections• Landing or intro page (Social media)
Brochures, information leaflets, fact sheets, newsletters, posters	<ul style="list-style-type: none">• Bottom right corner of publication• Front or back cover• On white background (unless placed on a large photo or illustration as on a poster)
Reports & internal project publications	Front cover
Power Point or other graphical presentations such as Prezi	First or last slide of a presentation or in the footer of each slide
App	On loading screen, in information section
Videos & animations	Intro or closing screenshot

3.3 Physical layer

3.3.1 Events to be (potentially) present at

The following events might be of interest for an active participation by a nominated DIWA member to present specific project results:

- Transport Logistic
<http://www.transportlogistic.de/>
- Smart Rivers:
<https://smartrivers2019.com/>
- TEN-T days
<http://www.tentdays.eu/2019/>
- TRA2020 European Transport Research Conference
<https://traconference.eu/>
- VBW (Association for European Inland Navigation and Waterways) Events
<http://www.vbw-ev.de/en/>
- eNavigation Conference
<http://www.enavigation.org/>
- Common Issues Days during the RIS Weeks and CCNR Events
<http://www.ccr-zkr.org/10000000-en.html>
- Digital Transport Days
<http://www.dtlf.eu/#home>
- River Dating Congress
<https://www.river-dating.com/EN/>
- Guest presentations at relevant other projects

3.3.2 Events to be organised

For a successful execution of the project, efficient communication is of utmost importance. An important tool for that are specific meetings and events to be organised on different levels. The main objective is to organise necessary project meetings and events in an efficient way in order to foster direct contact among the project consortium and with external stakeholders considering also the challenge to reduce the number of meetings and travel effort as much as possible.

The following table gives an overview on the intended meetings and events:

<p>Kick-Off Event (organised by the PMT)</p> <ul style="list-style-type: none"> • Objectives, tasks, challenges and expected results of the project for the PMT • Objectives, tasks, challenges and expected results of the project for the SuAc 	<p>July 9 2019</p> <p>1 October 2020</p>
<p>PMT Meetings (organised by the PMT Leader)</p> <ul style="list-style-type: none"> • Status monitoring (progress per SuAc, time schedule, risks, measures, etc.) • Overall project coordination and management issues • Dissemination • Etc. 	<p>Once per quarter and on demand</p>
<p>Business Reference Group meetings</p>	<p>In cooperation with the SuAc leader</p>

<ol style="list-style-type: none"> 1. Type 1 of the business reference group provide input and comments on the business developments as studied in activity 2. 2. Type 2 of the business reference group will have in particular a role in the review of the business related secondary and primary milestones as produced in activity 2 and the sub-activities 5.1 and 5.2 of the Masterplan 	
<p>Technological Reference Group meetings</p> <ol style="list-style-type: none"> 1. Type 1 of the technical reference group provide input and comments on the technological developments as studied in activity 3. 2. Type 2 of the technological reference group will have in particular a role in the review of the technological related secondary and primary milestones as produced in activity 3 	In cooperation with the SuAc leader
<p>Evaluation events focusing on preliminary/intermediate results for a wider audience based on predefined milestones</p> <ul style="list-style-type: none"> • Content to be defined on demand 	On demand
<p>Combined Activity/Sub-Activity Working (online) Meetings (organised by the Ac/SuAc Leaders)</p> <ul style="list-style-type: none"> • Brainstorming, discussions, document elaboration, etc. • Status (progress, time schedule, risks, etc.) and next steps 	On demand
<p>Final Event (organised by the Dissemination Leader in close cooperation with the AC leader + project coordinator)</p> <ul style="list-style-type: none"> • Results of the project 	2022/2023

Possibilities concerning online Meetings and live Streaming shall be investigated and used if appropriate in order to optimise meeting and travel efforts.

3.4 Print material

The following print material will be created on demand:

- Project Introduction Folder or Poster (to be decided)
- Project Roll-Ups
- Posters or Folders
- Final Services/Results Booklet

3.5 Visualisation of DIWA

To clarify and communicate the goals of DIWA in a clear and understandable way, visuals are a great vehicle. During the kick-off different visuals will be made by a drawing artist. Furthermore, the website will be updated with an infographic where the purpose, idea and vision of DIWA are visualised in an easy-to-understand way.

3.6 Virtual Layer

3.6.1 Website

A project website is available under www.masterplandiwa.eu including all relevant project related information.

Content Management will be executed by viadonau based on input received from the project partners.

3.6.2 Social media presence

Potential social-media presence will be considered and realised on demand:

- YouTube Videos (with animations)
 - Project introduction
 - Intermediate results and how these potential impact throughout the transport chain
 - Behind the Scenes of DIWA (Interviews with project members and members of the business- and technical reference group about their highlights and challenges, etc.)
- Webinars
 - e.g. presentation and demonstration of (intermediate) project results to interested stakeholders