

# Organisation and composition of a permanent advisory structure on urban mobility

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ASSTRA	Associazione Trasporti
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## 1. Terms of reference in the EURFORUM Description of Work

The purpose of the current document is to provide a proposal for the organisation and the composition of a possible EU advisory structure on urban mobility (Deliverable 3 of the EURFORUM project).

The Description of Work has left a lot of freedom to the EURFORUM Consortium on this issue. There are just 2 contractual constraints:

- The need for coordination with existing Technology Platforms (p. 29)
- The need to be validated by plenary sessions (p.30)

From the Description of Work, it is also implicitly required that this structure should maintain the specificities of EURFORUM:

- All modes (including intermodal transport)
- Focus on urban issues (including the transport between an agglomeration and its hinterland)
- Both passengers and freight
- Involvement of urban mobility stakeholders
- Both technology-oriented and policy-oriented research

Moreover, according to Annex I (p. 17), the general guideline for the identification of research topics within EURFORUM is that “research needs are driven by the needs of urban mobility decision-makers as well as by urban transport users.”

The structure of this document is as follows. First, we explain the rationale for a EURFORUM permanent structure, emphasizing its distinguishing features compared to the existing technology platforms. Second, we turn to the lessons we can learn from EIRAC, the intermodal freight industry’s advisory council. Third, we list the essential required features of a EURFORUM permanent structure. Finally, we propose a list of topics that should be covered by the EURFORUM permanent structure.

There are three Annexes to this report. Annex A lists the “consensus” suggestions obtained from the participants at the plenary sessions on 28 June. Annex B gives the actions that have been undertaken to create links with existing technology platforms. Annex C describes the most important features of EIRAC, the European Intermodal Research Advisory Council, and CAESAR, its supporting Coordination Action (CA).



## 2. Why a EURFORUM permanent structure?

A fundamental reason why we need a permanent structure comes from the fact that the urban mobility system should not be considered from a modal point of view. Instead it should be looked at from the point of view of the user, and as a system in itself. We need to move away from a purely modal/vehicle approach to a network/vehicles/individuals-goods approach to find efficient solutions to achieve the local, national and European policy objectives.

This requires among other things a cross-sectorial and intermodal approach which is not allowed in the existing technology platforms. Taking into account their roles as infrastructure manager, as policy-maker and as regulator, local authorities/transport authorities should be at the heart of the process of defining their priorities in terms of innovation and research to fit their policy needs.

The publication of the Green paper, the insertion of urban transport as a priority in FP7 and the increasing focus on urban issues and especially on urban mobility on other policies of the European Union (including also Environment, Information Society and Regional Policy), reinforce the need for a permanent structure to work on urban mobility research.

The structure should lead to a forum of integration, a platform to promote synergetic effects and to avoid isolated sector solutions with high risks of counterproductive negative side effects.

Integrated approaches do not only include all modes (intermodality). The other aspects of integration - as they were mentioned in the SAR - are just as important:

1. *Sector integration*: Interdisciplinary cooperation with adoption also of environmental, economical and other goals and objectives for urban transport concepts and policies.
2. *Integration of all trip purposes* esp. commercial traffic
3. *Vertical integration* Cooperation with other planning levels (including the EU)
4. *Horizontal integration* Cooperation with neighbouring units, regional cooperation
5. Integration of the wide range of *hard and soft measures*
6. Integration of *all relevant actors* (users, residents, operators, stakeholders ...)



### 3. Lessons learned from EIRAC and recommendations for EURFORUM permanent structure and supporting CA

EIRAC is the intermodal industry's advisory council set up to guide the current Research Framework Programme of the European Commission for intermodal freight transport (see <http://www.eirac.net/>). The work of EIRAC Members is facilitated by CAESAR, a Coordination Action funded for the purpose by the EU.

The structure and organisation of EIRAC and CAESAR (see Annex C for details) could serve as a direct source of inspiration for a permanent advisory structure, in addition to the lessons learnt from ERRAC and ERTRAC.

The proposal for the EURFORUM permanent structure should not be a simple “copy and paste” of EIRAC and CAESAR, for several reasons:

- **Composition of the Plenary and the Support Group.** The plenary of EIRAC is composed of industrialists complemented by a few academics, and is assisted by a “Mirror group”. EIRAC Plenary members are all professionals with a direct stake in the issues covered by EIRAC.  
*Comments.* The composition of the decision making body of EURFORUM, the EURFORUM Plenary, needs to be much more diversified in order to properly address urban mobility matters. Therefore, there is no need for a specific mirror group. However, the representatives of decision-making stakeholders<sup>1</sup> should be well represented. The Plenary should also benefit from the advice of other stakeholders<sup>2</sup>.
- **A first version of the SRA for urban mobility already exists.**  
*Comments.* Therefore, the CA supporting the EURFORUM permanent structure needs not to work on this specific point. Its objective will rather be to update the SRA, to make it known and widely accepted and to follow up its implementation, and to organise the consensus around major actions improving urban mobility in line with the SRA (a kind of charter on R&D targeting “European urban mobility” for more sustainable cities and for the benefit of all European citizens to be signed by public authorities).

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<sup>1</sup> Those who define urban land use and transport policies and who finance R&D and R&D results uptake, e.g. the Commission, Member States and representative associations of regional/local public authorities at national/EU level, as well as representatives from technology platforms like ERRAC and ERTRAC, representatives of ERA-NET Transport and representatives from local public transport operators.

<sup>2</sup> Suppliers, academics, representatives of users...



As a result, the role of the Coordination Action needed for the support will be different from the one played by CAESAR. The key partners for this CA should be stakeholder associations' representative at EU level participating in the Support Group, the Secretariat and Working Groups.

The **supporting CA** should play the following role:

- **To run the EURFORUM secretariat.**
- **To establish and administer the permanent advisory structure**, including the preparation of its detailed Terms of Reference. Of course, the invitations to participate will be based on the database established during EURFORUM. As in the case of EIRAC, the Terms of Reference should cover at least the following topics: its scope, its mission, the process of processing and maintaining the Strategic Research Agenda, membership governance, the role of observers, operation, voting procedures (if needed) and provisional timetable. These points and the general guidelines for action would be prepared by the “Support Group” and the EURFORUM secretariat before adoption by the Plenary.
- **To support the activities of the Working Groups.** Working Groups would be set up according to the Research Areas defined in the SRA. The role of the consortium of the CA, would be to coordinate the preparation of concrete proposals for further actions to be developed under EURFORUM umbrella (see below). The work of the CA consortium would be controlled and endorsed by the Support Group, and then in turn validated by the Plenary. The **driving force** for preparing EURFORUM proposals would be the **Consortium of the CA**.
- To set-up and run the **Communication Strategy** approved by the permanent advisory structure (including website managing). This should build further on the efforts that have already been undertaken within the context of EURFORUM.

Summarizing, the **three main differences** compared to EIRAC would be:

- No long term business scenario would need to be prepared, but some kind of charter targeting R&D on “European urban mobility” to be endorsed by relevant public authorities;
- The relevant public authorities and especially the representatives of local decision makers should play a key role in the Plenary;
- There would be a differentiation within the Plenary between members and observers.



## 4. EURFORUM permanent structure

As the permanent structure would not be a Technology Platform, it **cannot and should not be industry driven**<sup>3</sup>. On the contrary, it is important that a **central role** should be played by **representatives of local decision makers**. Therefore, representative national/European associations of local decision makers should be at the core of the plenary.

EURFORUM Plenary Membership should be set up in a way creating a good balance between stakeholders only *performing* research (academic bodies) or only *benefiting from the outcomes* of research (citizens, users...) and stakeholders who *finance* the research actions and are *responsible for carrying out research projects results* (European Commission various DGs, Member States, local authorities, operators, suppliers...).

Each group of stakeholder should be represented by one representative for the sake of efficiency, unless there is a clear case for having more than one representative (and therefore more than one representative organization) for one group of stakeholder, for instance in the case of representative organizations with clearly established diverging views

The liaison with the existing technology platforms could be assured through:

- *Common members* which should:
  - § support the complementarity between the approaches;
  - § represent the permanent structure in the technology platforms
- *Systematic reporting* from technology platform to the urban platform and vice-versa, with agreement of the technology platforms of course.

Members of the Plenary would not be subject to remuneration for their participation in the Plenary. The Plenary decisions would be prepared with the help of a secretariat by a “Support Group” made of representatives of the Plenary members ready to commit themselves to work for EURFORUM. Working Groups would be similarly set up for more specialised issues (see below). Support Group, secretariat and Working Groups would receive financial and administrative support from the supporting EU FP Coordinated Action (CA).

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<sup>3</sup> “Industry” in the case of urban mobility refers both to the suppliers of hardware and to the operators.



## 5. Topics covered by EURFORUM permanent structure

Recommended topics to be dealt with by EURFORUM are as follows:

- periodic update of the EURFORUM SRA,
- prepare a roadmap for the implementation for the SRA
- coordination with technology platforms and ERA-NET,
- provide a structured input for the preparation of the EC FP7 updated work programmes and recommendations towards thematic priority topics for FP calls,
- define and implement the communication and dissemination strategy
- recommendations targeting public authorities for coordinated R&D and demonstration actions,
- dissemination and communication of standards, theories and good practises of integrated urban transport planning and managing
- consensus building around strategic actions, including e.g.:
  - the preparation of a charter on R&D targeting “European urban mobility” for more sustainable cities and for the benefit of all European citizens to be signed by public authorities<sup>4</sup>;
  - recommendations for pre-commercial procurement targeting intermodal equipment.

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<sup>4</sup> Including endorsement of principles for action in order to facilitate a common understanding of problems, to ease benchmarking on common bases, and to achieve common European specifications on some urban mobility related technical issues benefiting European cities’ competitiveness and European travelers’ mobility.



## Annex A. Plenary session on 28 June

**Disclaimer:** This Annex summarizes the main messages received from the plenary session on June 28. It does not contain any judgment on whether or not these messages are justified.

However, safeguards should be put in place to avoid that the permanent structure becomes a platform for voicing specific interests (for instance by transport employees and unions).

There was a consensus amongst the participants in the plenary sessions that such a permanent advisory structure would be a good idea.

The following suggestions are noteworthy:

- The structure should have a **clear purpose** and identity. **Duplication** of activities needs to be avoided, both with respect to existing advisory bodies on research (e.g. ERRAC, ERTRAC and EIRAC) and other associations who work currently on urban mobility (e.g. POLIS, EUROCITIES). However, the structure should also maintain **close links** with the above bodies.
- The plenary session should reflect a good **balance** of different categories of **stakeholders** (especially users groups and local public authorities' representatives). This agenda should **not** be **driven by industry**. However, industry should play an important role in pointing out what is feasible.
- Specific themes should indeed be discussed in small **specialist working groups**. However, in order to cover the cross-cutting themes, a synthesis group is also important.
- The issue of **financial compensation** for participation (travel, time) is not negligible.
- **Dissemination** of the activities of the structure is important.
- The structure should also take care of **following up** research.
- The structure should promote R&D leading to a common understanding, technical **harmonisation** and **standardization** where useful.

At the plenary session of 28 June, the Project Director of EURFORUM proposed the following list of potential participants in the plenary:

1. Supra-national political authorities
2. Local/regional/national elected representatives + administrative authorities



3. National R&D representatives
4. Public transport operators of metro/tramway/bus/trolleybus/waterborne system
5. Urban freight distribution companies
6. Managers of transport infrastructure
7. Manufacturers of transport vehicles and related equipment (ITS industry)
8. Fuel suppliers
9. Consumers and transport users'
10. Transport employees and unions
11. Research providers/Academics/Consultants
12. Existing platforms representatives: ERRAC, ERTRAC, WATERBORNE, EIRAC
13. Others e.g. transport safety, urban planning, financing institutions, city and real estate developers, standardisation

Participants at the plenaries proposed to involve the following categories of stakeholders on top of those who were invited to the plenary:

- AGE Europe (the older people's platform) <http://www.age-platform.org/>
- ANEC (the consumer organisation working on standardisation) [www.anec.org](http://www.anec.org)
- BEUC (European consumer organisation) [www.beuc.eu](http://www.beuc.eu)

## **Annex B. Liaison with ETP**

Concerning participation in a permanent structure, UITP has sent out invitations to all existing technology platforms whose activities cover urban mobility topics: EuMaT, ARTEMIS, BIOFUELS, ECTP, ENIAC, EPoSS, HFP, IndustrialSafety, ISI, eMobility, NEM, NESSI, Photonics, EUROP and Waterborne. A similar invitation has also been sent out to EIRAC.

Expressions of interest (all to be confirmed) have been received from EIRAC, NEM and IndustrialSafety. eMobility, ISI and NESSI have expressed their initial interest to participate in the proposed permanent structure.

## **Annex C. Description of EIRAC**

### ***Essential elements of EIRAC terms of reference***

EIRAC's primary mission is to establish and carry forward a Strategic Research Agenda on intermodal research.



EIRAC produces and makes available the current Strategic Research Agenda and its positions, opinions, recommendations and reports to the European Commission, the Member States, the industry and other stakeholders. A yearly executive summary of the SRA is sent to the Transport Committee and the Research Committee of the European Parliament.

An important characteristic of EIRAC is that the Implementation Plan for its SRA is NOT technology pushed but demand supported by high level players in the intermodal industry.

Its general structure can be described as follows:

- The **Plenary** is an assembly bringing together and involving personally knowledgeable individuals with decision-making capability (this is, Senior Leaders of Industry), to contribute with significant advice and to influence the stakeholders in their planning of research and technology programmes in the intermodal sector. The represented industries are: shippers, carriers and manufacturers. Members select a Chairperson and a Vice- Chairperson amongst themselves. Plenary Members serve in a personal capacity. Members of the Plenary are not subject to remuneration for their work in the EIRAC.
- The **Support Group (SG)** is a subset of the Plenary appointed by the Plenary itself. The SG is limited to 12 people, i.e., 1 Chairperson, 1 Vice Chairperson and the 2 leaders of each Working Group (WG) covering the five pillars for research selected by the Plenary. The Support Group provides the executive function to the EIRAC.  
The Support Group operates largely as a virtual group with a core group of 12 persons and other experts on an ad-hoc basis. The Chairman is charged with the preparation of meetings, assisted by CAESAR. EIRAC Members work organised over 5 Working Groups, headed by WG leaders. The Support Group is committed to draft and amend the Strategic Research Agenda, gathering the decision of the Plenary and, as far as the pillars for research is concerned, of each WG, assisted by CAESAR. The Members of the Support Group and Working Groups are not subject to remuneration for their work in the EIRAC.
- The **Reference** or '**Mirror**' Group is composed of one representative for each Member and Accession State. The representatives have been invited through their Embassies. Experts of this group promote the endorsement of the SRA into each Member State. Thus, their aim is to facilitate the implementation of research topics in the National Programmes and to assist with placing the non-research topics on the political agendas. Reference Group Members receive financial and administrative support from CAESAR.



Meetings of EIRAC Plenary and Reference Group of National Representatives are held 2 times a year. Other groups meet as required.

It should be noted that this Mirror Group comes on top of a structural co-operation with ERA NET transport. ERA-NET Transport is an EU network of 9 countries, comparing National Transport Research programmes and looking for possible co-operation between those programmes. ERA-NET Transport is funded by the EC. The Mirror Group is not linked to ERA-NET Transport formally, although individual connections in specific countries may exist.

### ***Essential elements of CAESAR Description of Work***

The EIRAC initiative is facilitated by CAESAR, a partnership consortium operating under the 6th Framework Programme and funded by the European Commission.

CAESAR is the Coordination Action aimed at fostering the creation of the new and common vision of intermodal research in Europe by achieving the following objectives:

- To establish the EIRAC
- To support the EIRAC to define their Terms of Reference
- To support the EIRAC to draw their Strategic Research Agenda for Intermodal Transport and Logistics, in conjunction with business scenarios
- To set-up and run the EIRAC Communication Strategy, to liaise with mode-specific Advisory Councils
- To facilitate the EIRAC to define the Implementation Plan of their Strategic Research Agenda

CAESAR provides secretarial support to the EIRAC work, by preparing a scoreboard of on-going EU and national research programmes and projects on freight intermodalism, gathering from captains of industry their vision of intermodal transport at 2020 and the subsequent needs for future research, and supporting the creation of a joint research strategy, and the relevant rules for implementation.

The contractually required outputs of CAESAR are:

- The European Intermodal Research Advisory Council (EIRAC);
- The EIRAC Terms of Reference. These include the scope, the mission, the process of processing and maintaining the Strategic Research Agenda. Furthermore, membership governance, the role of observers, operation, and provisional timetable are included in the Terms of Reference.
- The Intermodal Strategic Research Agenda; the list of needs for future research and a compendium of the European Joint Research Strategy



developed in conjunction with a business scenario, which will consider the review of past research programs and projects on intermodalism.

- The Research Investment Plan. A European-wide implementation plan for research, to feed the work programmes of future EC Framework programmes, equivalent initiatives of the member states and private research investments.

A website dedicated to EIRAC is developed and maintained by CAESAR.

The designated CAESAR partnership/consortium represents the link to key players in the intermodal industry. It was thought that without such a link and acquaintance with the intermodal industry it would be extremely difficult to carry on the action to establish of the EIRAC. The partnership – four of whom are networks/associations - covers geographically and in terms of industries the full span of intermodal actors.

The CAESAR consortium is organized with the following structure:

- a Project Management Board: The Project management Board is formed by the Project Coordinator and each Project Partner.
- an Administrative Coordinator which aids the Project Management Board in the administrative activities; The Administrative Coordinator is in charge of the administrative and financial coordination of the Action. Thus, it will be responsible for managing and distributing EC funding among partners, book-keeping, cost monitoring, accounting, cost statement preparation, quality management, etc.
- Four technical workpackage leaders.

The CAESAR Work Packages are:

- WP1: Project Management
- WP2: Establishment of the Intermodal Research Advisory Council
- WP3: Setting of Strategic Research Agenda
- WP4: Implementation Strategy
- WP5: Communication and Dissemination Strategy