Tools4LEAs

A project of the European Anti-Cybercrime Technology Development Association (EACTDA)

D2.4 Stakeholders community building and management strategy and plan

Version:	1.0	
Delivery date:	September 2021	
Dissemination level:	Public	
Status	FINAL	
Nature:	Report	
Main author(s):	Juan Arraiza	EACTDA
Contributor(s):		

DOCUMENT CONTROL

Version	Date	Author(s)	Change(s)
0.1	27/08/2021	Juan Arraiza (EACTDA)	TOC and initial text
0.2	30/08/2021	Juan Arraiza (EACTDA)	First version for all sections completed. Requested contributions from EACTDA members and key stakeholders.
0.3	28/09/2021	Juan Arraiza (EACTDA)	Updated with received feedback
1.0	29/09/2021	Juan Arraiza (EACTDA)	Final version, ready to be submitted

TABLE OF CONTENTS

1. Introduction

1.1.   Main objective of this document

As the title of the document indicates, this document focuses on describing which strategy will be followed to build and manage the stakeholders community of the Tools4LEAs project.

The stakeholder management strategy will identify and document which approaches will be taken in order to identify the key stakeholders and to maintain or increase the support of those that favour the project and to decrease the negative impacts of those stakeholders that are against it, all of this in a continuous manner throughout the life of the project. The stakeholder management strategy will identify the key stakeholders along with the level of power and influence they have on the project, and it will establish how to manage each of the different resulting stakeholder groups/categories. This document also present the management plan that implements the aforementioned strategy.

1.2.   Relation to other deliverables

This deliverable is closely related to the following deliverables:

- **D1.1 Project Management Handbook**: Section 11 of D1.1 describes what stakeholder management best practices are (as of the PMBoK®)[1] and how it is going to be implemented in the Tools4LEAs project.
- **D1.6 Advisory Board setup and operational procedures**: D1.6 focuses on how the Tools4LEAs project is going to setup and operate the end-user advisory board, which is a key instrument in managing the end-users to which the results of the project are intended.
- **D2.1 Project Website and Communication and Dissemination materials, and D2.2 Communication and Dissemination plan**: Deliverables D2.1 and D2.2 present the way communication and dissemination activities will be conducted in the Tools4LEAs project, and these activities are essential to a successful building and management of the stakeholders community.
- **D2.5 Report on stakeholders and community management activities:** Deliverable D2.5 will report on the activities conducted to implement the plan and meet the strategy defined in this deliverable (D2.4).
- **D2.6 Exploitation strategy and planning report**: Exploitation of project results has to be done in a way that satisfy the needs and expectations of the different stakeholders of the project.
- **D6.4 Demonstration and Evaluation plan and handbook**: Stakeholders in general, but end-users in particular, will be targeted audience for the demonstration and evaluation events that will be conducted in the project.

1.3.   Structure of the deliverable

Section 2 of this document presents the stakeholder management strategy that will be followed in the project.

---

[1] https://www.pmi.org/pmbok-guide-standards/foundational/PMBOK

Section 3 presents the stakeholder management plan that will implement the strategy presented in section 2.

Finally, section 4 summarises which is the goal and key aspects of this document, it acknowledges that there is still work to be done to improve the document, and it presents some of the areas of future work that have already been identified.

2. The stakeholders management strategy of the Tools4LEAs project

The stakeholder management strategy for the Tools4LEAs project will be used to identify, analyse and classify project stakeholders, to determine their level of power, interest, and influence, and finally to determine the most appropriate management approach and communication methodology.

The goal of a proactively managing project stakeholders throughout the lifetime of the Tools4LEAs project will be to ensure that key stakeholders are identified and appropriately managed so that the support of those stakeholders that are in favour the project is maintained or increased, and the negative impacts of those stakeholders that oppose to it are avoided or minimized.

Proper stakeholder management in any project is essential, as it can be used to gain support and/or to anticipate resistance, conflict, or competing objectives among the project's stakeholders.

2.1. Identification of project stakeholders strategy

Identification of project stakeholders will be done in two phases, firstly by the EACTDA Secretariat and then, the result of this work will be reviewed and commented by EACTDA members and Europol to ensure that no key stakeholder is forgotten.

Identification of project stakeholders will be done regardless of how major or minor they are. This will be done so because if stakeholders are omitted, it is possible that they may become evident at some point during the project's lifecycle and, if they oppose to the project, they might introduce delays or other obstacles to the project's success.

2.2. Key stakeholders identification, analysis, classification, and prioritisation strategy

Once all the stakeholders have been identified, it is necessary to determine those that are key stakeholders, this is, those who potentially have the most influence over a project, those who may be most affected by it, or those who are resistant to the change represented by the project.

These key stakeholders will require more communication and management throughout the project's lifecycle and it is important to identify them to seek their feedback on their desired level of participation and communication.

Hence, a power/interest grid will be used to prioritise stakeholders; the highest priorities will be assigned to those that have been classified in the upper-right corner of the "Manage Closely" group indicated in Fig. 1.
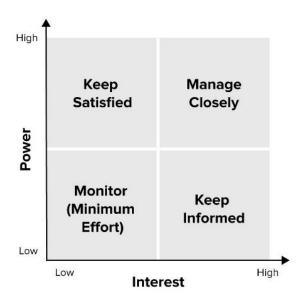
Figure 1 - Power/interest grid for stakeholders priorisation

Then, for all stakeholders within the same cell of the power/interest grid, the communication strategies and channels (to be) used and the level of information they receive will be decided on.

3. The stakeholders management plan of the Tools4LEAs project

In this section we present the specific management plan that has been prepared to implement the strategy presented in section 2.

3.1.   Identification of project stakeholders plan

Identification and communication with project stakeholders will be done as early as possible, and no later than month 3 of the project, as it is of the utmost importance to ensure the success of the project by gaining support and input for the project. Some stakeholders may have interests which may be positively or negatively affected by the Tools4LEAs project, and thus, by initiating early and frequent communication and stakeholder management with them, it will be possible to effectively manage and balance their interests while accomplishing project goals.

To determine if an individual/organisation will be included as a stakeholder, the following criteria will be considered:

- Is the individual/organization directly or indirectly affected by this project?
- Can the individual/organization influence the project?
- Can the individual/organization have an impact on the project's resources (material, personnel, funding)?
- Does the individual/organization have any special skills or capabilities the project will require?
- Does the individual/organization potentially benefit from the project or are they in a position to resist this change?

Any individual/organization that meets at least one of the above criteria will be identified as a project stakeholder.

During month two of the project, a brainstorming session has taken place to identify stakeholders for the project. This session was conducted by the Secretariat of the EACTDA association. The result of this session is presented below.

ID	Stakeholder category/group	Observations
STK-G#1	All end-users	Includes Europol, end-user networks such as ENLETS or ENFSI, and in general all EU public security entities
STK-G#1.1	EACTDA end-user members	Same group as STK-G#3.1
STK-G#1.2	Europol	
STK-G#1.3	End-user Advisory Board members	
STK-G#1.4	Other European end-users	
STK-G#1.5	Other non-European end-users	
STK-G#2	European Commission	Includes all affected EC DGs, Units, and EC agencies such as CEPOL or JRC
STLG#2.1	Project Officer of the Tools4LEAs project	
STLG#2.2	Policy Makers from DG HOME D4	
STLG#2.3	Policy Makers / Project Officers from DG HOME B4	
STLG#2.4	CEPOL, JRC, and ENISA	
STLG#2.5	Other EC units and agencies	Europol not included (see STK-G#1.2)

STK-G#3	EACTDA members	Includes end-user and non-end-user EACTDA members
STK-G#3.1	EACTDA end-users	Same group as STK-G#1.1
STK-G#3.2	EACTDA RTOs and Academia	
STK-G#3.3	EACTDA industry and others	
STK-G#4	Technology providers	From industry/market, research, etc.
STK-G#4.1	EC funded research projects	H2020, Horizon Europe, ISFP, …
STK-G#4.2	Industry	
STK-G#4.3	Open-source communities	
STK-G#5	General public / EU citizens	Includes also non-specialised media

During month four of the project, a second session will review and complement the work done in the first session but, in this case, with the aid and participation of EACTDA members and Europol. The goal for this second session will be to ensure that all key stakeholders have been identified.

3.2. Key stakeholders identification, analysis, classification, and priorisation plan

As soon as a key stakeholder is identified the Capability Manager or the Project Coordinator of the Tools4LEAs project will assess whether it is appropriate/possible to establish contact in order to consult about their desired level of participation and communication. If the stakeholder cannot be consulted, it will be the Capability Manager with the Project Coordinator that will determine the most appropriate communication strategy and participation level.

A power/interest grid will also be used to analyse, classify and prioritise key stakeholders. An initial assessment will be done when key stakeholders are identified. Besides, the Project Coordinator and the Capability Manager will revisit the assessments of all identified key stakeholders at least on a quarterly basis in order to determine if there have been any significant changes in their level of power/influence and/or interest in the project.

Then, stakeholders will be grouped based on the communication strategies, so that those stakeholders in the same cell of the power/interest grid and that it is decided that they have to receive the same level of information and via the same channels will be grouped.

Also, on a regular and at least on a quarterly basis, the Project Coordinator and the Capability Manager will group the stakeholders based on the communication strategies, so that groups of stakeholders are created for those stakeholders in the same cell of the power/interest grid and that it is decided that they have to receive the same level of information and via the same channels. The dissemination and communication plan of the project will be adjusted based on the outcome of these exercises.

4. Summary

4.1. Conclusion

A proper management of project stakeholders is essential to the success of any project, and the Tools4LEAs project is not an exception to this rule. In this document we have presented the strategy and the management plan that has been decided for the project in relation to building and managing its stakeholders. The initial list of identified stakeholders and the strategy and the plan to manage them appropriately have been presented.

4.2. Evaluation

The work done to define the stakeholder management strategy and to present the initial management plan is sufficient to set the ground and clarify the way forward in this matter to all project team members.

4.3. Future work

This document will not be updated. Deliverable "D2.5 Report on stakeholders and community management activities", due month 24 of the project will report on the activities conducted to implement the plan and meet the strategy defined in this deliverable.