

# Tools4LEAs |

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



## D2.2 Communication and Dissemination plan



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## 1. Introduction

### 1.1. Main objective of this document

Communication is essential to the proper promotion of the project and its results, whilst dissemination activities will focus on ensuring that the project results are made available to the intended targeted audiences. This document will present the plan to effectively and efficiently manage the communication and dissemination activities of the Tools4LEAs project.

### 1.2. Relation to other deliverables

This deliverable is closely related to the following deliverables:

- **D1.1 Project Management Handbook:** Deliverable D1.1 presents how project communication management is going to be handled in the Tool4LEAs project. A set of initially identified communication elements and channels is listed.
- **D2.1 Project Website and Communication and Dissemination materials:** Deliverable D2.1 provides a communication and dissemination channel (the website) and a set of initial dissemination and communication materials (the logo and Microsoft Word and PowerPoint templates).
- **D2.4 Stakeholders community building and management strategy and plan:** Deliverable D2.4 presents the stakeholder management strategy and plan, which has to be aligned with the communication and dissemination plan presented in this deliverable.

### 1.3. Structure of the deliverable

Section 2 of this document describes the communication and dissemination strategies of the Tools4LEAs project and the principles that guide them.

Section 3 presents the objectives, intended audience, and communication plan for the project.

Section 4 presents the objectives, intended audience, and dissemination plan for the project.

Finally, section 5 summarises which are the goals 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. Communication and Dissemination strategies

Dissemination aims at maximising the impact of research results; therefore, it is a fundamental part of the success of the Tools4LEAs project. The dissemination strategy of the project will pursue the following goals:

- Identifying the right target audience(s), focusing on any potential user of the project results (the scientific community, stakeholders, industry, policy makers, investors, civil society, etc.).
- Identifying and listing all types of potential primary and secondary results of the project.
- Identifying the means to conduct the dissemination activities (e.g., scientific papers, public/private databases, workshops, etc.).

Communication goes beyond dissemination, as it does not involve project results only but also the project in general. Therefore, communication activities target a much wider audience, including the media and the general public. The communication strategy of the Tools4LEAs project will have to answer the following questions:

- Who are you going to engage with?
- How can the different audiences be grouped?
- What are you going to say to each of your audiences?
- Why should your audiences listen to you?
- What channels should you use for each of your audiences?
- When are you going to engage with each of the different groups or audiences?

In both cases, communication and dissemination activities should comply with the following principles:

- Targeted audiences should be identified as early as possible.
- Consider the long- and short-term goals of the project; whatever is done should be in support of these goals.
- Communication and dissemination goals should be established for each targeted audience.
- Messages should be clear, concise, and adapted to the targeted audience.
- Communication and dissemination channels have to be chosen considering the maximum possible impact.
- When several options, the best value for money approach should be followed.
- Finally, the communication and dissemination activities should reflect the project's core values and goals.

### 3. Communication plan

#### 3.1. Establishing the objectives

On the communications front, the Tools4LEAs project has the following short- and long-term objectives:

- **Short-term:**
  - **Visibility:** provide transparency and visibility to the general public.
  - **Branding:** build brand recognition and preference within all key stakeholders.
  - **Media prominence:** low prominence and mainly on specialised media.
  - **Crisis communication<sup>1</sup>:** design and implement basic yet effective crisis communication management processes so that if a crisis arises, the project will have a plan to manage it in order to lessen the actual damages inflicted to EACTDA's and/or the project's reputation.
- **Long-term:**
  - **Visibility:** go beyond transparency, identifying core values and increasing the societal impact of the project by incorporating end-user needs and understanding public attitudes and opinions, resulting in trust and awareness among the public.
  - **Branding:** build brand loyalty within all key stakeholders and brand recognition and preference in those stakeholder communities that though they are not key stakeholders, they are also interested/affected by the project.
  - **Media prominence:** low prominence in the general media and medium-to-high prominence in the specialized media.
  - **Crisis communication:** be fully prepared and trained to swiftly identify the crisis and be prepared to react to it to minimise the negative impacts by appropriately managing communications.

#### 3.2. Identifying the audience

Section 3.1 of deliverable "D2.4 Stakeholders community building and management strategy and plan" includes an initial list of identified stakeholder groups of the project. These stakeholders constitute the primary audience of the communication activities. Below, we present the table that summarises these stakeholder groups (extracted from D2.4).

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

<sup>1</sup> <https://www.bernsteincrisismanagement.com/the-10-steps-of-crisis-communications/>

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#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

### 3.3. Identifying and planning communication activities

Once the targeted audiences are identified, it is necessary to define the communication goals and then to design a work plan including tailored communication activities for each of them. Below we present the communications plan. Note that the sub-categories/groups of stakeholders inherit the same communication goals, channels, and frequencies as the whole group and that they might have (or not) additional ones.

ID	Stakeholder group	Communication goal(s)	Comm. channels	Frequency
STK-G#1	All end-users	<ul style="list-style-type: none"> <li>• Keep them informed of the progress of the project.</li> <li>• Obtain and maintain their support for the project.</li> <li>• Create brand recognition.</li> </ul>	Website posts/news, newsletters, social networks, Tools4LEAs demonstration and evaluation events, presentations in end-user fora events, workshops or conferences.	At least once every six months
STK-G#1.1	EACTDA end-user members	<ul style="list-style-type: none"> <li>• Obtain their participation in project activities as/when needed.</li> </ul>	Emails, EACTDA General Assemblies, project workshops and meetings	At least once every three months
STK-G#1.2	Europol	<ul style="list-style-type: none"> <li>• Inform them so that they can successfully chair the end-user advisory board.</li> </ul>	Emails, end-user advisory board, project workshops and meetings	At least once a month
STK-G#1.3	End-user Advisory Board members	<ul style="list-style-type: none"> <li>• Inform them timely so that they can efficiently take part in the end-user advisory board.</li> </ul>	Emails, end-user advisory board, project workshops and meetings	At least before all board meetings
STK-G#1.4	Other European end-users		Emails	
STK-G#1.5	Other non-European end-users			
STK-G#2	European Commission (EC)	<ul style="list-style-type: none"> <li>• Keep them informed of the progress of the project.</li> <li>• Obtain and maintain their support for the project.</li> <li>• Create brand recognition.</li> </ul>	EC Participant portal, EC organised events/ webinars/etc., emails, website posts/news, social networks	At least once every six months
STK-G#2.1	Project Officer of the Tools4LEAs project	<ul style="list-style-type: none"> <li>• Prepare and conduct the reporting of the project</li> </ul>	When possible/appropriate face-to-face meetings, web- teleconferences	At least once a month
STK-G#2.2	Policy Makers from DG HOME D4	<ul style="list-style-type: none"> <li>• Convince them to include in future ISFP programmes the renewal of the direct award</li> <li>• Convince them to promote the collaboration of ISFP projects with EACTDA</li> </ul>	When possible/appropriate face-to-face meetings, web- teleconferences	At least once every three months
STK-G#2.3	Policy Makers / Project Officers from DG HOME B4	<ul style="list-style-type: none"> <li>• Convince them to promote the collaboration of Horizon Europe projects with EACTDA</li> </ul>	When possible/appropriate face-to-face meetings, web- teleconferences	
STK-G#2.4	CEPOL, JRC, and ENISA	<ul style="list-style-type: none"> <li>• Convince them to collaborate with EACTDA</li> </ul>	When possible/appropriate face-to-face meetings, web- teleconferences	



STK-G#2.5	Other EC units and agencies			
STK-G#3	EACTDA members	<ul style="list-style-type: none"> <li>• Keep them informed of the progress of the project.</li> <li>• Obtain and maintain their support to the project</li> <li>• Create brand recognition.</li> <li>• Convince them to participate in and update the inventory of pre-existing tools</li> </ul>	Website posts/news, emails, EACTDA General Assemblies, project workshops and meetings	At least once every three months
STK-G#3.1	EACTDA end-users	<i>(see also STK-G#1.1 – EACTDA end-user members)</i>	<i>(see also STK-G#1.1)</i>	
STK-G#3.2	EACTDA RTOs and Academia	<i>Consolidate the long-term participation</i>		
STK-G#3.3	EACTDA industry and others	<i>Consolidate and diversify short- and long-term participation</i>		
STK-G#4	Technology providers	<ul style="list-style-type: none"> <li>• Raise awareness about EACTDA and the project and its goals.</li> <li>• Create brand recognition.</li> <li>• Convince relevant providers to become EACTDA members and to collaborate with the Tools4LEAs project.</li> </ul>	Website posts/news, public events and conferences, domain/sector specialised media, EC organised events/webinars etc.,	At least once every six months
STK-G#4.1	EC funded research projects			
STK-G#4.2	Industry			
STK-G#4.3	Open-source communities			
STK-G#5	General public / EU citizens	<ul style="list-style-type: none"> <li>• Create brand recognition.</li> <li>• Inform the public about the positive impacts of the project.</li> <li>• If a communication crisis arises, appropriately handle it.</li> </ul>	Website posts/news, social media	At least once every three months

## 4. Dissemination plan

### 4.1. Establishing the objectives

Dissemination of project results is all about sharing them with potential users - peers in the public security field, industry, other commercial players and policymakers. Dissemination is essential for take-up, and take-up is crucial for the success of the project and the sustainability of outputs in the long term<sup>2,3</sup>.

The first step for a successful dissemination plan is to identify the project results, the potential end-users, and how to reach them. In the case of the Tools4LEAs project, the main project results can be summarised as:

- Software tools and components within different (cyber) security topics covered
- Collaboration platforms (the repository of tools and the DevOps environment)
- Knowledge, skills, and know-how related to software development, testing, evaluation
- Policy recommendations

Considering the aforementioned project results, the short- and long-term dissemination objectives of the project are presented below.

- Short-term:
  - **Raise awareness:** inform all key stakeholders about the project, its goals, plan, etc.
  - **Inform:** educate all key stakeholders about how to participate, collaborate, and/or benefit.
  - **Engage:** get inputs/feedback from the key stakeholders directly involved in the project during its execution.
  - **Promote:** maximise the number of key stakeholders that participate in project demonstration and evaluation events and making sure that some of them decide to adopt/use the results of the project.
  - **Make sustainable:** increase the number of active EACTDA members and the number of end-users that benefit from and use the results of the project.
- Long-term:
  - **Raise awareness:** go beyond the key stakeholders and inform all stakeholders about the project, its goals, plan, etc.
  - **Inform:** educate all stakeholders about the goals and the positive impact of the project.
  - **Engage:** get inputs/feedback from the key stakeholders as/when necessary.
  - **Promote:** ensure that all key stakeholders participate (or at least are invited to do so) in project demonstration and evaluation events and that a significant number of them decide to adopt/use the results of the project.
  - **Make sustainable:** maximise the number of end-users that benefit from and use the results of the project.

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<sup>2</sup> [https://ec.europa.eu/research/participants/data/ref/h2020/other/events/2017-03-01/8\\_result-dissemination-exploitation.pdf](https://ec.europa.eu/research/participants/data/ref/h2020/other/events/2017-03-01/8_result-dissemination-exploitation.pdf)

<sup>3</sup> <https://ec.europa.eu/chafea/health/beneficiaries-corner/documents/factsheet-10.pdf>

#### 4.2. Identifying the audience

The audience for the dissemination of project results is the same one as for communication (see section “3.2 Identifying the audience”) with the exception of STK-G#5 - General public / EU citizens, as they will benefit indirectly from the results of the project but they are not potential users of them.

#### 4.3. Identifying and planning the dissemination activities

Once the targeted audiences are identified, it is necessary to define the dissemination goals and then to design a work plan including tailored dissemination activities for each of them. Below we present the dissemination plan. Note that the sub-categories/groups of stakeholders inherit the same communication goals, channels, and frequencies as the whole group and that they might have (or not) additional ones.

ID	Stakeholder group	Dissemination goal(s)	Dissem. channels	Frequency
STK-G#1	All end-users	<ul style="list-style-type: none"> <li>• Inform about and offer the results of the project to as many end-users as possible.</li> <li>• Promote the adoption of the results of the project by as many of the end-users as possible.</li> </ul>	EACTDA’s repository, Europol’s Code Repository (ECR), Project website, Tools4LEAs demonstration & evaluation events, presentations in end-user fora events, workshops or conferences	At least once every six months
<i>STK-G#1.1</i>	<i>EACTDA end-user members</i>	<ul style="list-style-type: none"> <li>• <i>Inform about and offer the results of the project to all of them.</i></li> <li>• <i>Adoption of at least some of the results of the project by 1/3 or more of them</i></li> </ul>		
<i>STK-G#1.2</i>	<i>Europol</i>	<ul style="list-style-type: none"> <li>• <i>Inform about and offer the results of the project to Europol.</i></li> <li>• <i>Adoption of at least some of the results of the project by Europol</i></li> </ul>		
<i>STK-G#1.3</i>	<i>End-user Advisory Board members</i>	<ul style="list-style-type: none"> <li>• <i>Inform about and offer the results of the project to all of them.</i></li> <li>• <i>Adoption of at least some of the results of the project by 1/2 or more of them</i></li> </ul>		
<i>STK-G#1.4</i>	<i>Other European end-users</i>	<ul style="list-style-type: none"> <li>• <i>Adoption of at least some of the results of the project by more than 10 other European end-users</i></li> </ul>		
<i>STK-G#1.5</i>	<i>Other non-European end-users</i>			
STK-G#2	European Commission (EC)	<ul style="list-style-type: none"> <li>• Provide policy recommendations as requested by the EC</li> <li>• Inform about project results</li> </ul>	Policy briefs, conference/workshop presentations at EC organised events, Tools4LEAs demonstration & evaluation events	At least once during the project

STK-G#2.1	Project Officer of the Tools4LEAs project			At least once a year
STK-G#2.2	Policy Makers from DG HOME D4			At least once a year
STK-G#2.3	Policy Makers / Project Officers from DG HOME B4			
STK-G#2.4	CEPOL, JRC, and ENISA	<ul style="list-style-type: none"> <li>• Inform and offer the results of the project to all of them.</li> <li>• Establish collaboration frameworks as/if appropriate.</li> </ul>		
STK-G#2.5	Other EC units and agencies			
STK-G#3	EACTDA members	<ul style="list-style-type: none"> <li>• Inform all of them about the results of the project.</li> <li>• Promote the use of the project results in their other projects/work (under the EACTDA licensing conditions) so that these results evolve and are improved over time.</li> </ul>	Emails, newsletters, website, social media, Tools4LEAs demonstration & evaluation events, EACTDA General Assembly and other meetings	At least once every three months
STK-G#3.1	EACTDA end-users	(see also STK-G#1.1 - EACTDA end-user members)	(see also 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	<ul style="list-style-type: none"> <li>• Inform all of them about the results of the project.</li> </ul>	Tools4LEAs website, newsletter, social media, fairs, exhibitions, conferences, EC organised events	At least once every six months
STK-G#4.1	EC funded research projects	<ul style="list-style-type: none"> <li>• Promote the use of the project results in their other projects/work (under the EACTDA licensing conditions) so that these results evolve and are improved over time.</li> </ul>	Tools4LEAs demonstration & evaluation events	
STK-G#4.2	Industry			
STK-G#4.3	Open-source communities			

## 5. Summary

### 5.1. Conclusion

In this document, we have presented the communication and dissemination strategies and the principles that will guide them, and we have also presented the objectives, intended audiences, preferred channels, and plans for the communication and dissemination activities of the Tools4LEAs project.

### 5.2. Evaluation

The strategies, objectives, and plans presented in this document are a good starting point for the Tools4LEAs project, but they will have to be adapted and updated as needed during the execution of the project. Deliverable D2.3 will report on the activities of the project as well as on the changes to the strategies and goals presented in this deliverable.

### 5.3. Future work

Though there is no official/formal update of this deliverable that has to be submitted to the European Commission, during the execution of the project this deliverable will be revisited and updated if/as needed for internal use and benefit of the project team members.