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Advanced Tools for fighting Online illegal trafficking

D11.5 – LEAs and stakeholders community building and management

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2	Centre for Research and Technology Hellas CERTH - ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS	CERTH	RTO	GR
3	Centro Ricerche e Studi su Sicurezza e Criminalità	RISSC	RTO	IT
4	Expert System S.p.A.	EXPSYS	SME	IT
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9	Stichting Katholieke Universiteit Brabant	TIU-JADS	RTO	NL
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11	VIAS Institute	VIAS	RTO	BE
Law Enforcement Agencies (LEAs)				
12	Provincial Police Headquarters in Gdansk	KWPG	USER	PL
13	Kriminalisticko-Policijska Univerzitet	UCIPS	USER	RS
14	Home Office	HO	USER	UK
15	National Police of the Netherlands	NPN	USER	NL
16	General Directorate Combating Organized Crime, Ministry of Interior	GDCOC	USER	BG
17	Local Police Voorkempen	LPV	USER	BE

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Definitions, Acronyms and Abbreviations

ACRONYMS / ABBREVIATIONS	DESCRIPTION
ANITA	Advanced Tools for fighting Online illegal trafficking
COVID-19	Coronavirus disease 2019
DoW	Description of Work
KPI	Key Performance Indicator
LEAs	Law Enforcement Agencies
TRILLION	TRUSTED, CITIZEN - LEA COLLABORATION OVER SOCIAL NETWORKS
TTT	Train the Trainer
UC	Use Case
UCM	User Community Manager
WP	Work Package

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Executive Summary

This deliverable about LEAs and stakeholder community building and management, reports on methodologies, plans and activities performed for building and managing the ANITA stakeholder community.

In the first chapter the ANITA User community framework is explained and defined. The ANITA LEA and Stakeholders community is a network of practitioners fighting illegal trafficking. It wants to build and establish a dialogue with representatives of industry, academia and policymakers, but also with other practitioners (networks). Therefore, it is foreseen to cooperate with external advisors, partners and projects who can bring valuable expertise to the project. The ANITA Community is divided into four main groups:

- ANITA Law Enforcement Agencies
- Other practitioner institutions (ENLETS, ENFSI)
- ANITA Advisory Board
- ANITA sister projects.

ANITA has 6 LEA practitioners as full members of the consortium and 9 ANITA LEA Advisory Board members, which have signed Letters of Support. During the course of the project the ANITA consortium established relationships with 13 so-called sister projects. The ANITA Community strived to increase the number of practitioners associated with ANITA, but also to develop useful and fruitful engagement that is mutually beneficial to all parties.

A large number of techniques commonly used for community building and engagement were put in place to engage with the envisioned ANITA communities. Some of them are designed specifically to share information, while others aim to successfully involve practitioners, industry and researchers in relevant community issues like community planning, decision-making, evaluation and follow-up. During the execution of many ANITA work packages and its related tasks, activities and events the ANITA LEA community building and engagement techniques and methods have been used and implemented by the ANITA consortium to work on the objective to build and grow the ANITA community.

1 Introduction

Main objective of Task 11.2 is to establish a LEA and stakeholder community in order to benefit from its experience throughout the ANITA project.

This task aims to support the ANITA LEA user community, both the pre-existing users as well as reaching out to more users through the establishment of a network of LEAs, public entities and private organisations, in order to benefit from the experiences of a community of contacts in this area. To achieve these objectives, the following actions took place:

(i)   Desk-based research: targeted review of sector reports, organisation websites and social media platforms to identify additional relevant stakeholders and individuals in this area;

(ii)   Contribution to the communication strategy to be implemented in work package 11 based on invitations sent to stakeholders to join the ANITA stakeholder network and on implementation of communications campaign throughout the project including, but not limited to, surveys and other research tools;

(iii)   The ANITA stakeholder community facilitated activities both in this work package, by generating information on best practices (T11.3), organizing and participating in training activities (T11.4) and Public workshops (T11.5), as well as in other work packages, particularly to the activities related to criminological analysis (WP2), use cases and requirement elicitation (WP4) and the 2 rounds of Pilots (T10.3);

(iv)   This Task (T11.2) was also responsible of the management of Advisory Board area. A common internal project platform was also available to promote community building among LEAs.

This deliverable about LEAs and stakeholder community building and management, reports on methodology, plan and activities performed for building and managing the ANITA stakeholder community.

2   ANITA Community building framework

2.1   ANITA Community

The ANITA LEA and Stakeholders community is a network of practitioners fighting illegal trafficking. It wants to build and establish a dialogue with representatives of industry, academia and policymakers, but also with other practitioners (networks). Therefore, it is foreseen to cooperate with external advisors, partners and projects who can bring valuable expertise to the project. The ANITA Community is divided into three main groups:

- ANITA Law Enforcement Agencies
- Other practitioner institutions (ENLETS, ENFSI)
- ANITA Advisory Board
- ANITA sister projects.

ANITA has 6 LEA practitioners as full members of the consortium and 9 ANITA LEA Advisory Board members, which have signed Letters of Support. During the course of the project the ANITA consortium established relationships with 13 so-called sister projects. These sister projects were assessed and evaluated mainly by technical partners on having (partially) the same objectives as the ANITA project. The ANITA Community strived to increase the number of practitioners associated with ANITA, but also to develop useful and fruitful engagement that is mutually beneficial to all parties. Therefore, ANITA established and/or maintained cooperation with:

- Selected networks of practitioners dealing with topics relevant to ANITA; especially current networks: ENLETS, ENFSI, i-LEAD, i-LeaNet.
- EU and international organisations that are relevant stakeholders, like EC, EC3, Europol's Innovation Hub, ENISA.

The cooperation with the above networks and stakeholders has foreseen through interchanging information about ongoing and planned activities, particularly workshops, questionnaires, seminars/webinars/ conferences, etc as part of the activities from other work packages. The exchange of selected reports and other project outcomes relevant for both parties, plus the synchronisation of conducted actions, has helped avoiding duplicating and overlapping work.

It is also predicted that strong cooperation with the EC, particularly the Community of Users platform has allowed ANITA and other projects to excel; through collaborative engagement working towards a common goal (for instance via collaborations with the sister projects).

2.2   Community building and engagement methods and techniques

A large number of techniques commonly used for community building and engagement can be put in place to engage with the envisioned ANITA communities. Some of them are designed specifically to share information, while others aim to successfully involve practitioners, industry and researchers in relevant community issues like community planning, decision-making, evaluation and follow-up.

The analysis conducted of different community engagement experiences acknowledge that the most appropriate techniques for community engagement must be determined on specific circumstances, engagement objectives and goals, target audience and stakeholders as well as the available resources. **Thus, no single engagement technique will suit every issue**. In some instances, a combination of different types

of techniques may be required, or specific techniques may have to be adapted to suit particular circumstances.

This report classifies techniques under four categories according to community involvement levels:

- **Inform**: to provide the ANITA communities with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions;
- **Consult**: obtain feedback on analysis, alternatives, and/or decisions;
- **Engage**: work directly with the Community members throughout the project and beyond to ensure that practitioners concerns and aspirations are consistently understood and considered;
- **Collaborate**: partner with the ANITA community member in each aspect of the decision including the development of alternatives and the identification of the preferred 'solution';

In addition we advise on classifying and choosing the right community building and engagement technique according to three categories:

- information-sharing techniques
- consultation techniques
- active participation techniques.

These categories and the following table 1, 2 and 3 are based on TRILLION[1] project 'D5.1 Tools and techniques for Citizens Engagement'.

Information-sharing techniques

Strategies for information sharing and transparency reinforce high levels of community engagement. Effective information sharing allows members to acquire better understanding about public interest issues and motivation to participate in consultation or active participation initiatives. Successful strategies for information sharing should allow public authorities to continuously acquire information about all aspects of the engagement process, monitor its progress and follow-up any issues that may arise throughout the process.

Information sharing initiatives have the advantage of quickly inform members and the community about direct interest topics. In addition, information sessions can compose the big puzzle of long-term engagement process so that to avoid the problem of isolated stand-alone activity which is against the principals of good citizen engagement process.

The following information sharing techniques can be used as part of the ANITA community engagement activity:

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[1] TRILLION-project: Trusted Citizen – LEA collaboration over Social Networks. https://trillion-project.eng.it

Engagement techniques	Description	Strengths	Weaknesses	Used in WPs
Online information processes	Information provided via websites can be directed to different communities, translated to a number of languages to facilitate information provision to key groups, or presented on targeted sites to reach specific audiences. Websites can be important for providing information lending to greater transparency to government decision-making processes. Other electronic information sharing processes are also increasing in popularity including e-mails and e-newsletters.	✓ electronic sharing processes can reach a large number of people quickly and generally cost effectively and; ✓ changes to the information being conveyed can be made quickly and relatively cost effectively.	✓ not all members have reliable access to ICT resources needed to share information in this way; ✓ some groups within the community may distrust electronic processes and; ✓ a lot of resources are required in order to kept up to date online information.	WP 11
Briefings	Technique that provides key information to public authorities and decision-makers, other agencies and key stakeholders at regular intervals to assist them to stay informed about the progress of an engagement activity. Whilst often one-way in nature, by raising awareness amongst key stakeholders, briefings can lead to more effective two-way communication and the identification of issues or options not previously considered. It is particularly important to provide briefings if an engagement activity could have important implications, or if the stakeholders being briefed are likely to be impacted by decisions made as a result of the engagement activity.	✓ can be a useful way to build relationships with important members or communities and; ✓ often represent an effective way of ensuring members' issues are regularly identified and dealt with.	✓ those being briefed may have influence over the process.	WP 2, 4, 10
Education and awareness programs	Techniques which involve providing a specific set of often factual information, for example, how to behave in emergency situations. They can be designed to target a range of members and can support a variety of community engagement techniques and methods. Education and awareness programs can be single event or ongoing.	✓ very important when seeking to generate behaviour change, and; ✓ can support sustained engagement by contributing to community capacity;	✓ can be seen as a one-sided, non-consultative process; ✓ the "facts" being disseminated may be contested, and; ✓ can be costly to develop;	WP 11
Fact sheets	Fact sheets are generally brief, paper based or online documents which summarise the "facts" about a program, initiative or issue. Developing and distributing fact sheets can be a simple, timely and inexpensive way to summarise the state of the art in an engagement process. The messages contained in fact sheets should be tailored and relevant to the needs of the	✓ often an efficient way of summarising significant information for dissemination to a wide range of people and; ✓ can be developed in many languages and large text formats.	✓ may not be accessible to people with low literacy levels or visual impairments; ✓ distribution strategies need to be planned carefully to ensure that all of those with an interest receive copies and; ✓ facts may be contested or mistrusted.	WP 11

	recipients and should avoid editorial comment.			
Newsletters	Like fact sheets, newsletters provide information about a program or issue in a paper or online format. Along with containing "facts" however, newsletters also often contain a variety of additional information including photographs, diagrams, maps and editorial comment. Typically, newsletters are targeted at members and stakeholders who are most interested in the issue. They enable agencies to provide regular information and feedback about communal issues, and the contribution made by participants and future proposed steps.	✓ if distributed on a regular basis can build community awareness and understanding; ✓ can contain information from a range of different stakeholders, and; ✓ can be developed in a format that appeals to the target group.	✓ can be relatively expensive to develop, publish and distribute and; ✓ may not be accessible to people with low levels of literacy or visual impairments.	WP 11
Community fairs or events	A community fair or event provides a fun and enjoyable venue for sharing project information and raising awareness about a particular issue. As well as distributing information, a fair provides a range of opportunities for consultation and active participation. Community fairs or events can be organised specifically as part of an engagement activity, or the engagement activities could be planned to coincide with existing community fairs or events.	✓ can increase the visibility and approachability of the issue; ✓ is often attended by a wide variety of people, many of whom have time to look at displays, ask questions, participate in activities, and; ✓ can support relationship building efforts.	✓ often attended by people beyond the immediate geographic community that may be targeted, and; ✓ can require significant staff resources to establish and maintain.	WP 11
Community meetings	Community public meetings are one of the most familiar methods of increasing awareness about an issue or proposal, Community meetings are generally called by the agency and have a specified time, date, venue, agenda and invitation list. Another important step is developing a strategically designed, well-crafted process agenda in advance that identifies the purpose and objectives, and the working process. The timing, format, audience mix and venues are important considerations in planning effective meetings.	✓ particular people and groups can be targeted and invited; ✓ is time limited; ✓ the agenda is known in advance; ✓ is relatively efficient to implement and; ✓ can be structured in a number of ways to achieve a number of outcomes.	✓ may not attract participants who are representative of the community; ✓ can frustrate participants as discussion is often constrained to a limited number of priorities and; ✓ is not suitable for topics around which there is significant controversy or negative opinion.	WP 2, 4, 10, 11

Table 1: Information sharing techniques for ANITA Community building and engagement

Consultation techniques

Members consultations offer important opportunities to establish and consolidate two-way relationships between LEAs and members or communities. Initiatives for consultations can be established in parallel with other information sharing and active participation initiatives. In fact, most of times it is very useful to launch consultative mechanisms to maximize and diversify a wider range of opinions.

A variety of consultation techniques are available:

Engagement techniques	Description	Strengths	Weaknesses	Used in WPs and Tasks (To check related deliverables)
Discussion groups and workshops	Facilitated discussion groups or workshops involving participants selected either randomly or to approximate the demographics of a community, can be a good way to draw out a range of views and opinions. Discussion groups and workshops usually explore a limited number of community or public-interest established issues over a brief period of time. Discussion groups tend to involve relatively open-ended dialogue whereas workshops are generally more structured activities which often combine dialogue with other strategies such as information provision.	✓ targets specific groups; ✓ can be structured in a number of ways to achieve a range of outcomes; ✓ harnesses community energy and knowledge to generate innovative options; ✓ can build capacity, consensus, ownership and relationships and; ✓ can be iterative or cyclical, evolving in scope over the course of a project.	✓ participants may not be representative; ✓ produces qualitative not quantitative information which may not be easily understood or valued and; ✓ consideration regarding the collection and analysis of qualitative data is required, and may sometimes require skilled expertise in qualitative analysis.	T2.3: Using input from the focus group discussion as organized within T11.3 and the 2 public workshops from T11.5 T4.1: Several LEA user community workshop/ meetings were organized within T11.2 to discuss ANITA topics T10.4: for the evaluation of the 2 rounds of ANITA pilots closing focus group discussions were performed T11.2: Within the LEA community engagement task several workshops and discussions performed to build the ANITA User Community
One-on-one interviews	One-on-one interviews involve a person who has been thoroughly briefed to pose a standard set of questions to individuals within a community. One-on-one interviews can be conducted in public places, at events, via telephone and door knocks. Although interviewing everyone in a community is generally not feasible, two or three days may allow enough time to talk with a cross-section of people. Interviewing provides important qualitative information at a level of detail that is difficult to obtain any other way.	✓ people will often provide much more detailed information in a one-on-one interview or discussion than they will in a public forum; ✓ is useful to gain views on sensitive or complex issues; ✓ is effective when working with people with limited literacy and; ✓ has the ability to be empowering for the participants because of the narrative response.	✓ expertise in qualitative analysis is required to produce a quality report; ✓ it is generally not possible to interview all community members and; ✓ can be resource intensive.	T2.1: One-on-one interviews performed with experts from ANITA LEA partners WP3: Many one-on-one interviews with experts related to the WP3 topics were performed to collect relevant knowledge T4.1: To define the ANITA user requirements and use case scenarios several one-on-one interviews held to collect input for D4.1
Open days	Open days involve providing community members with access to an office or project site that they would not normally access, for a limited period of time. They provide important learning opportunities for interested members as well providing a forum for people to raise concerns and issues and to celebrate progress. Open days can incorporate displays,	✓ demonstrates transparency and credibility; ✓ provides concrete, first hand, learning opportunities; ✓ is time limited and; ✓ often fun for community members and staff alike.	✓ safety and access issues need to be considered and; ✓ can be resource intensive.	T11.5 organizing the 2 public demonstrations to involve the EU LEA community in the results of ANITA project and collect feedback (see D11.8 and D11.9)

	printed hand-out materials as well as tours, scheduled presentations and question and answer sessions. Open days need to be well planned, advertised and suitably resourced.			
Polls	Polls generally involve posing a small number of closed questions to a range of people in order to identify community opinion. The answers sought are often "yes" or "no", or scaled responses. Polls do not always predict an outcome, rather, they provide a snapshot of public opinion at one moment in time. If people are still learning about an issue, a poll may tell you how they feel given their current level of knowledge but may not reflect how they will react once they learn more unless a deliberative component is built in to the process.	✓ permits a quantitative assessment of community opinion; ✓ responses are relatively easy to collate and; ✓ is a relatively quick and cost effective way to sample a large number of people on a variety of topics.	✓ requires significant effort to ensure that the sample of the population polled is representative of the broader community; ✓ does not generally provide information regarding the reasons underlying certain opinions and; ✓ does not contribute to two-way relationship building.	T4.1: Polls/questionnaires were used to collect input about User requirements and Use case scenarios for D4.1 T10.4: Polls/questionnaires were used to collect feedback from the 2 rounds of pilot participants (see D10.5 and D10.6)
Road shows	Road shows are a travelling presentation and/or display used to seek feedback about, or input into a project which potentially affects more than one community. Road shows travel to where the people are thereby reducing the distance people have to travel to have their say about a project. For road shows to be effective they should be complemented by pre-event advertising and appropriate local media exposure.	✓ inclusive of a number of geographic communities; ✓ ensures consistency of the information provided to different communities; ✓ can coincide with local events and; ✓ presentation of verbal and visual information provides access to a range of people.	✓ can be resource intensive to establish, move and staff and; ✓ outcomes can be difficult to interpret across different communities.	WP10: A (virtual) roadshow was organized as part of T10.2 (pilot preparation) and T10.3 (pilot execution). T11.2: In order to establish the ANITA LEA community and better understand the individual needs and objectives a roadshow with one-on-one meetings was performed in the beginning of the ANITA project.
Survey research	Surveys involve posing a standard set of open and/or closed questions to a range of people. They are a popular method of collecting qualitative and quantitative information from a population at a certain point in time. Surveys can be conducted through face-to-face interviews, self-completion written forms, over the telephone, or electronically via the internet or email. Careful planning is needed for surveys to be successful. It may be helpful to seek assistance from skilled researchers in designing a survey tool to ensure that it generates useful and reliable information. Sampling strategies need to match engagement objectives.	✓ can be used to gain feedback from large and diverse groups of people; ✓ can often be produced and distributed in large quantities relatively cheaply; ✓ enables comparison between groups in the community, or between different stages of the process and; ✓ can provide large amounts of qualitative and quantitative data.	✓ many groups in the community feel they have been over-consulted by government and may react negatively to being asked to complete 'yet another survey'; ✓ may not be accessible for people with limited literacy, English as a second language or with visual impairments, and; ✓ analysing the data provided via surveys requires time, resources and skill.	Research surveys have been executed to gather/collect knowledge as input for many tasks from WP2, 3 and 4. These surveys included desk research, 1on1 interviews with experts and questionnaires as already mentioned in above consultation techniques.

| Web-based consultation | Online chats, surveys and questionnaires enable members to contribute their views and opinions to public authorities. They also allow government to provide information and feedback to members. Online consultation is one tool which should be considered as part of a range of other consultative tools, and it can include interactive websites, Internet surveys, discussion boards, email feedback, Internet-based forums, and online chat events. | ✓ a number of existing ICT platforms exist to support this type of engagement;
 ✓ can be very cost efficient;
 ✓ can reach a wide audience quickly;
 ✓ people can participate at a time and on a date that suits them and;
 ✓ may be appealing to people who do not wish to participate in group gatherings. | ✓ the anonymity afforded by online processes may result in multiple responses to surveys and skewing results;
 ✓ resources must be allocated to ensure that questions raised are responded to in a timely manner, and;
 ✓ concerns about privacy and confidentiality may need to be carefully addressed to ensure participation. | As part of T10.4, T11.3, T11.4, T11.5 and T11.6 many web based questionnaires/surveys have been setup to collect needed input for the related deliverables. |

Table 2: Consultation techniques for ANITA Community building and engagement

Active participation techniques

Modern trends are being oriented toward enhanced empowerment of community members opinions and impacts on fighting illegal trafficking policies. The idea behind is, in addition to information-sharing and consultations with members, to move beyond and involve more actively members and communities in cybercrime interest matters. A wide variety of active participation techniques are available. These initiatives need to be supported by well-designed information sharing actions and, in some other cases, can be implemented in combination with consultation actions:

Engagement techniques	Description	Strengths	Weaknesses	Used in WPs
Action research	Action research refers to a set of research methods that enables public officials, community members and others to explore issues, difficulties and experiences in a collaborative and participative way and to identify and test solutions. The two key principles of action research are that the research processes have both an action focus and a specific focus upon developing understanding. For action research to be effective, public officials need to sensitively engage with community members, either one-on-one or in groups, and build trusting relationships within which experiences and needs can be explored. Interviews, surveys, focus groups and informal meetings can be used to support the research process.	✓ can be incorporated into everyday work; ✓ is inclusive – it can be used with any stakeholder group and is appropriate for socially excluded groups; ✓ is flexible and responsive – has the ability to develop/reformulate the research agenda in parallel with the project work and; ✓ supports problem solving and solution testing.	✓ can lose focus unless the research question is tightly defined; ✓ the qualitative data generated via action research processes may not be easily understood or valued and; ✓ participation may not be representative.	All consultation techniques mentioned in table 2 were meant as action research with an action focus and to develop understanding on the topics researched in the light of the relevant WP 2, 3, 4 tasks

Advisory committees	Community advisory committees made up of a representative group of stakeholders are often used to guide planning efforts over an extended period of time. In some cases, an advisory group may be established as a standing committee to provide continuing input in an important topic area of community interest.	✓ values a wide range of technical and local expertise and knowledge; ✓ provides an understanding of a range of perspectives, data sets and other knowledge bases in order to develop informed, agreed and integrated solutions, and; ✓ enables information and decisions to be distributed to all members.	✓ participants may not be representative of the various groups with relevant knowledge or skills; ✓ it can be difficult to manage the diversity of opinion, data, frameworks and other information provided via committee members and; ✓ standing committees may lose impetus or relevance.	The ANITA Advisory Board was organized and maintained during the ANITA project live cycle as external group of LEA and research experts to continuing collect input on important ANITA topic areas and involve them in WP2, 3, 4 and 11 activities
Community reference groups	Community reference groups are made up of invited representatives from a particular community who have an interest in a given topic. Reference group members attend regular meetings, represent their group or community's views and provide input into the development, implementation and evaluation of strategies, plans, programs and services. The activities of the group can be publicised in order to generate and sustain interest and energy.	✓ supports long term community engagement and relationship building; ✓ enables sharing of local knowledge and expertise; ✓ generates new ideas and provides a snapshot of likely community reaction to a particular decision or process and; ✓ can create intra-group rapport and trust over time.	✓ may be too formal and structured for some community representatives; ✓ if not well-resourced and supported, community members may not be able to sustain involvement, and; ✓ difficult to ensure genuine representation.	The ANITA LEA beneficiaries and the Advisory Board have been participating as community reference groups during the initiated and organized consultation techniques as mentioned in table 2. Mostly within the tasks of WP 2, 3, 4, 10 and 11
Focus groups	These are meetings that allow small groups of stakeholders to provide their knowledge of a project area and discuss their concerns and issues with community-based organizations, local government staff and planning consultants. Each group is focused around a specific segment of stakeholders. Focus groups are most useful in the early phases of a planning effort or the first days of a charrette to surface issues that might not otherwise come up in a public setting. They offer a way to collect information that might not be available in planning documents and hear candid perspectives from specific segments of stakeholders.	✓ can be used to gain the views of those who may not respond to other forms of consultation, for example, surveys, written exercises; ✓ good for in-depth exploration of people's views on an issue/service including their likes and dislikes; ✓ can be used at different stages of a consultation process from preliminary planning to the feedback stage and; ✓ can target specific groups.	✓ some people may feel inhibited in expressing non-consensus views; ✓ risk of "group think" and; ✓ not guaranteed to be statistically representative because of small numbers involved.	Focus groups have been setup as part of: T2.3: Using input from the focus group discussion as organized within T11.3 and the 2 public workshops from T11.5 T10.4: for the evaluation of the 2 rounds of ANITA pilots closing focus group discussions were performed
Participatory editing	Participatory editing provides members with the opportunity to shape written reports and documents, without necessarily leaving their homes. Drafts are circulated to stakeholders in hard copy or electronically for comments and feedback. An editor goes through the submitted comments and produces a revised version of the report	✓ builds ownership of documents/ plans edited in this way; ✓ enables people to participate at times and on days which suit them; ✓ enables feedback to be received from a cross-section of participants from different geographic	✓ needs sufficient time and detailed information and briefing material to ensure clarity about the requirements of participants; ✓ is difficult to ensure genuine representation and; ✓ editing may attract criticism if the final result does not adequately reflect all of the input provided.	All ANITA LEA partners were involved and participated in the writing and/or editing of the deliverables related to tasks of WP 2, 4, 10

	which is then returned to the participating stakeholders for their endorsement or amendment. The process may be repeated several times until consensus is reached on the content.	✓ locations and; ✓ can provide the basis for a variety of other engagement techniques.		
Partnerships for active participation	Partnerships can be an important strategy for promoting ongoing government and community engagement. All partnerships involve an agreement to work together to achieve specific outcomes. Partnerships recognise the important contribution that each party makes to achieving an outcome. Partnerships can be formal such as the arrangements negotiated between State and local authorities and various community and industry groups to support natural resource management. Other partnerships are informal such as when a government agency and a community group agree to work together to host a consultation event. Informal relationships are increasingly being recognised as significant enablers of great partnership alliances.	✓ harnesses the resources and energy of government and community members to achieve shared outcomes; ✓ can be established in a variety of ways to achieve a variety of outcomes; ✓ is a useful to build longer term relationships and; ✓ can build the knowledge, skills and awareness of all partners.	✓ not all stakeholders have the resources, desire or need to partner government; ✓ no matter how well-intentioned partnerships may be, power is often not equal and in some instances it is difficult for some stakeholders to "let go" of their power; ✓ often requires extensive discussion and negotiation to agree on the nature and terms of the partnership and; ✓ requires significant commitment of resources to maintain partnerships.	All ANITA LEA beneficiary partners where actively participating and sometimes hosting the many organized events, workshops, General assemblies, focus group, pilots and demonstrations during the course of the ANITA project. On public events/workshops also the advisory board members and other relevant LEAs were invited and actively participating.
Imagine	Imagine is a new approach to community participation based on "appreciative inquiry". Appreciative inquiry can be used to discover, understand and foster innovations in communities by gathering positive stories and images and constructing positive interactions. Imagine focuses on exploring ways to consider "what could be" and "what is possible" by reflecting on past positive experiences. It helps participants identify a collectively desired future and vision and consider ways of translating possibilities into reality and belief into practice.	✓ is inclusive, all sections of the community can take part; ✓ is based on storytelling, which is familiar and fun; ✓ participants learn skills; ✓ is flexible; it can be used for a variety of topics and locations; ✓ creates a shared vision; ✓ visions are rooted in success, so should have realistic outcomes and; ✓ generates commitment and social action through willingness and ability of people to act for the common interest.	✓ may be seen as trendy or superficial; ✓ may create expectations which cannot be met and; ✓ participants may not be representative.	As part of the T10.4 and T11.6 evaluation activities, the pilot participants were asked to reflect on past, current and future ANITA related situations and possible exploitation within their organisation.
Practitioners/ officers panels	A practitioners panel can involve large numbers of people, often between 100 and 2000, who are selected to be representative of the population. Participants agree to take part in regular deliberations about a range of issues over a period of time. The panel members are surveyed on a regular basis on	✓ access is open to a wide range of people including minority groups; ✓ is a useful way to test new ideas and plans; ✓ is a timely and economical method once established; ✓ can undertake research at short	✓ panel members may lose interest; ✓ representativeness of the panel can be compromised if panel members pull out before their term expires; ✓ may be difficult to sustain participation by panel members; ✓ can be time consuming to replace members	The practitioners participant of the T11.5 public workshops have been used as a panel to discuss and reflects on the implications of using the ANITA platform within their LEA tasks.

	specific issues or processes to track changes in attitudes, knowledge and behaviour. Approximately one-third of the panel is replaced each year to ensure it remains representative.	notice; ✓ views can be tracked and measured over time; ✓ panel members develop an understanding of issues over time and; ✓ participants feel valued as long as adequate feedback is given.	throughout the process; ✓ resource intensive to establish; ✓ requires considerable degree of ongoing commitment from all parties involved and;	
Summits - Seminars	A summit is a large scale, time limited event which brings together large numbers of diverse participants to consider information, engage in dialogue and to make recommendations for action. Summits are often used in the early phases of developing strategies to address particularly complex issues. They can be both a visioning and exploratory exercise. Intensive planning is required to organise a summit. Summits are interactive and can be tailored to suit a diverse group of interested community participants, key stakeholders and policy makers.	✓ enables open and rapid communication; ✓ supports collaborative policy making; ✓ enables multi-sectoral engagement which has the potential to develop and enhance relationships between key stakeholders and community participants; ✓ can deliver a high degree of bi-partisan and public support for key directions that emerge through summit processes and;	✓ requires high-level commitment and leadership for preparation and planning; ✓ effective stakeholder engagement is critical; ✓ requires effective risk management; ✓ requires significant investment in planning, engagement, coordination, management, delivery and follow up;	Within the framework of T11.5 two public demonstration seminar like events have been organized involving the community participants, key stakeholders and policy makers.

Table 3: Active participation techniques for ANITA community building and engagement

2.3 Community Governance

The ANITA User Community is managed by the ANITA User Community Manager (UCM), appointed to Task 11.2 leader DITSS who reports to the Project Coordinator (ENG) and the General Assembly. ANITA partners who are already in close contact with and established good communication channels with specific potential or established User Community member can be assigned as the main focal communication point with that specific entity. They are to support the community manager in achieving the task 11.2 goals.

Specific members of the ANITA User Community are involved in project activities through participation in the User Community workshops, dissemination workshops and other public events. Moreover, due to a wide range of tasks planned in WP2, 3, 4, 10 and 11, ANITA was in continues contact with the Community, to synchronise works, helping to define the ANITA priority topics and priorities.
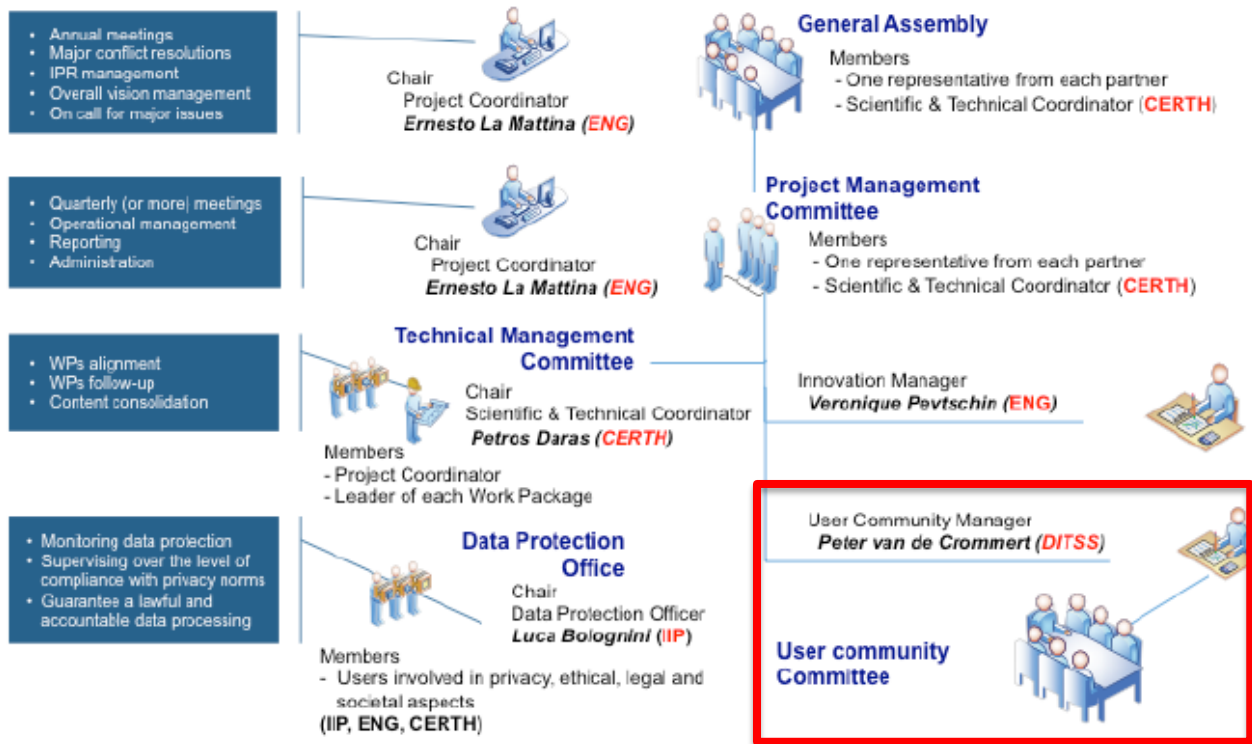
Figure 1: User community governance embedded in the overall ANITA management structure

3   ANITA User communities with different approaches

As mentioned and described in chapter 2 the ANITA User community consist of different types of sub communities:

- ANITA LEA full partners
- ANITA Advisory Board
- ANITA Sister Projects
- Other relevant stakeholders

In the following paragraphs these sub communities are described in more detail.

3.1   ANITA LEA partners

ANITA LEA full consortium partners:

- Serbia: UCIPS (formerly known as AoC)
- Poland: KWPG
- Bulgaria: GDCOC
- UK: HO/DSTL (formerly known as CAST)
- Belgium: LPV
- Netherlands: NPN

The User community member are full beneficiary ANITA partner and signed the Grant Agreement. They are participating in all work packages and tasks that involve end users and have access to all confidential deliverables.

3.2   ANITA Advisory Board

The Advisory Boards members have signed a Letter of support and are invited to User Community workshop and have access to all public available deliverables. Communication with the Advisory Board is handle by Project Coordinator and the User Community Manager.

The ANITA Advisory Board constitutes the following member organisations:

- Policia Judiciaria, Portugal
- Turin Local Police, Italy
- Security Science Center of Óbuda University, Hungary
- Métropole Nice Côte d'Azur, France
- Directorate General Logistics, Romania
- Landeskriminalamt Baden-Württemberg, Germany
- Policia Municipal de Madrid, Spain
- Metropolitan Police, London (new member)
- Police of the Czech Republic (new Member)
- General Directorate Police of Catalunya (new Member)

3.3 ANITA Sister projects

During the course of the ANITA project the consortium build relations with the following sister projects:

H2020/ISFP Project	Contacted	Link Activated
PROTON	YES	YES
DANTE	YES	YES
Lion-DC	YES	YES
COPKIT	YES	YES
MAGNETO	YES	YES
CONNEXIONs	YES	YES
SPIRIT	YES	YES
Wildlife Cybercrime	YES	NO
ASGARD	YES	NO
GRACE	YES	YES
AIDA	YES	YES
INFINITY	YES	YES
STARLIGHT	YES	YES

Table 4: ANITA Sister projects

The full list of Sister projects is available here: https://www.anita-project.eu/sister-projects.html, on the ANITA website in the section 'Sisters Projects'

The Sister projects as mostly handled by the Project Coordinator and the Technical Coordinator as these projects mostly have technical relation with ANITA project goals and ambition. Knowledge exchange and joined events are the main goals for collaborating with sister projects.

3.4 Other stakeholders

Other relevant stakeholders for the ANITA project and it's goals and ambition are:

- LEA practitioner networks, public entities and private stakeholders
- EUROPOL, INTERPOL, ENFSI, ENLETS, i-LEAD, ILEANET, ….
- EC/DG Home FCT Community of User

During the project on several occasions these stakeholder organizations have been invited and participated the ANITA public events the share knowledge, collect response /feedback on the ANITA results and work on EU wide established and shared vision.

4 Work packages activities and ANITA community events

During the execution of many ANITA work packages and its related task, activities and events the ANITA LEA community building and engagement techniques and methods (paragraph 2.2; tables 1, 2 and 3) have been used and implemented by the ANITA consortium to work on the objective to build and grow the ANITA community. It was calculated that during the course of the project **all activities have generated over 10.000 LEA and stakeholder contact moments**. In the following paragraphs each work packages that made this possible is mentioned and the community related activities and events are highlighted.

4.1 Workpackage 2

WP2 (Interdisciplinary analysis of online illegal trafficking and study of strategies and countermeasures) was coordinated by RISSC and involved a large number of partners, including the ANITA's participating LEAs. Accordingly, the ANITA end users have been continuously involved from the very beginning of the activities and throughout the overall project implementation. At the same time, WP2 has constantly contributed at promoting and enlarging the ANITA community of users through various initiatives, such as in person meetings, organisation of focus groups, participation in workshops and conferences…
In particular, being transversal to the project as a whole and being a knowledge-oriented and trans-disciplinary work package, WP2 has considered the term "user" in its broadest meaning: not only a user of the ANITA platform, but a user of the overall project achievements, both directly and indirectly. So, WP2 has interacted with several organisations and domain experts, according to the various phases of the project implementation and to the different and specific tasks, domains, achievements and objectives.

More in detail, WP2 has directed its attention mostly towards LEAs and police academies at Italian and European level, European and national public authorities, European and international organisations, academics and practitioners in various fields (e.g., laws, forensic, public policy, learning design…). In fact, all these stakeholders could find in the ANITA project an interesting framework for getting new knowledge, discover innovative technologies or find room for exchanging ideas and debating on security-related issues, with a specific focus on illegal trafficking in the Dark web.

Furthermore, WP2 initiatives addressed to the ANITA user community have created opportunities to further link the various project WPs, thus contributing a creating a continuous involvement and participation of the project's stakeholders in the different activities.

As a matter of example, in close synergy between WP2, WP10 and WP11, RISSC has organised two focus groups, which were held online due to the Covid 19 restrictions: the first one - held on April 30th, 2021, involved mostly police academies and colleges: the Crime and Criminal Justice College of Policing (UK), the National Bureau of Investigation (Finland), the Police academy - Special Police Education (The Netherlands) and the Police of the Czech republic - National Drug Headquarters. The second online focus group - held on May 18, 2021 – was attended by INTERPOL, World Customs Organisation (WCO), Pompidou Group – Council of Europe, International Narcotics Control Board (INCB), United Nations Office on Drugs and Crime (UNODC), European Network of Forensic Science Institutes (ENFSI). The issues presented and discussed were related in particular to the knowledge-based approach used in the ANITA project, the ANITA platform, the ANITA training activities, the potential use of ANITA platform at training level. Feedbacks, advice and suggestions about relevant needs and problems at training level were collected; furthermore, the experts shared their experience, their views and their considerations about the need for future actions, also including the sustainability of the ANITA results.

Another interesting opportunity was represented by the CEPOL Research & Science Virtual Conference, held from 5th to 7th May 2021, attended by a large number of EU LEAs. In this occasion, WP2 findings – integrated

by inputs from WP11 - were presented, with a specific focus on the relationship between knowledge generation, innovative technologies and capacity building. The impact of Covid 19 was also addressed.

With reference to the academic and scientific community, WP2 – in close synergy with WP10 and WP11 – gave visibility to the ANITA project for example in occasion of the European Society of Criminology annual Conference, held online, in September 2021 (EUROCRIM 2021). It was a good occasion to allow students, young researchers and senior academics to get into the ANITA project under many perspectives: the criminology-led approach developed in the framework of the ANITA Project to investigate the online illegal trafficking and the challenges posed by counterfeit/falsified medicines, drugs, New Psychoactive Substances (NPS), weapons and firearms and terrorism funding; the actionable knowledge generation process and the technological development of innovative tools in the framework of a user-centred platform; the role of criminological research in complex projects with high-technological component; the ideas for innovative trainings and curricula for both LEAs and relevant public and private stakeholders. The ANITA platform was also presented so to allow the stakeholders to see it in action.

4.2 Workpackage 3

Within Work Package 3 activities, User Community related actions were carried out with regard to ANITA's activities in the field of personal data protection.

In this sense, IIP conducted some lectures in the context of the Academy of the Italian Institute for Privacy, to more than 600 data protection professionals from LEAs and relevant stakeholders.

In addition, a lecture at Maastricht University covered data protection profiles related to ANITA.

As regards to the activities related to the involvement of LEAs, during the General Assembly activities were carried out to find information to enhance the LEAs Cooperation Policy and useful materials were provided for compliance with the legislation on the protection of personal data to be used during the training sessions, including information pursuant to art. 13 Regulation EU 2016/679.

4.3 Workpackage 4

Task 4.1 from workpackage 4 aimed at defining the use cases, scenarios and user requirements underlying the elicitation of system requirements and the development of ANITA system.
One of the primary challenges in the ANITA project was to get a common and shared understanding of all underlying elements between the involved LEA partners. To this end, a set of Use Cases have been produced, which had become the starting point of a successful system definition.
Several consortium user meetings between all partners, and dedicated meetings at the premises of the ANITA end-users (KWPG, UCIPS, HO, NPN, GDCOC, LPV) plus invited advisory board members and corresponding teleconference calls have been organized, in order to establish a common understanding of the scope and applicable scenarios. The largest portion of all these activities was invested on the clear definition and elaborative analysis of the Use Cases that were initially defined in the DoW. The most valuable sources of input for this task were the end-user partners of the Consortium. The elaboration of their work, in conjunction with the technical expertise of the other partners, produced three distinct Use Cases, in which the ANITA system would be rendered useful and applicable. Each Use Case has been further decomposed into certain Scenarios, which describe in a better way the situations that they apply. The following list presents the Use Cases and the Scenarios that assembly them:
- Use Case 1 – Counterfeit/falsified medicine, drugs and NPS
  - Scenario 1: Cyberspace drug trafficking
- Use Case 2 – Weapons trafficking

- - o   Scenario 1: Cyberspace weapons trafficking
    - o   Scenario 2: Online arms/weapons commerce
  - •   Use Case 3 – Trafficking related to terrorism funding
    - o   Scenario 1: Transactions using block chain technology
    - o   Scenario 2: Financial crimes of terrorists

Following the elaboration of the Use Cases, the acquisition of certain high-level User Requirements has taken place and was also demonstrated in detail in deliverable *D4.1 - Requirements, use cases and user scenarios*. The high-level user requirements can be considered as the User Needs, which will guide the technical development efforts of the system. In order to accomplish it, each Use Case and its Scenarios have been documented in detail. Moreover, the current practices followed by law enforcement agencies (i.e. LEA partners) have been examined in order to establish the standard predefined procedure for tackling such criminal activities. Finally, for each Scenario and Use Case, the activity steps required to be implemented, as well as the detailed description of the functionalities of the involved technical modules - to be developed - have been documented in close cooperation with all LEA partners from the ANITA User community.

4.4   Workpackage 10

The ANITA User Community was extensively involved in all 4 tasks of workpackage 10 were the ANITA demonstration, testing and user validation/evaluation was planned, executed, evaluated and assessed. During several end-user meeting (physical and virtual) the pilot scenarios and pilot planning was discussed and prepared. All the partners were involved in defining the plan to be executed for the scenarios and in the preparation of system modules and functionalities for their demonstration. Suitable datasets have been collected and prepared with the supervision of use case leaders and validated by LEAs. Technical workflows of module execution have been agreed, following a balanced approach to involve the correct number of modules for each pilot. Modules were also subject to continuous refinement, set up and tuning based on selected datasets, in order to provide more accurate results to validate the scenarios. This refinement process will proceed in an iterative way including feedback that will be provided after each pilot execution.

The final execution of the 1st round of pilots was organized in the period of 1st – 12th February 2021. During that timeframe, the ANITA platform was available for invited ANITA pilot participants. This important phase of the ANITA project validated and demonstrated the ANITA platform modules, as an integrated system and its functionalities through multiple pilots at the 6 ANITA LEA partners (in order of execution: KWPG, NPN, HO/DSTL, LPV, UCIPS and GDCOC). In total 45 LEA participants and instructors attended the 6 pilots. The scenarios and use cases were as close as possible to real operational conditions however in the 1st round of pilot not yet in real operational settings.

The execution of the 2nd round of ANITA pilots were performed in the timeframe of June 2021 till September 2021 at the 6 ANITA LEA partners (in order of execution: UCIPS, HO-DSTL, KWPG, GDCOC and NPN/LPV). In total 39 LEA participants and instructors attended the 6 pilots.

For evaluation and feedback purposes a first and second version of pilot participants LEA end-user questionnaires to collect input/feedback from pilot participants to the technical partners has been drawn and discussed. The received Questionnaires and feedback forms from the participants and instructors have been used to adjust the ANITA functionality to the need of LEA end users. This was than tested and validated in the 2nd round of pilots from June till September 2021. During these 2nd round of pilots at the end of the project the finally completed ANITA platform was tested with all developed modules and integrated in a final version of the platform.

4.5 Workpackage 11

The ANITA user community was actively involved in Task 11.3, coordinated by RISSC. For example, the ANITA end users participated in an online survey about remote training, with both closed multiple choices questions and open questions. The aim was to understand their experience, perceptions and level of confidence, needs and desiderata, which were also discussed during the project's General Assembly. This activity was of particular importance because it provided the research team – as well as the consortium as a whole - with a set of relevant information to better orient the designing of the recommendation for curricula development towards a new learning paradigm and a new didactic concept for training LEAs (as described in D11.6).

The ANITA LEAs were also involved in the two focus groups organised in close collaboration with WP2 (and already described above).

This task contributed also at enlarging the ANITA community because, as already explained in WP2, it actively involved LEAs and police academies at Italian and European level, European and national public authorities, European and international organisations, academics and practitioners in various fields (e.g., laws, forensic, public policy, learning design…). In particular, in addition to the events and dissemination initiatives, D11.6 was designed so to be easily readable, informative and "operational", so to be used by different stakeholders in their respective areas of interest.

Training task T11.4 was led by UCIPS. First training groups were planned for October 2020 but they were postponed for December 2020, and at all of them the trainees will be only consortium members, planned with at least 2 at a first-round up to 5 LEA members in the second round. The training material was gathered by UCIPS from all technical partners. That was solicited from all technical partners that were involved in tools and the platform itself.

All participants in the first Train-the-trainer training (TTT) were provided with material for the training, invitation, address of the private room for the training in the Moodle platform, and login credentials so that no invited person can attend or access the training and the material. Agenda was disseminated between the participants for the training. In total 12 LEA trainees from 6 different LEAs were trained. Trainers for each topic were those who created tools or overall platform with also ENG and RISSC representatives in the introduction and overall role of the platform and tools. AIT, CERTH, EXPSYS, JADS, IBEC were in charge of delivering training on individual tools. Not all tools were covered at first training, just selected by trainers.

For the workshop planned for October 2020 as an live event, but circumstances dictated it to be postponed and done preferably online as a live event (that was planned to be on the Moodle platform with BigBlueButton active plugin) with the participation of LEAs (from the consortium at least two representatives from each of LEA partners) and for the second train the trainer course it was done also with LEAs from the consortium (with at least five of representatives of each partner LEA). At the first moment, the plan for the TTT was done on material provided by the technical part of the consortium and ENG and RISSC. All technical partners who developed their tools had a task to prepare at least 3-5 slides on each of the modules and parts planned for the session on the agenda of the first TTT. LEA Trainees for the TTT would also provide feedback on the material and lesson deliveries of the trainers to provide trainers third-party view on the material and performance of the training.

Next, TTT was planned for January 2021, with LEA trained trainers of each ANITA LEA partner. Those trainings were planned to be with a minimum of 5 participants of each LEA in whole number 30 of participants were trained. Many of the previous comments were seriously analysed and embedded in the future material for the training. That was comprehended as a living material, and this is done until the end of the project, and even further.

After the training, the new questionnaire was disseminated between participants with the same questions. Now the answers were more positive than in the first, and there were new comments.

Public workshops T11.5 was done in following manner. Although adopting the same format, the two workshops were different in terms of audience: while the first workshop targeted specifically LEAs involved in monitoring of illegal trafficking and organised crime activities, in order to increase their background and awareness of the potential of the ANITA system and explain how ANITA can enhance and contribute to their technological capabilities, the second mainly targeted EU Agencies with the objective to provide further visibility and resonance to the ANITA results. EU LEAs are the main ANITA target, thus they were also invited to the second workshop taking place in September 2021, where the final instance of the ANITA platform was presented.

As for the ANITA LEA and stakeholder community it is good to note that 105 LEAs and EU stakeholders participated virtually in the 1st workshop on 21st May 2021. A total of 35 participants filled in the evaluation questionnaire. When it comes to the 2nd workshop on 12th October 2021, a total of 115 LEA representatives and stakeholder participated, of which 25 filled in the evaluation questionnaire.

5 Conclusions

The main goal and achievement of this task about the ANITA LEA and stakeholders community building and management is to establish a consistent, growing and sustainable LEA user community that supports and advises the technical ANITA partner in realizing valuable, useful ANITA modules and an integrated ANITA platform that will help EU LEAs in fighting illegal online trafficking. The use cases on (a) drugs, medicine and NPS; (b) Weapons and (c) terrorist funding were defined and developed together with the LEA partners of the ANITA projects and the ANITA Advisory Board.

The ANITA community played a crucial role in many activities and events linked to work packages:

- o Workpackage 2: Interdisciplinary analysis of online illegal trafficking
- o Workpackage 3: Social, Ethical, Legal and Privacy issues of online sources analysis
- o Workpackage 4: Use cases, Requirements and System Architecture
- o Workpackage 10: Demonstration in relevant environment (pilots)
- o Workpackage 11: Dissemination, Training and Exploitation (curricula, trainings, workshop, exploitation)

The ANITA community at the end of the ANITA project consists of 6 LEA full partners, 9 Advisory Board members, 13 sister projects an many other LEAs and stakeholders who participated in the ANITA public events and communication channels. It was calculated that during the course of the project all activities have generated over 10.000 LEAs and stakeholders contact moments (physical or virtual due to the COVID-19 restrictions that were in place during approx. half of the ANITA project duration).