



SMAUG

D1.2 Consultation Strategy

Revision V01

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Abstract

This document contains the consultation strategy that will be followed during the whole project to get inputs and feedback from internal and external experts and relevant stakeholders and the ways to establish a long-term relationship of mutual benefit and trust. It also includes how the project will approach liaisons with National and European authorities.

Document Revision History

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Grant Agreement Number	
Acronym	SMAUG
Name	Smart Maritime and Underwater Guardian
Topic	HORIZON-CL3-2022-BM-01-01
Keywords	Maritime Security and Surveillance
Start Date	1 October 2023
Duration	36 months
Description	<p>The primary goal of SMAUG is to improve the underwater detection of threats in ports and their entrance routes by means of an integrated system capable of providing data concerning threat analysis between 3 main elements: port security infrastructure, advanced underwater detection systems and surveillance vessels. Underwater detection and location will be performed by four primary methods: i) acoustic detection, where a series of hydrophones will listen for sounds emitted by small underwater vehicles and will be processed by artificial intelligence methods; ii) rapid sonar hull scan, used to scan ships hulls and perform harbour floor scanning, iii) high-resolution sonar inspection, to inspect objects in water with poor visibility and iv) collective autonomous location, where a swarm of autonomous underwater vehicles will act cooperatively.</p> <p>This will provide information to Artificial Intelligence modules, which will improve the way detecting illicit and dangerous goods and/or threats hidden below the water surface is currently done, taking into account sources such as Unmanned Surface Vehicle Systems (USV), underwater remote operation vehicle (ROV), UAV (Aerial autonomous vehicle) and Port current information sources. The combination of these tools will allow SMAUG to prompt solutions capable of detecting possible threats to infrastructure or vessels, as well as to identify vessels with concealed goods.</p>



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Nature of the Deliverable		R — Document, report
Dissemination Level		
PU	Public, fully open, e.g., web	X
SEN	Sensitive information with security recommendation	
EU Classified	R-UE/EU-R - EU Classified - Restricted to SMAUG project and Commission Services – Under Decision 2015/444	

* R: Document, report (excluding the periodic and final reports)

DEM: Demonstrator, pilot, prototype, plan designs

DEC: Websites, patent filing, press & media actions, videos, etc.

OTHER: Software, technical diagram, etc.

Keywords

Consultation, Liaisons, Workshop, Stakeholders, Governance



Executive Summary

The SMAUG project commitment is to improve the underwater detection of threats in ports and their entrance routes, by means of an integrated system capable of providing data concerning threat analysis between three main elements: ports security infrastructure, advanced underwater detection systems and surveillance vessels.

The main aim of this deliverable is to describe the SMAUG Consultation Strategy to be implemented throughout the project execution for acquiring insights from internal and external experts, Advisory Boards, associated partners and support groups. It also includes managing the liaisons with National and European authorities.

The key point is searching for potentially emerging stakeholders to enrol them to ensure the success of the project and the validity of its results, which requires a proper definition and implementation of a methodology to gather external feedback and to perform an effective consultation plan.

This work cycle will be characterised as an iterative process. It is not a singular, one-off consultation strategy. It requires a full-time monitoring stakeholder's supervision.

Accordingly, the presented deliverable aims to achieve the following objectives:

- Establish a comprehensive strategy for executing SMAUG's consultation activities.
- Identify critical external stakeholders aligned with the project's objectives.
- Create and present a consultation plan that outlines engagement with external stakeholders throughout the project.

The consultation strategy is closely linked to the dissemination and exploitation strategies, with the same perspective on the targeted stakeholders and the planning to reach them, although with different objectives. Specifically, consultation covers all the activities related to the governance of the external participation in the project and starts with those actions aimed at engaging external stakeholders. It includes, among others, the following tasks:

- To periodically report the project progress to the involved third parties.
- To regularly collect and synthesise feedback from external stakeholders.
- To manage and schedule the workshops, sessions, working groups, etc., focused on the project's external participation.



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ABBREVIATIONS	
CCS	Cargo Control Systems
DMP	Data Management Plan
DPP	Data Protection Plan
IT	Information Technology
PCS	Port Community Systems
WP	Work Package



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1. Consultation Strategy

The purpose of creating and designing an agile and efficient strategy in terms of consultation is to establish a map of information available. Such information must be verified and truthful. Throughout the entire project lifecycle, the development of relationships with stakeholders will be strengthened.

As a preliminary point of departure, the consultation strategy, although formally a deliverable due to month 3, needs to be considered and treated as a living document in need of continuous revision\update.

This is for several different reasons. First, both the original identification of the relevant stakeholders and the corresponding consultation strategy planning might need to be readapted due to emerging new exigencies or as a follow-up with already run consultations. In addition, along with the unfolding of SMAUG, new unforeseen, economic, social, technological, and regulatory issues might emerge, requiring adaptation of the consultation strategy.

1.1 Consultation Stages

SMAUG Consultation Strategy can be sorted into four distinct steps: ongoing or iterative, a one-off consultation related to a specific discrete issue, or a series of consultations related to the general project. These are described in the following subsections.

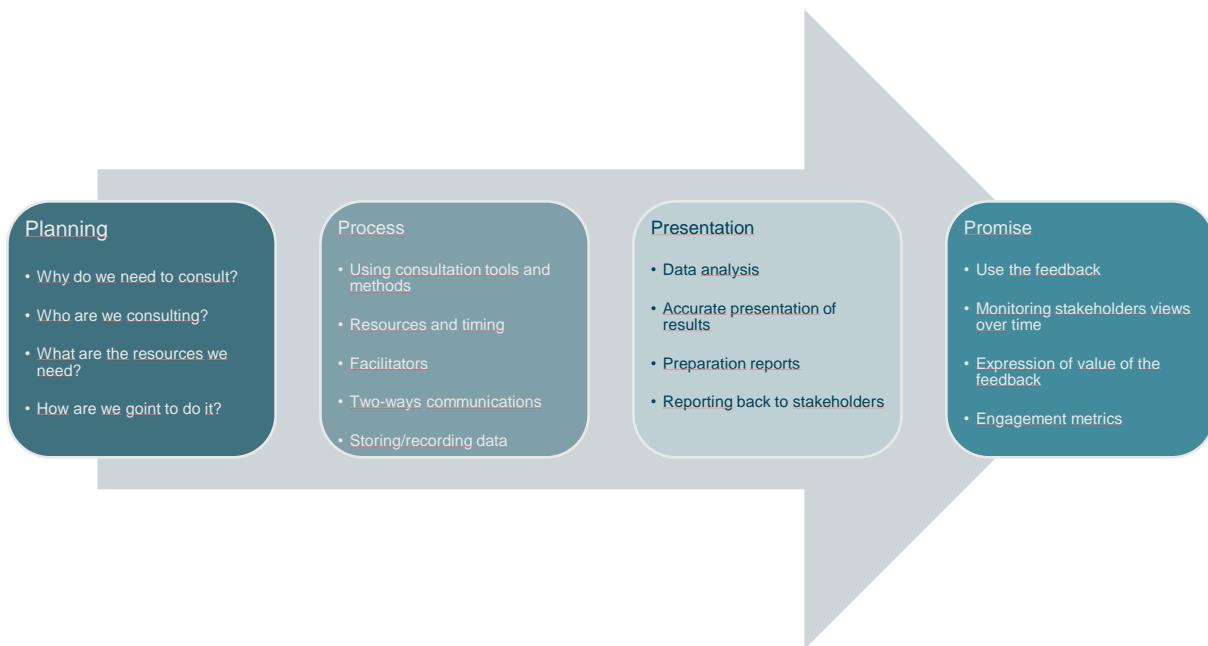


Figure 1: SMAUG Consultation Steps



1.1.1 Planning

This early stage of the SMAUG Consultation Strategy aims towards how this strategy should be conducted. The main planning points of interest are key personnel, availability of resources, time constraints, and any prior requirement to kick off the consultation. The opinions and criteria of the different stakeholders will be considered to improve the planning stage of the addressed process.

Among the planning tasks, the following activities will be addressed:

- **Objectives and motivation:** Searching for emerging stakeholders potentially interested in the SMAUG objectives to engage them for ensuring the success of the project through their active participation in the definition of the users' requirements for the proposed use cases and the subsequent validation of the project results by attending to real demonstrations.
- **Targeted stakeholders:** In this phase, a detailed study will be conducted to determine which potential stakeholders could be interested in the SMAUG targeted objectives and exploitable results.
- **Identification of resources:** An evaluation of the necessary resources and their suitability for the consultation tasks foreseen will be carried out among the SMAUG partners.
- **Work plan:** An action plan will be defined to implement the consultation strategy properly across the project execution. This will include the specific actions to achieve the targeted objectives of the consultation plan as well as their timing and assigned responsibilities.

1.1.2 Process

The second phase of the SMAUG Consultation steps is the implementation part of the methodology, in which resources are deployed after they have been classified during the first phase. Consultation methods for effective communication are implemented.

- **Application of tools and methods:** Instruments for gathering the project requirements, such as questionnaires, will be presented and distributed among the different stakeholders for their completion.
- **Timing and resources:** A series of workshops will be scheduled and organised by the SMAUG partners throughout the execution of the project.
- **Facilitators:** SMAUG end users' partners will be active actors in engaging new external participants from their communities
- **Two-way communications:** A specific communication channel will be defined for the exchange of information between the external participants and the SMAUG partners across the project execution.
- **Storing/recording data:** Collected data will be treated in accordance with the procedures described in the SMAUG Data Management Plan.



1.1.3 Presentation

For the data presentation, several factors are involved to address the analysis for the relevant audiences, such as the EC or other stakeholders. It includes the following steps:

- **Data analysis:** Data gathered from the different stakeholders through the questionnaires presented and distributed in the organised workshops will be processed and analysed to define the SMAUG project requirements.
- **Presentation of results:** After the collected data's processing, the resulting project requirements will be presented to the different stakeholders.
- **Preparation of reports:** These reports will collect the conclusions obtained from the analysis of the information from the questionnaires completed by the stakeholders and how these will determine the project requirements.
- **Reporting back to stakeholders:** The above-mentioned reports will be distributed among the participants in the consultation process.

1.1.4 Promise

This is the final step of the consultation. The mission is to establish a long-lasting relationship, creating a connection with the stakeholders in a transparent and mutually beneficial manner. Other objectives, such as liaisons, will be established with other European projects at this point.

1. **Use the feedback:** The feedback obtained from the presentation step will be introduced into the SMAUG iterative consultation process, as depicted in Figure 2.
2. **Monitoring stakeholders' views:** Once the requirements have been presented to the stakeholders, a continuous monitoring of their level of acceptance will be carried out.
3. **Expression of value of the feedback:** Feedback obtained from the stakeholders will enrich the definition of the project requirements which will compromise the project outcome.

SMAUG Consortium will schedule and follow up carefully step-by-step with the following iterative cycle-stages:

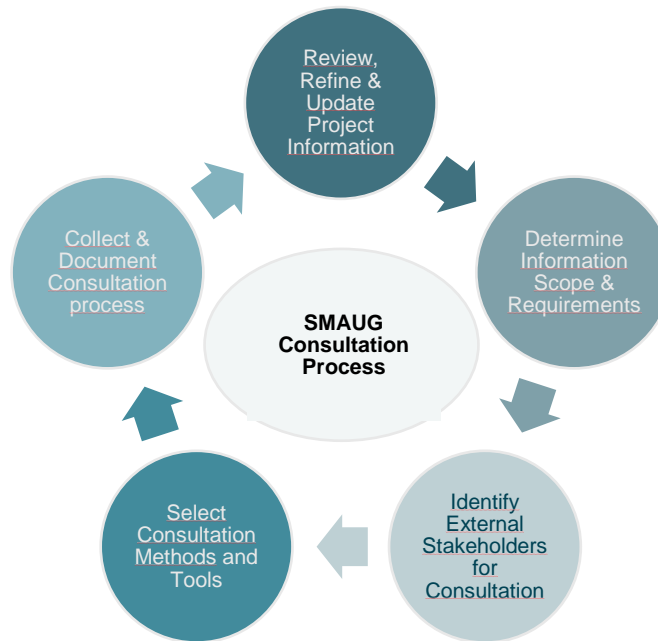


Figure 2: SMAUG Consultation Cycle

A continuous evaluation process will be established to adapt and refine the consultation strategy to the project's specificity and stakeholders.

1.2 Consultation Guidelines

The following table describes several guidelines regarding consultation, for instance, any ongoing interaction with stakeholders.

Table 1: Consultation Guidelines – Scope and Objectives

Scope and Objectives
Systematically organising the existing sources and information in a coherent manner that is directly relevant to the given topic.
Identifying discernible information lacunae amenable to resolution during the consultation process while considering the project's entire lifespan. The choice between qualitative and quantitative data should guide the formulation of suitable methodologies and tools for the SMAUG consortium.

*Table 2: Consultation Guidelines – Consultation Design*

Consultation Design
Assessing the availability of resources, encompassing both human and operational aspects, while also taking into consideration resources beyond the direct purview of the SMAUG consortium.
Evaluating the temporal constraints and expertise at the disposal of stakeholders for furnishing the required data, coupled with an examination of the mode of support (virtual, digital, or a combination thereof). The temporal planning is intricately linked to the defined objectives and scope of the consultation. Additionally, preemptively identifying the stakeholders engaged in the consultation process and delineating their anticipated level of involvement.

Table 3: Consultation Guidelines – Consultation Planning

Consultation Planning
Enumerating varied consultation methods tailored to the preferences of stakeholders and partners. The timely provision of documentation and background materials to stakeholders is imperative, ensuring their accessibility at the earliest feasible juncture. Clearly delineating any scheduling constraints associated with consultation activities from the project's inception and formulating mitigation plans as deemed necessary.

Table 4: Consultation Guidelines – Team roles for the consultation activities

Team roles for the consultation activities
The SMAUG consortium is tasked with harmonising a spectrum of diverse and complementary skills, encompassing areas such as planning, organisation, and implementation to facilitate a comprehensive consultation process.
The team is empowered to provide recommendations regarding the selection of methods, establish clear reporting relationships and ensure the presence of specific skill sets within its purview.

Table 5: Consultation Guidelines – Importance of a clear communication

Importance of a clear communication
Knowledge of the overall objectives of the consultation for SMAUG and the sub-objectives, if there are any. Clearly defining the objectives of the consultation can reduce the potential for conflict that might arise when participants are left to make assumptions about objectives.
Participants need to know the objective of consultations and be able to understand the information and documentation they receive. The scope of the decision, how input will be



gathered and how it will be incorporated into the decision-making process should be shared.

The consultation process is documented, including the participants, how they were consulted, the results of the consultation, and the decisions made.

Table 6: Consultation Guidelines – Importance of a clear communication

Allocation of time

Estimating the consultation period is contingent upon a thorough evaluation of key factors, such as complexity, deadlines, and the necessary resources for implementing the SMAUG consultation strategy. This involves the identification of activities and milestones at each stage of the process. Regardless of their involvement in setting time frames, participants should be consistently informed about the schedule to maintain focus, facilitate ongoing monitoring, and accommodate any necessary adjustments in objectives and plans. Consultations will be systematically organised with appropriate timeframes and deadlines, ensuring stakeholders have ample time to prepare and contribute their insights.





2. Stakeholder Mapping for Consultation

SMAUG's consultation efforts primarily focus on specific stakeholder groups aligned with the project's goals. In this section, we identify various participants within the stakeholder ecosystem through a preliminary analysis of their engagement throughout the project's duration, with the aim of ensuring the sustained success of SMAUG over the long term.

The selection of SMAUG stakeholders is guided by the following bullets:

- Identify all stakeholder groups relevant to or interested in the specific policy area under consideration.
- Prioritize stakeholder groups that can have a maximum impact on the consultation initiative. This prioritisation is based on factors such as their experience in similar projects at the European or national/local levels and involvement in communication and dissemination activities related to the policy area, which significantly influence their ability to influence the initiative.
- Identify any additional target groups that may be at risk of exclusion from the consultation process. Utilise existing stakeholders engaged in similar completed or ongoing projects, expert groups, and other relevant entities to ensure inclusivity.
- Arrange the identified stakeholders based on their level of interest before commencing the consultation process. As mentioned earlier, the relevant experience of these stakeholders significantly shapes their perception and approach to the policy area in question, thereby influencing their level of interest in the consultation process.

2.2 Identification of Stakeholders

An initial list of stakeholders has been established who can offer valuable contributions to the implementation of the SMAUG project while also benefiting from meaningful feedback from project outputs. These stakeholders have been categorised based on their respective sectors and their potential contributions to the project's consultation objectives. It's important to emphasise that this list is not exhaustive and can be updated as needed by the consortium at any point during the project's implementation phase.

To ensure a well-rounded representation of various interest groups on the stakeholder map, the Consortium has identified primary target groups, encompassing organisations, commercial entities, and even individuals with an interest in or potential impact from the SMAUG project.

The table below outlines key stakeholders representing various target categories. It's important to note that this list is not exhaustive and can be adapted to align with SMAUG's objectives throughout the project's duration.



Table 7: SMAUG Stakeholders

Category	Representatives
Harbor security service	
Maritime companies	
Coastguards	
National Authorities (e.g. Data Protection Authorities)	
EU Agencies (FRONTEX, EMSA, EFCA, ECGFF, EDA, etc.)	
Academy	
Customs agencies	
Drugs traffic	
Illegal immigration	
Port security	
Arms trafficking	
Transport security	

2.3 Consultation Strategies

Engaging with various target audiences will be accomplished through the proficient utilisation of an array of dissemination tools available to the consortium.

Stakeholder engagement forms a continuous and methodical process wherein an organisation fosters constructive dialogues and effective communication with its key stakeholders. This engagement serves a dual purpose. Firstly, it facilitates the sharing of knowledge and experience, addressing the expectations of decision-makers and stakeholders alike, enabling decision-makers to consider the gathered insights in their decision-making processes. Simultaneously, integrating stakeholders smoothly into SMAUG project tasks promotes seamless collaboration with project partners, ultimately enhancing the quality of expected project outcomes.

Scholarly literature, publications from other European Union projects, and government policy documents offer numerous effective methods for stakeholder engagement. These methods encompass online collaborative platforms, digital communities, social media and website utilisation, dialogues and debates, exhibitions and roadshows, public gatherings, surveys and questionnaires, as well as the establishment of advisory boards.

To engage stakeholders in the project effectively, it is essential to establish trust through the following measures:

- Actively listen to and address stakeholder concerns.
- Demonstrating an understanding of their needs and adjusting accordingly.



- Providing information about pertinent terminology, procedures, and existing practices to ensure stakeholders comprehensively understand the context and can contribute valuable insights to the project.
- Informing them about the anticipated advantages of the evaluation process and clarifying their roles within it.

Establishing trust holds significant importance to mitigate any potential hesitancy among stakeholders, which might arise due to a lack of awareness regarding the utilisation and value attributed to their input. Moreover, ensuring that stakeholders possess a comprehensive grasp of the expertise and operations of the organisations they will engage with, the project's context and its overarching objectives, as well as their specific roles within this framework, remains vital. Cultivating robust relationships and/or partnerships with stakeholders will bolster the project's successful execution, further enhancing its reach and visibility through alternative engagement channels like online information dissemination and social media platforms.

Engagement will also be pursued methodologically by organising small online workshops presenting the relevant issues of SMAUG to seek input. These workshops will be run under the Chatham House Rule. Thus, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s) nor any other participant may be revealed. This is to ensure that no participant feels constrained or examined. Such an approach would also facilitate the participation of experts from National and international organisations that otherwise might not be allowed to participate to avoid indirectly committing their institutions. A short debrief memo for each workshop will be produced with the salient inputs received, and once approved by all participants, it will be channelled within the consortium as appropriate. Eventually follow-ups would be planned both with experts and/or with specific participants in the consortium.

2.3.1 Workshops and Exhibitions

The consortium will organise workshops to mobilise key stakeholders and promote the exchange of ideas to nurture and enrich the project. At least one consultation workshop per stakeholder category is intended to be planned and executed. If the resulting number of categories is too high, these will be grouped by their affinity. Eventually, a feedback-reporting second workshop could be planned if agreed upon with the stakeholder category.

In the advanced stage of the project, it might be considered to have a joint consultation workshop gathering more than one group of stakeholders at least to build the wider community and set up a scenario in which inputs might be conflicting; thus, it is useful to openly discuss with them with different relevant groups.

Equally crucial is the organisation and operation of exhibitions. Industry-related and non-scientific conferences provide valuable platforms for sharing project discoveries and engaging in direct discussions with intended audiences and stakeholders. This holds especially true for events related to specific domains, such as underwater capabilities and security. The Consortium intends to plan speaking opportunities and potentially co-host SMAUG workshops at select conferences.



Furthermore, the SMAUG Consortium intends to showcase project outcomes at trade fairs, conferences, and congresses to enhance awareness and engage with stakeholders.

3. Consultation Template

Before engaging in consultation with any stakeholder, regardless of the consultation method employed, we will create a brief report, the structure of which is described below, which will then be prepared and shared with the participants:

<p><u>CONSULTATION OBJECTIVES:</u></p> <p>< Explicit General and specific for each case.></p> <p><Structure and content of the final report/document, minimum expected result></p>
<p><u>BACKGROUND INFORMATION:</u></p> <p>< Identify all necessary information. This knowledge must be considered before participating in consultation process></p> <p><Necessary prior knowledge to be considered before participating in the consultation process></p>
<p><u>PARTICIPANTS:</u></p> <p><list of stakeholders and other representatives (name, role, etc.)></p>
<p><u>CONSULTATION TOOLS:</u></p> <p>< Description of the tools and techniques to be applied with specific references of the support and access information if required></p>
<p><u>RECOMMENDATIONS:</u></p> <p><General and specific recommendations for a successful rollout of the consultation process></p>
<p><u>EXPECTED FINAL RESULTS:</u></p> <p><General and specific results of consultation process expected></p>
<p><u>ORGANISATION AND PLANIFICATION PROCESS:</u></p> <p><Personal resources (Leader of the consultation, IT responsible person, general support, etc.)></p> <p><Other resources (Apps, IT tools, data support, etc.)></p>



<p><Plan and timing. The starting date and the deadline for each part of the consultation process (Consultation launch, data collection, conclusion report and final document)></p> <p>Ethical committee approval where needed.</p>
<p><u>RISK IDENTIFICATION</u></p> <p>< Risk assessment and limitations of the consultation process (IT tools, timing, bank holidays, etc. Risks related to the participation of persons (data protection, informed consent, opt-in/opt-out)</p>
<p><u>SUPPORTIVE MATERIAL:</u></p> <p><Additional supporting material to allow a seamless execution of the process></p>

4. Evaluation and Continuous Improvement

The main aim of the SMAUG Consultation questionnaire is to enhance the consultation process regardless of the consultation methodologies. It is expected to include aspects such as references and notes and link all the consultation data sets merged in the questionnaires.

Continuous improvement of the consultation process will be followed up across the whole project duration. To that end, a SMAUG consultation questionnaire will be circulated among the participating partners, who will evaluate the different aspects of the consultation process and the obtained results. The analysis of the results obtained through these questionnaires will be an element of improvement for subsequent phases of the consultation process. Table 8 shows an example of the consultation questionnaire.

Table 8: Example of SMAUG consultation questionnaire

General Questions	
Were objectives of the consultation and expected outcomes identified?	
Were anticipated costs, resources and required skills identified?	
Design	
Were consultation method(s) identified for various circumstances and participants?	
Were participants given enough time to prepare input for consultations?	
Implementation	
Were expectations shared with and among participants?	
Were conflicts anticipated and managed?	



Were participants prepared to participate in activities? Was enough information provided? Was the information understandable?	
Was monitoring incorporated into the consultation process? Were modifications necessary (in methods, timetable, resources or participation) to advance the consultation objectives?	
Synthesis & Reporting	
Was feedback sought on the process and progress of the consultation?	
Was it determined in advance how to report back, when and to whom?	
Was a feedback timetable determined for future interactions?	
Evaluation	
Was there ongoing documentation and reporting throughout the consultation process?	
How was the feedback used in the decision-making process?	
Is follow-up required for the next steps in the relationship with participants and stakeholders?	



5. Preliminary Consultation Plan

As described in previous sections of this document, the consortium will organise a series of workshops throughout the project's lifespan to engage key stakeholders and promote the exchange of ideas to enrich the project. The number of workshops and their nature (remote or in-person) will be decided across the project execution according to the number and categories of the engaged stakeholders. At least one consultation workshop per each stakeholder category (e.g., customs authorities, drug enforcement agencies, port security, etc.) will be planned and carried out. A second workshop for gathering feedback could be eventually planned if it is agreed upon with a specific group or category of stakeholders.

In the more advanced stages of the project, it could be decided to organise a joint plenary consultation workshop gathering all stakeholders.

Regardless of the above-mentioned workshops, a preliminary consultation plan will be carried out aiming to provide awareness among the SMAUG partners. This will include the celebration of several workshops related to specific aspects of SMAUG project execution, as described in the following sections.

5.1 SMAUG Workshop 1 – Ethics

Introduction: This event will consist of a webinar organised by SMARTLEX as the partner responsible for the ethics compliance and gender dimension aspects within SMAUG.

Main objective: To provide awareness among the SMAUG partners about the research ethics, gender equality and legal requirements that will apply to SMAUG project execution.

5.2 SMAUG Workshop 2 – DMP (Data Management Plan)

Introduction: This workshop will consist of a webinar organised by SMARTLEX as the partner responsible for the Data Management Plan (DMP) and Data Protection Plan (DPP) applied in SMAUG.

Main objective: To provide awareness among the SMAUG partners about the DMP and DPP that will regulate the management life cycle of all data collected, processed, and generated by the project while ensuring its security.

5.3 SMAUG Workshop 3 – Security Systems Analysis

Introduction: Workshop with participation of SMAUG technical partners and end users.



Main objective: To gather information about the current security systems and Port Community Systems (PCS) based on video surveillance and analysis systems, access control systems, fraud detection for containers including Cargo Control Systems (CCS), perimetral security systems, geolocation systems as well as the current interoperability of the systems.

5.4 SMAUG Workshop 4 – Gaps & Opportunities on Maritime PCS

Introduction: Workshop with participation of SMAUG technical partners and end users.

Main objective: To define what information is needed to maintain situational awareness and to enable decision-making at the time of the security incident. To identify current gaps and business opportunities for each gap.

5.5 SMAUG Workshop 5 – User Requirements

Introduction: A plenary meeting will be held to present the process to define the project requirements.

Main objective: To identify key stakeholders and authorities directly interested in maritime security that SMAUG should address and propose systems to capture their requirements.



6. Liaisons with Authorities from Other Projects and Initiatives

Within the European framework, it is crucial to establish links and synergies between projects within the same topic or related ones for a greater impact on the European community, which will be described in the D7.1 Impact Master Plan (M6). The aim is to discover commonalities among projects to integrate concepts and develop ideas and best practices. The objective is to maximise the utilisation of lessons learned to expand SMAUG's reach.

Furthermore, consultation to external participants will be a key aspect of the process, seeking input and insights to inform decision-making. The project recognises the importance of involving diverse perspectives to create comprehensive and inclusive policies that address the needs of the broader European community. By actively engaging with authorities and external participants, the project will not only strengthen its ties with other initiatives but also contribute to the development of a cohesive and sustainable framework. This collaborative effort ensures that the project will align with established policies, foster meaningful consultations, and enhance liaisons with key stakeholders.

Different liaison activities will be registered with the following information:

Liaison Register	
Description of the SMAUG project:	
Description of the sibling project:	
Description of the detected consultation needs between projects:	
Date and signature of both coordinators:	



7. Conclusions

A key element for the success of research projects such as SMAUG is the active involvement of the different stakeholders potentially interested in its outcome from the initial stages of the project. The contribution of potential end users in defining the project requirements is an element of guaranteeing that the results will fulfil their expressed needs. Likewise, stakeholders' participation in defining the project use cases and their final demonstrations ensures the validation of its results. Taking into account the above considerations, SMAUG will implement a Consultation Strategy across the project execution, aiming to engage relevant external stakeholders, which is described in this deliverable.

Throughout this document, the different stages of the consultation process have been described, as well as their corresponding guidelines. Next, it addresses the identification of possible stakeholders and proposes different consultation strategies, which are mainly based on the celebration of workshops to attract key stakeholders and promote the exchange of ideas for feeding and enriching the project. To optimise the consultation process, several consultation templates are presented as tools covering all aspects related to the consultation process, including its own evaluation and continuous improvement.

The document depicts a preliminary consultation plan that details the initial activities and their objectives organised by the SMAUG consortium for launching the project consultation process, as well as a plan aimed at establishing liaisons with other projects and initiatives to create links and search for synergies among them for achieving a greater impact on the European maritime community.

Finally, it is worth highlighting that although some of the activities described throughout this document could seem to overlap with some dissemination actions of the project, these will be clearly differentiated to avoid any overlap. Although joint workshops could be organised in more advanced phases of the project, their objectives will be clearly differentiated in what corresponds to the project's consultation tasks or dissemination actions.



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- [1] Grant Agreement number: 101121129— SMAUG — HORIZON-CL3-2022-BM-01 [GA] and their annexes
- [2] Consortium Agreement SMAUG
- [3] SMAUG D7.1 Impact Master Plan