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# Milestone M3.5 (M65)

## Stakeholder Engagement Plan Y3 Update

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### Abstract

This Milestone is the second annual update on the GN4-3 Stakeholder Engagement Plan introduced in Month 12 of the project. It reviews the adoption status of the engagement plans and methodology; provides an update on the instruments supporting the stakeholder engagement activities; presents an overview of new engagement channels; and concludes with an outlook for the next 12 months to the end of the project.

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## Executive Summary

This Milestone is the second annual update following the introduction of the GN4-3 Stakeholder Engagement Plan in Month 12 of the project and the first implementation progress update in Month 24. Covering Year 3, it reviews the adoption status of the engagement plans and methodology, including the main challenges and changes; provides an update on the instruments supporting the stakeholder engagement activities; presents an overview of new engagement channels; and concludes with an outlook for the next 12 months to the end of the project.

GÉANT operates in a complex environment with a wide range of stakeholder groups. Each Work Package has its own subset of stakeholders and reasons for engaging with them. The Stakeholder Engagement Plan outlined in Deliverable D3.1 [\[D3.1\]](#) introduced a framework that is structured yet flexible, that gives autonomy to the Work Packages, but with comprehensive support and guidance provided by Work Package 3 User and Stakeholder Engagement, to ensure the needs of the stakeholders are met.

One year into the COVID-19 pandemic, both GÉANT and the stakeholders are more experienced and comfortable in virtual settings and with using advanced online tools for interacting, and, while these are not ideal for all situations, engagement levels in virtual meetings have increased. Other factors influencing how the project engaged with its stakeholders included the need to collaborate on more strategic topics, such as EuroHPC, Quantum Computing and the next cycle of the GN project.

The Stakeholder Engagement Plan and Y2 update [\[M3.3\]](#) introduced a set of seven quality control instruments to support its reporting, monitoring and evaluation, namely: enhanced GN4-3 event reporting; bi-annual reviews; the Project Management Board (PMB) as a discussion platform; a project customer relationship management (CRM) system; a service uptake key performance indicator in WP3; a dedicated WP3 Task 1 Liaison Contact for each Work Package; and an outreach checklist for new services. Of these, it has been decided not to enhance event reporting, as this would significantly increase the overhead of the Work Packages, and, following feedback from the Work Package Leaders, the function of the dedicated Liaison Contact will be reviewed. Considerable progress has been made in the implementation of all the other instruments, particularly the CRM.

During Y3, six additional engagement channels have been introduced, to address new and changing demands. These are: Chief Technology Office(r) Workshops, Spotlight Programme, South East Europe User Forum, EuroHPC NREN Coordination Meetings, GÉANT Infoshares and NREN Expert Interviews.

Since its introduction, the GN4-3 Stakeholder Engagement Plan has demonstrated its ability to accommodate the agility and flexibility needed to successfully engage with GÉANT's stakeholders. Over the next reporting period, the established ways of working will continue, with an emphasis on further professionalising and improving both instruments and engagement channels, simplifying the framework where possible and enhancing areas that have proved particularly beneficial. A final

update on the progress of the Stakeholder Engagement Plan, with a recommendation on how to use it going forward, will be provided in Milestone M3.7, due in M48.

# 1 Introduction

This Milestone is the second annual update following the introduction of the GN4-3 Stakeholder Engagement Plan (Deliverable D3.1 in Month 12 [\[D3.1\]](#)) and subsequent implementation progress update (Milestone M3.3 in Month 24 [\[M3.3\]](#)).

The GN4-3 Stakeholder Engagement Plan was introduced at the beginning of the project to provide an overview of the stakeholder engagement approaches and plans across the different Work Packages. Acknowledging the autonomy of each Work Package, the framework enables a comprehensive overview of the activities being planned. Engagement activities change over time to reflect changes in the project's needs and stakeholders' requirements, so the plan can be seen as a starting point and reference for any future work. The annual updates (Milestones M3.3, M3.5 and M3.7) document and assess the supporting instruments to coordinate activities across the project.

This document reviews the adoption status of the engagement plans and methodology, including the main challenges and changes, in Year 3 (Section 2), provides an update on the instruments supporting the stakeholder engagement activities in GN4-3 (Section 3) and presents an overview of notable new engagement channels introduced over the course of the reporting period (Section 4). The document concludes with an outlook for the next 12 months to the end of the project (Section 5).

A comprehensive update on the plan initially set out in D3.1 will be covered in the final update M3.7 (due in Month 48), together with a concluding evaluation of the success of the engagement plan, supporting instruments and activities undertaken. It will also provide an outlook on how the engagement plan is envisioned to be used beyond GN4-3. For the present Milestone (M3.5) such predictions are too early.

## 2 Adoption of Engagement Plans and Methodology

The GN4-3 Stakeholder Engagement Plan defines, on a Work Package-specific level, the stakeholders, engagement channels, frequency of engagement as well as the purpose of engagement. The Plan is intended to act as a structured framework for the engagement activities within GN4-3. At the same time, it is not a definitive plan of action, as stakeholder interests and engagement needs change over time and the activities undertaken need to be adjusted accordingly.

One year into the pandemic, the situation has not changed much compared with the previous reporting period. Working from home and living with restrictions still dominate the modus operandi across the National Research and Education Network (NREN) community. Outreach activities remain virtual almost without exception and face-to-face meetings only happen on a very rare occasion.

However, it is notable that people are now more experienced in virtual settings, using different online tools, and are therefore more comfortable covering a wider range of meeting types virtually. Engagement levels in virtual meetings have increased and feedback from the most recent GÉANT NREN Satisfaction Survey 2021 showed an overall positive view on the effectiveness and suitability of different virtual meeting formats (see [\[M3.4\]](#)).

As noted in the previous annual update [\[M3.3\]](#), some Work Packages or Tasks needed to substantially change their way of engagement due to the pandemic and inability to meet stakeholders face to face (most notably WP3 Task 2 Research Engagement). Engagement with researchers, international science groups or new stakeholders continued to be challenging and, in some areas, moved to a more strategic and policy level (such as EuroHPC, GAIA-X, Quantum Computing). Whilst virtual events work successfully for information sharing or when there are already-established levels of trust among the audience, they have proved to not work well for lead generation or relationship building.

Some Work Packages, however, could successfully transfer their activities online. The Network Evolution Study by WP6 and WP7, albeit carried out entirely virtually, was considered a success by both project and NRENs alike.

Whilst COVID-19 was one influencing factor on how the project engaged with its stakeholders, mostly responsible for the move to virtual meetings and change of engagement formats, it was not the only reason. Key strategic topics, including, among others, EuroHPC, Quantum Computing and the future GNx project, also influenced the ways of engagement, leading to a range of new engagement channels being set up. These are presented in Section 4.

Over the course of the previous reporting period, M12 – M24, two additional project-wide instruments were introduced:

- A dedicated WP3 T1 Liaison Contact for each Work Package, and
- A standardised outreach checklist to support production gate reviews for new services during the Product Lifecycle Management (PLM) process.

An overview of these instruments can be found in [\[M3.3\]](#), Section 4. Reviews of their implementation status in the current reporting period (M25 – M36) are provided in Sections 3.6 and 3.7 of the present document respectively.

### 3 Instruments to Improve Reporting, Monitoring and Evaluation

The GN4-3 Stakeholder Engagement Plan and its first annual update M3.3 introduced a set of quality control instruments to support its reporting, monitoring and evaluation. The instruments are:

1. Enhanced GN4-3 event reporting.
2. Bi-annual reviews.
3. Project Management Board (PMB) as discussion platform.
4. Project customer relationship management (CRM) system.
5. Service uptake key performance indicator (KPI) in WP3.
6. Dedicated WP3 T1 Liaison Contact for each WP (added in Y2, see [\[M3.3\]](#)).
7. Outreach checklist for new services (added in Y2, see [\[M3\\_3\]](#)).

The following sections review the implementation status of each of these instruments to date.

#### 3.1 Enhanced GN4-3 Event Reporting

Within GN4-3, it is mandatory for each Work Package to complete the Event Reporting Template at the end of each quarterly reporting period. To enhance the reporting of outreach activities, an additional column was intended to be added, indicating the stakeholder engagement purpose of each event or activity.

After careful consideration, the decision was made by Project Management and WP3 to not realise this extension of the reporting template, as the additional overhead required across the project would outweigh the benefits.

#### 3.2 Bi-annual Reviews

Following previous years' attempts to introduce a regular review of the Stakeholder Engagement Plan on a Work Package level, the PMO and WP3 agreed, for 2021 and onwards:

- *“To continue to keep the bi-annual reviews as part of the Project Annual Internal Review (PAIR) meetings since stakeholder engagement is a key element of successful operation and delivery across all Work Packages.*

- *A representative of WP3 T1 will join the PAIR meetings during an allocated agenda slot to guide the WPLs through the engagement review and follow-on actions.” [M3.3]*

The former could be absorbed/integrated into the regular liaison on stakeholder engagement between each Service Work Package and WP3 (see Section 3.6).

During Y3, the WP3 T1 Task Leader joined the PAIR meetings or, where this was not possible due to time constraints, a separate meeting with the Work Package Leaders was set up. These meetings followed a revised version of the questionnaire originally shared in M3.3 (see Appendix A of the present document). The feedback received from the Work Package Leaders has been incorporated in this Milestone and a summary is provided in Appendix B.

Going forward, this once-a-year review can also be absorbed into the regular liaison between the WPs and Liaison Contact as part of the planning for the upcoming year, rather than forming part of the PAIR meeting.

### 3.3 PMB as Discussion Platform

The regular monthly meetings of the Project Management Board (PMB) continue to be an effective platform to pose questions, exchange knowledge and develop ideas and actions for collaboration.

Notable examples during the reporting period were the planning of the Chief Technology Office(r) (CTO) Workshops (see Section 4), the GÉANT Innovation Programme and the incubator work across different WPs.

### 3.4 Project CRM

Work to deploy and implement a customer relationship management (CRM) system is progressing well. After extensive requirements gathering, both within the GÉANT Association and with key project stakeholders (see [M3.3], Section 3.4), a system was procured to be implemented across the Community Relations Office, which consists of the different stakeholder engagement teams within the GÉANT Association. These teams are represented in GN4-3 by WP3 T1, T2, T3, T4 and WP1 T6 respectively. In addition, senior management, and key management functions such as the Project Management Office (PMO) (WP1), and Service Delivery (WP9) and Marcomms (WP2) have been added to the initial user group. Extensive work has been undertaken throughout 2021 to adapt the system to the community’s needs and to reflect the diversity of requirements from the different engagement teams. System rollout is planned to start in January 2022. The data captured will be curated by WP3 T3.

### 3.5 Service Uptake KPI in WP3

Good progress has been made in further exploring how service uptake can best be captured, monitored and utilised to support service portfolio evolution and the PLM process.

Service Owners track service adoption over time and statistics are provided through regular project reporting such as the Period *N* Service Review deliverables (D1.7 (Period 1) and D1.13 (Period 2)) and at the EC Reviews.

Service adoption across the GN4-3 Service Portfolio available to NRENs has been tracked by WP3 T3 since the beginning of the project. At the end of the project, a progress status assessment reporting on changes throughout the lifetime of GN4-3 will be possible.

Service-specific feedback is obtained by WP3 T1 through its various engagement channels and service-specific requirements-gathering activities (see for example [D3.5](#)). Information is shared with the respective Service Owner and also fed into the CRM to make it available more widely and allow a more granular reporting in the future.

### 3.6 Dedicated WP3 T1 Liaison Contact for each WP

A dedicated Liaison Contact for each Work Package and respective service area outreach expert in WP3 T1 has been successfully introduced. A tailored collaboration approach has been chosen with each Service Work Package to meet the needs of their different set-ups. In addition to all Service Work Packages, a dedicated contact for WP2 is in place to support coordination of communication and outreach activities.

Feedback from the Work Package Leaders (see Appendix B) shows, however, that whilst the support work and regular interaction is very much appreciated, it is not clear for all WPLs that there is a structure behind that engagement. This feedback has been taken on board and in Y4 it is planned to review the function of the dedicated Liaison Contact and how it fits into the wider project structure and engagement planning.

### 3.7 Outreach Checklist for New Services

The outreach checklist has been piloted at the production gate reviews for WiFiMon and eduMEET. Some elements have been taken on by the Product Management and Marketing Team to prepare prior to the production gate review. Going forward, the checklist can serve as a guideline for the WP3 T1 Liaison Contact when working with the respective Service Owner to define the NREN outreach campaign. This would be done in separate follow-up meetings or communications.

## 4 Further Adjustments to the Framework

In the reporting period no further instruments were introduced to support the implementation of the Stakeholder Engagement Plan. As outlined in Section 3, the focus was on further developing those instruments already introduced. Some of them are working well, some need more work and some of them have been abandoned as not considered beneficial or feasible. A conscious effort has been made to not hold on to instruments that are not deemed useful or practicable for the realisation of the Stakeholder Engagement Plan and the overall activities.

Whilst no further instruments were introduced, new ways of engagement have been successfully implemented, enabled through both the fully virtual way to collaborate and more advanced ways to engage virtually, making complex meeting set-ups possible (e.g. break-out groups, virtual boards or a combination of different online collaboration tools). This allowed the project to intensify engagement on a strategic level.

Over the course of the year, different engagement formats – most but not all of them events – were introduced to address different demands. All events are being facilitated by WP3 T1; content is provided through the respective subject matter experts, from both the GÉANT Association and the NRENs. All events have a dedicated wiki space and some of them are recorded and made publicly available to the wider community.

The new engagement channels are:

- Chief Technology Office(r) (CTO) Workshops – a set of thematic workshops to obtain NREN CTO / Chief Information Technology Officer (CITO) feedback to help shape the GÉANT service roadmaps for the coming years. The format was considered so successful that an annual event is planned to review progress against the defined roadmaps. [[CTOW](#)]
- Spotlight Programme – a series of events focusing on key topics as selected by the General Assembly (GA) during their meeting in March 2021. The objective is to provide a platform for strategic discussion, complementing the GA meetings and allowing sufficient space to build a common understanding and a joint position. Coordinated by Partner Relations, the agendas are defined by a subset of the GA together with subject matter experts at GÉANT. For 2021 the chosen topics were Security, International Connectivity and Quantum Computing. At the March 2022 meeting of the General Assembly, the format will be reviewed and voted on to determine whether it shall continue and, if so, which topics should be included in 2022. [[Spotlight](#)]
- SEE User Forum – a regional event for R&E institutions and researchers in the South East Europe (SEE) region to promote R&E networking and showcase the portfolio of their local NRENs. The event was jointly organised with a group of SEE NREN directors and attracted over

250 users from across the region. Discussions are underway to determine whether and how such an event can be repeated. [\[SEEUF\]](#)

- EuroHPC NREN Coordination Meetings – monthly GÉANT NREN meetings for knowledge sharing and jointly working on the future support for EuroHPC. The complementary wiki also serves as a knowledge repository supporting the NRENs in their national work on this topic. [\[EuroHPC CM\]](#)
- GÉANT Infoshares<sup>1</sup> – in the second half of 2020, WP3 T1 introduced a centrally coordinated function to host infoshares covering services, project updates, strategic topics and NREN guest contributions. Infoshares take place at a set time every week and are recorded and made available via the GÉANT eAcademy and GÉANT YouTube channel. [\[Infoshares\]](#)
- NREN Expert Interviews – bilateral interviews conducted to gain a deeper understanding of NREN requirements and views on the GÉANT Service Portfolio. Interviews carried out in Y3 were:
  - Feedback on WP6 Portfolio – 25 NRENs, CNO/CTO, via WP3 T1 (results published in [\[D3.5\]](#)).
  - Feedback on WP8 Portfolio – 15 NRENs, CISO/CTO, via WP3.
  - Feedback on WP4 Portfolio – >30 NRENs, Cloud Manager, via WP4.

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<sup>1</sup> Whilst technically the programme of infoshares was introduced in Year 2, starting October 2020, it fits the series of new channels is therefore included here to give a complete picture.

## 5 Conclusions and Next Steps

Stakeholder engagement is constantly evolving. The GN4-3 Stakeholder Engagement Plan as initially set out in D3.1 allowed the overall approach to be captured and provided a starting point and foundation to build upon. Combined with a high level of trust and strong relationships among the project and NREN partners, this foundation is growing and evolving over time.

Whilst in the first year of its implementation (Y2 of the project) much focus was on instruments to support stakeholder engagement activities, in the second year (Y3) a range of new engagement activities have been introduced to meet changing demands and reflect a higher need for collaboration with input from all NRENS.

Over the next reporting period (Y4), the established ways of working will continue, with an emphasis on further professionalising and improving both instruments and engagement channels with current resources. The work over the previous years shows that a great deal of agility and flexibility is needed to successfully engage with GÉANT's stakeholders. Some instruments/activities are only of a temporary nature as they address specific stakeholder needs and respond to external developments or challenges that have arisen or work to fill identified outreach gaps.

WP3 T1 also plans to carry out a review of tools used to support engagement and knowledge sharing (such as the wiki, Partner Portal, knowledge repository and CRM) to identify any duplication and streamline how information is being shared among the Work Packages and with the community.

Moving into the final year of the project, an additional focus will be placed on streamlining the initially defined framework, simplifying where possible whilst enhancing where proven beneficial. A concluding update on the progress of the Stakeholder Engagement Plan, with a recommendation on how to use it going forward, will be provided in the final milestone M3.7, due in M48.

Finally, another influencing factor will be planning for the next cycle of the GN project. The experience gained through the introduction of the Stakeholder Engagement Plan will be valuable input for defining the future interproject collaboration and engagement channels used. One of the key challenges that will need to be tackled is how the project can provide support to empower national stakeholders to further expand their reach to end users.

## Appendix A PAIR Meeting – Stakeholder Engagement Questionnaire

### Purpose:

Review the status of the planned stakeholder engagement activities as defined in D3.1 and what changes might be considered for the next period. Aid planning the WP3 support activities for the respective WP.

### Reference M3.3 Y2 Update (2020/2021)

[https://www.geant.org/Resources/Documents/M3.3\\_Stakeholder-Engagement-Plan-Y2-Update.pdf](https://www.geant.org/Resources/Documents/M3.3_Stakeholder-Engagement-Plan-Y2-Update.pdf)

### Reference D3.1 (2019/2020)

[https://www.geant.org/Projects/GEANT\\_Project\\_GN4-3/GN43\\_deliverables/D3-1\\_Stakeholder-Engagement-Activity-and-Plan.pdf](https://www.geant.org/Projects/GEANT_Project_GN4-3/GN43_deliverables/D3-1_Stakeholder-Engagement-Activity-and-Plan.pdf)

### Questions

1. Reviewing your outlined stakeholder engagement plan for 2020/2021, what went well / what caused challenges?
2. Were there any adjustments/changes to the plan, and what were the reasons for that?
3. Which channel do you consider most successful and why?
4. Any engagement gaps?
5. Any lessons learned?
6. Do you consider the dedicated person in the Partner Relations Team to support you with stakeholder engagement as beneficial?
7. What is your one big challenge when reaching out to NRENs/stakeholders that would make your life easier if resolved?
8. Anything that WP3 (Partner Relations, Research Engagement, Insights, Community Programme) should support in the next 12 months?

## Appendix B PAIR Engagement Review – WP Feedback

### B.1 Support WPs

Questions	W1	WP2	WP3
1. Reviewing your outlined stakeholder engagement plan for 2020/2021, what went well / what caused challenges?	<ul style="list-style-type: none"> <li>• Securing sustainable funding for GÉANT in the long term was very successful with the signature of the FPA and the inclusion of two SGAs in the Work Programme 2021–2022.</li> <li>• Maintaining good relations with our key stakeholders in the European Commission and other institutions was successful; however, because of the travelling restrictions, was more difficult.</li> <li>• Stakeholder engagement was very successful for Human Capital Development with many online training sessions.</li> </ul>	<ul style="list-style-type: none"> <li>• Challenges: services-related activities – achieving mutually acceptable/beneficial balance between GÉANT promoting services with GÉANT hat on and NREN’s own promotion, or when there are competing services in country.</li> <li>• Success: WP2 streamlined what we wanted to achieve; revamp of communications channel successful.</li> </ul>	<ul style="list-style-type: none"> <li>• Not being able to engage face to face.</li> <li>• Hard to develop relations with stakeholders new in community.</li> <li>• Research Engagement – going to conferences meeting new people has been challenging / engaging with research community very difficult.</li> <li>• NRENs – shorter meetings but more often, shorter more informal meetings.</li> <li>• Satisfaction survey shows continuously high satisfaction with Partner Relations has increased.</li> <li>• Community Programme – more global participants, higher attendance as virtual.</li> </ul>

Questions	W1	WP2	WP3
	<ul style="list-style-type: none"> <li>Procurement was also successful with understanding procurement requirements and ensuring the products and services procured, meet those requirements, ensuring procurements comply with the necessary laws and regulations, helping to build consensus among the community with regard to how resources should be spent, and where and what should be procured.</li> </ul>		
2. Were there any adjustments/changes to the plan, and what were the reasons for that?	Mainly replacing many face-to-face meetings with online meetings	Moving TNC fully virtual was a big adjustment	<ul style="list-style-type: none"> <li>Infoshares – further evolved: split into general updates / services / strategic.</li> <li>Added Spotlight Programme.</li> <li>Added Innovation Programme.</li> <li>Added 2 new SIGs/TFs : e-health and ledger technology.</li> <li>More support work for Services Work Packages – insight studies, dedicated person, regular meetings.</li> </ul>
3. Which channel do you consider most successful and why?	Virtual meetings	CONNECT	<ul style="list-style-type: none"> <li>F2F will always remain most successful.</li> <li>Building an environment that is a trusted space is key – which channel then is secondary.</li> </ul>
4. Any engagement gaps?	None	The impact of the pandemic posed a challenge on EuroHPC engagement	<ul style="list-style-type: none"> <li>No, but cognisant of new requirements of new communities.</li> <li>Data lakes is plan but are yet to be set up, some engagement such as GAIA-X just too early stage.</li> </ul>
5. Any lessons learned?	Although COVID-19 travel restrictions did have negative	n/a	<ul style="list-style-type: none"> <li>Coordination meeting working really well.</li> </ul>

Questions	W1	WP2	WP3
	impact on our activities, we were able to adjust successfully		<ul style="list-style-type: none"> <li>Regularly bring together interested parties to share information and get community on board (EOSC, EuroHPC).</li> </ul>
6. Do you consider the dedicated person in the Partner Relations Team to support you with stakeholder engagement as beneficial?	n/a	Yes	n/a
7. What is your one big challenge when reaching out to NRENS/stakeholders that would make your life easier if resolved?	No such big challenge	For national-level marcomms, balancing GÉANT messaging/focus and national focus	Nothing in our control (COVID-19)
8. Anything that WP3 (Partner Relations, Research Engagement, Insights, Community Programme) should support in the next 12 months?	<ul style="list-style-type: none"> <li>Provide some analysis of how the CRM system will be beneficial for the project.</li> <li>Work also with the independent analyst groups (such as Gartner, Ovum, IDC, others) to capture additional requirements and technology trends.</li> </ul>	Quarterly all hands between WP2 and WP3 Task Leaders to sync on plans for next quarter	n/a

Table B.1: PAIR Engagement Review – Support WPs feedback

## B.2 Services WPs

Questions	WP4	WP5	WP6	WP7	WP8	WP9
<p>1. Reviewing your outlined stakeholder engagement plan for 2020/2021, what went well / what caused challenges?</p>	<ul style="list-style-type: none"> <li>Although the situation in 2020/2021 has been specific due to COVID-19 the stakeholders’ engagement plan did not suffer much. The process of establishing and managing the CSDM community ran smoothly.</li> <li>Planned meetings/forums were held regularly, and the community was informed about the relevant topics on time.</li> <li>Uptake and usage of the GÉANT cloud services, especially the new 2020 Cloud Framework Agreement, was a big success. The launch event for</li> </ul>	<ul style="list-style-type: none"> <li>Joint calls with the Service Owners and WP 3 T1 has helped a lot and we’ll continue with that.</li> <li>Would like to enhance feedback on T&amp;I via Service Reviews. Worth to consider an even more proactive model.</li> </ul>	<p>The pandemic continued to impact the outreach plans. But nonetheless we carried out a very busy engagement programme covering three workshops, 10 infoshares and 90 presentations and various events.</p>	<ul style="list-style-type: none"> <li>TNC BOF 21 went well. NRENs request more infoshares and workshops.</li> <li>Articles – yes have been supplied, we want to do more on feedback-gathering process.</li> <li>Vendors – no events were carried out, but bilateral engagement was ongoing.</li> <li>NREN conferences – no travel permitted, so didn’t happen.</li> <li>We met with all NRENs during Network Evolution Study workshop.</li> <li>SIG engagement – SIG-NGN dormant, no meetings in last years, the SIG is led by the community,</li> </ul>	<ul style="list-style-type: none"> <li>Challenge: Getting security baseline under the attention of NREN as we can’t travel.</li> <li>What went well: Market research insight study was very useful and happy that they were considered.</li> <li>The GA spotlight on security was also very useful.</li> <li>Partner Relations support to resolve manpower claims issues worked well.</li> </ul>	<ul style="list-style-type: none"> <li>The STF has moved fully virtual. Works well but misses the human factor, especially for catching up with NRENs that speak up less in public; no chance for bilateral informal chats; also lack of opportunities to maintain personal relationship. But for information transferring works well; also higher participation. Going forward will alternate between virtual and F2F meetings.</li> <li>The SIG-NOC went virtual and it also works well.</li> <li>Network services outreach is less affected by inability to meet</li> </ul>

Questions	WP4	WP5	WP6	WP7	WP8	WP9
	<p>NRENs and suppliers was organised online instead of the originally planned F2F event but it was still a great success. The number of countries and institutions using the GÉANT cloud services has been increasing.</p> <ul style="list-style-type: none"> <li>• There were no cloud trainings organised by the GÉANT Cloud team in 2021 but there have been several infoshares organised and trainings planned together with the providers for 2022. The interest in topics was gathered by the 2021 GÉANT Cloud Survey.</li> </ul>			<p>impression that NRENs have desire for stronger WP7/GÉANT Assoc led content – needs further exploration.</p>		<p>up due to longstanding relationships with NRENs.</p> <ul style="list-style-type: none"> <li>• PORIG – monthly coordination meeting between outreach and network teams – works well.</li> <li>• T2 Software Governance and support – provision of common best practices: challenge getting development teams in the NRENs project to adopt.</li> </ul>

Questions	WP4	WP5	WP6	WP7	WP8	WP9
	<ul style="list-style-type: none"> <li>Challenges: Key people leaving the team.</li> </ul>					
2. Were there any adjustments/changes to the plan, and what were the reasons for that?	<ul style="list-style-type: none"> <li>One of the GÉANT Cloud blogs and articles in CONNECT magazine were underutilised due to lack of suitable resource.</li> <li>The original plans to develop an IaaS+ Framework (FW) Service Matrix and communicate this to the users, which helped them in the previous FW to decide upon the suppliers and their solutions. Due to an overwhelming number of suppliers in the IaaS+ FW it was impossible to create another user-friendly Service Matrix (too much work was</li> </ul>	Going fully virtual	<ul style="list-style-type: none"> <li>All events were online.</li> <li>Important new additions were ~25 bilateral NREN interviews on the WP6 portfolio carried out by WP3 (see D3.5).</li> </ul>	No F2F meetings due to pandemic, SIG-NGN dormant (see above)	<ul style="list-style-type: none"> <li>SIG ISM and WISE meetings were difficult online to make them interesting.</li> <li>Engagement is a lot about knowing and trusting individuals.</li> </ul>	Going fully virtual

Questions	WP4	WP5	WP6	WP7	WP8	WP9
	<p>needed for development). So, instead a <a href="#">“SelectionByNeed”</a> tool was developed that enables filtering, based on the needs of the users.</p>					
<p>3. Which channel do you consider most successful and why?</p>	<ul style="list-style-type: none"> <li>Most efficient way to engage and communicate is the bi-weekly GÉANT Cloud Forums. The downside of the Forums is that they aren’t attended by all NRENs, although the average participation has risen from 20 people to 40. Representatives also from other GÉANT teams gather to exchange information and listen in at the Forums – OCRE &amp; EOSC teams,</li> </ul>	<p>PMO Newsletter, GÉANT Blog, CONNECT</p>	<ul style="list-style-type: none"> <li>WP6 cannot do it alone. We need help from other WPs and from NRENs, that should spread the word in their environment to their users. And we need to know about it and be able to track it.</li> <li>In order to be able to do that we need (at least) two things – NRENs actively involved in promoting the results and the work of the GÉANT project, and a CRM to track all activities per partner, per</li> </ul>	<ul style="list-style-type: none"> <li>STF has proven a very good place to reach most NRENs on a regular basis.</li> <li>We plan to continue with CTO Workshops every 12-18 months (a fully-fledged network study only needs to be done every few years but progress update workshops should be done more often).</li> </ul>	<p>The Security day as we were able to cover a wide range of topics, also the Spotlight event</p>	<p>STF and APM mailing list</p>

Questions	WP4	WP5	WP6	WP7	WP8	WP9
	<p>Partner Relations, Communications. So, it's the most efficient way and most successful channel to share information between different teams and the target audience.</p> <ul style="list-style-type: none"> <li>• One-to-one meetings are most preferred based on the NREN feedback in the clouds survey 2021 but it is a very time-intensive effort.</li> </ul>		<p>country, per user type.</p>			
<p>4. Any engagement gaps?</p>	<ul style="list-style-type: none"> <li>• Different levels of NREN engagement.</li> <li>• Some Western NRENs that have not taken up the laaS+ FW and seem to be challenged to do so because of their policies and member institution procedures. Other NRENs need just reaching out and being supported</li> </ul>	<ul style="list-style-type: none"> <li>• Well set up in its outreach activities.</li> <li>• It would be good to know in advance of all planned Service Reviews</li> </ul>	<p>Unresolved question of reaching users who are within NRENs, rather than NRENs themselves, especially for WiFiMon and NMaas</p>	<p>n/a</p>	<p>No, engaged across community within and outside of formal groups, e.g. there is an informal eduVPN group of people interested in the service that meet</p>	<ul style="list-style-type: none"> <li>• Software teams for T2.</li> <li>• Individual NREN contacts that are less engaged.</li> </ul>

Questions	WP4	WP5	WP6	WP7	WP8	WP9
	according to their capabilities and possibilities.					
5. Any lessons learned?	Yes, how to ensure continuity of engagement if WP members leave	None	–	n/a	<ul style="list-style-type: none"> <li>• WP3 T1 Market Insight Study as another dimension to the Compendium, structured way to obtain feedback, should continue.</li> <li>• Also had some positive experience when carried out 15 NREN interviews on crisis management, very positively received from the NRENS.</li> </ul>	Fully remote is better than hybrid
6. Do you consider the dedicated person in the Partner Relations Team to support you with stakeholder engagement as beneficial?	Yes, definitely. There are some overlapping topics to communicate to the NRENS and it's good to know what is planned externally to coordinate what GÉANT communicates to the NRENS.	Yes, definitely	Not aware that there is a specific structure in place but notable regular liaison	Very happy with support received but not aware that there is a given structure to it	Yes, very useful, same applies to marcomms	Not explicitly used yet as network services are covered in WP7

Questions	WP4	WP5	WP6	WP7	WP8	WP9
7. What is your one big challenge when reaching out to NRENS/stakeholders that would make your life easier if resolved?	NRENS have different outreach interests and capabilities	No big challenges at the moment	<ul style="list-style-type: none"> <li>As per above, reaching users beyond the NREN.</li> <li>Finding a way to keep track of NREN interests over time in an efficient manner.</li> <li>Ensure any incubator work is justified by clear NREN interest.</li> <li>Set up an effective service delivery chain including NRENS' involvement in service promotion and user engagement.</li> <li>Working with NRENS on recognising / accepting GÉANT services as a part of their own portfolio.</li> </ul>	Nothing came to mind	Not covered	n/a
8. Anything that WP3 (Partner Relations, Research Engagement,	<ul style="list-style-type: none"> <li>Finding Pilot users among NRENS and institutions of different</li> </ul>	–	<ul style="list-style-type: none"> <li>Already agreed to complete interview cycle to have covered all NRENS.</li> </ul>	WP7 would like to do more with WP3, more infoshares and annual CTO Workshops	<ul style="list-style-type: none"> <li>Securing NREN resources for GN5.</li> <li>Feedback on defining roadmap.</li> </ul>	Support T2 in reaching out to NRENS

Questions	WP4	WP5	WP6	WP7	WP8	WP9
<p>Insights, Community Programme) should support in the next 12 months?</p>	<p>disciplines for the newly launched community-based offers (GÉANT Cloud Flow, Multi-Cloud Management System, eduMEET) would help a lot to find use cases to show the possibilities of these platforms. Cross-referencing helps to get trustworthiness and also spread the word to a wider audience.</p> <ul style="list-style-type: none"> <li>• Support WP4 has received from WP3 is excellent. For example, to have the plan to reach out to the SEE NRENs where the usage of cloud services has not yet started.</li> </ul>		<ul style="list-style-type: none"> <li>• A stakeholder engagement analysis with possibly targeted campaigns.</li> </ul>			

Table B.2: PAIR Engagement Review – Services WPs feedback

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## Glossary

<b>APM</b>	Access Port Manager
<b>BOF</b>	Birds of a feather (a specific type of event session usually as part of conferences)
<b>CISO</b>	Chief Information Security Officer
<b>CITO</b>	Chief Information Technology Officer
<b>CNO</b>	Chief Network Officer
<b>CRM</b>	Customer Relationship Management
<b>CSDM</b>	Cloud Service Delivery Manager
<b>CTO</b>	Chief Technology Office or Officer (depending on organisational set-up)
<b>D</b>	Deliverable
<b>EC</b>	European Commission
<b>EOSC</b>	European Open Science Cloud
<b>F2F</b>	Face to Face
<b>FPA</b>	Framework Partnership Agreement
<b>FW</b>	Framework
<b>GA</b>	GÉANT General Assembly
<b>KPI</b>	Key Performance Indicator
<b>M</b>	Milestone
<b>M</b>	Month
<b>NREN</b>	National Research and Education Network
<b>OCRE</b>	Open Clouds for Research Environments
<b>PAIR</b>	Project Annual Internal Review
<b>PLM</b>	Product Lifecycle Management
<b>PMB</b>	GN4-3 Project Management Board
<b>PMO</b>	Project Management Office
<b>PORIG</b>	Partner relations, Operations, Research engagement, International relations
<b>R&amp;E</b>	Research and Education
<b>SEE</b>	South East Europe
<b>SGA</b>	Specific Grant Agreement
<b>SIG</b>	Special Interest Group
<b>SIG-NSN</b>	SIG on Next-Generation Networks
<b>SIG-NOC</b>	SIG on Network Operations Centres
<b>STF</b>	Service and Technology Forum
<b>T</b>	Task
<b>TF</b>	Task Force
<b>TNC</b>	The Network Conference (annual GÉANT conference)
<b>WISE</b>	Wise Information Security for collaborating E-infrastructures
<b>WP</b>	Work Package
<b>WP1</b>	Work Package 1 Project Management

<b>WP1 T6</b>	WP1 Task 6 Global Partnerships
<b>WP2</b>	Work Package 2 Marketing, Communications and Events
<b>WP3</b>	Work Package 3 User and Stakeholder Engagement
<b>WP3 T1</b>	WP3 Task 1 Partner Relations and Engagement
<b>WP3 T2</b>	WP3 Task 2 Research Engagement
<b>WP3 T3</b>	WP3 Task 3 Stakeholder Insights
<b>WP3 T4</b>	WP3 Task 4 Community Programme
<b>WP4</b>	Work Package 4 Online Services Development and Delivery
<b>WP5</b>	Work Package 5 Trust and Identity
<b>WP6</b>	Work Package 6 Network Technologies and Services Development
<b>WP7</b>	Work Package 7 Network Core Infrastructure and Core Service Evolution and Operations
<b>WP8</b>	Work Package 8 Security
<b>WP9</b>	Work Package 9 Operations Support
<b>WPL</b>	Work Package Leader
<b>Y</b>	Year