

# heritact

## Stakeholders engagement roadmap

D4.1

DECEMBER 2023

## Deliverable

PROJECT ACRONYM	GRANT AGREEMENT #	PROJECT TITLE
HeritACT	101094998	Heritage Activation Through Engaging Experiences Towards Sustainable Development

## D4.1 Stakeholders engagement roadmap

Revision: v1.1

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### DISSEMINATION LEVEL

- ✓ **P Public**
- P Confidential, only for members of the consortium and the Commission Services

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## Statement of Originality

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

## Summary

### **Stakeholders mapping and activation (M6-M10) Leader: MENTOR, Support: MCC, ACT, LAND, MoE, PPE, CDM**

This deliverable corresponds to Deliverable 4.1 of HeritACT and aims to provide a centralized approach for identifying, mapping and managing the stakeholder's data and engagement, and to define rules and responsibilities for project partners on how to communicate and engage with the external stakeholders. This deliverable is related to "Task 4.1 - Stakeholders mapping and activation" and describes the objective and approach for identifying and engaging with the stakeholders of the pilot cities (Ballina, Eleusis, Milan) relevant for the purpose of the project.

Stakeholder mapping involves creating a comprehensive visual representation of all the individuals involved in a project on a unified roadmap. The primary advantage is the ability to visually illustrate the various entities or individuals who have the potential to impact the project and demonstrate their connections to it.

Within HeritACT, this mapping enables a deeper comprehension of the relationships, influence, and interest that each of the pilot city's stakeholders have in the project, offering valuable insights into the specific needs of the local communities of Ballina, Eleusis and Milan.

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# Introduction

This Deliverable 4.1 (D4.1) report documents work carried out on Task 4.1 “Stakeholders engagement roadmap” carried out from months 6 to 10 of the HeritACT project.

D4.1 builds upon the results of D2.2 “Stakeholder requirements analysis and methodological framework”, through which the HeritACT pilot cities - Ballina (Ireland), Eleusis (Greece) and Milan (Italy) - identified their internal stakeholders’ requirements, their visions, missions, objectives and achievements according to the special characteristics of the areas of interest. The conclusions reported in D2.2 have set the foundation upon which participatory actions will be implemented and are taken into account in T4.1 and in D4.1 respectively.

T4.1 aligns with the first objective of “Work Package 4 (WP4) Co-recognition and co-envision in pilot cities.” which is “Mapping, engagement and activation of stakeholders”. **In this Deliverable, the term Stakeholders refers to [External Stakeholders](#).**

The objective is to establish a cohesive and transparent process, facilitating meaningful contributions from various stakeholder groups. Specifically, this task aims to implement a centralized method for identifying, mapping, and organizing stakeholder data, along with standardized rules for reaching out to and engaging with stakeholders.

The goals of T4.1 include:

- Visualising all the project stakeholders on a single roadmap, which provides a visual depiction of who can influence the project, what is their impact, and what insight they can provide related to local communities.
- Understanding who impacts the project implementation on each pilot city.
- Understanding potential risks.
- Identifying how we communicate with stakeholders & what kind of information is communicated to them.
- Identifying the engagement approach (digital or physical engagement, frequency of engagement, etc).

The intended outcomes include:

- To contribute to a deeper understanding of stakeholders' perspectives, needs, and expectations that align with stakeholder interests.

- 
- To serve as a guideline for the pilot cities to form their engagement strategies according to which stakeholders will be involved at what project stage.
  - To facilitate what would be the clear and effective communication channels between project teams and stakeholders.
  - To contribute to the development of trust and positive relationships with stakeholders. By demonstrating commitment to addressing stakeholder concerns, project partners can foster a supportive and collaborative environment.

In the following chapters, the theoretical framework of stakeholder mapping and engagement is analyzed, followed by an analysis of the workshops and their framework used with the pilots.

**Four key steps** are described to identify and manage the stakeholders' data and engagement:

- *Stakeholder mapping*: identifying who the main stakeholders are, where they are coming from and how they can be structured or prioritized
- *Design of a stakeholder engagement plan*: identifying the type, channels and a detailed plan for engaging with the stakeholders
- *Preparation and engagement*: defining logistics for the engagement and setting rules for engagement
- *Review and improve*: by analysing the feedback received by stakeholders, goals and strategies may be revisited and areas for improvement may be identified.



# 1. Stakeholder analysis / mapping

*Grounded in the seminal works of Ackermann & Eden (2011), this section explores the stakeholder mapping theory and methodology as well as its relevance to strategic planning and stakeholder engagement, specifically in the context of cultural heritage projects.*

## 1.1 External stakeholders

**External stakeholders** are people, organizations, or other entities who are not affiliated with a project or organization directly but who nevertheless have an interest in, or impact on, the project's objectives, goals, or results. Although they are not physically present within the project organization, these stakeholders have the potential to greatly influence or be impacted by the organization's decisions and actions.

Customers, suppliers, government agencies, regulatory authorities, community organizations, competitor companies, and the general public are examples of external stakeholders. For an organization to navigate its external environment, respond to concerns, and ensure consistency with broader societal and industry expectations, it is imperative that it comprehends and manages relations with external stakeholders.

Stakeholders in general can be defined as:

- ❖ Anyone who affects or is affected by the project.
- ❖ Groups or individuals who have a stake, claim, or interest in the project operations and decisions.
- ❖ Resource suppliers critical to the success of the project (e.g. licenses).
- ❖ Organisations or individuals who have “sufficient power” to affect the performance of the project, either favourably or unfavourably.

## 1.2 Stakeholder mapping

As an integral part of stakeholder management, stakeholder mapping is the process of creating a visual representation of a project's stakeholders. The process involves identifying key external stakeholders, understanding their influence and impact, and structuring them accordingly. This aligns with the methodologies of Pernille E. & Lund Jepsen A. (2016) and Smith (2000). Conducting a stakeholder mapping and

analysis is a vital step during the preparatory phase of the co-recognition, co-design, and co-implementation processes to mitigate potential risks to project success.

These risks encompass a decline in stakeholder engagement, a mismatch between project activities and target groups, and an unbalanced consideration of stakeholder perspectives. The objective of the analysis is to comprehend, evaluate, and categorize the stakeholders involved. This involves determining the stakeholders' significance to a project or policy by examining their **positions, interests, influence, interrelations, networks, and other relevant characteristics** related to envisioned issues and targets, present positions, and future potential.

In the framework of HeritACT, the stakeholder mapping technique seeks to accomplish several **objectives**:

- To **broaden the current networks by identifying potential audiences**.
- To **focus on the known players and intended audiences** connected to HeritACT and identify opportunities for collaboration and partnership.
- To **comprehend** the diverse interests, concerns, and perspectives of different stakeholders in order to tailor community engagement strategies and activities effectively.
- To **promote equity and inclusivity** by ensuring that the voices of all community members, including those traditionally marginalized or underrepresented, are considered and integrated into the community engagement process.
- To **analyse the power and influence** that each stakeholder carries in order to enable a more strategic approach to engagement and ensure that crucial influencers are sufficiently involved.

The outcomes of the analysis allow project teams to design appropriate incentives and strategically target communications and messaging. This ensures that a project garners the expected attendance, receives quality contributions, and generates valuable feedback throughout its implementation phase.

### **1.3 Methodology: Stakeholder Analysis and Clustering**

The framework for stakeholder mapping can be tailored to various dimensions or characteristics, such as knowledge, support, time, and ownership. **A commonly utilized approach involves categorizing stakeholders based on interest and power**, effectively grouping them according to their presumed position in these dimensions.

This analysis helps in prioritizing engagement efforts and tailoring strategies based on the unique combination of power and interest that each stakeholder exhibits.

The results of this categorization shed light on potentially conflicting perspectives within the co-recognition, co-design, and co-implementation processes, highlighting opposing stakeholders and the consequent adverse effects on the project. These outcomes can be visually represented in a diagram with a power and interest axis ranging from low to high specification of the variable.

- **Power:** role in international/national/regional decision-making process, dissemination ability and potential to reach out to key individual stakeholders, ability to shape the discourse and generate actions.

- **Interest:** relevance of stakeholder activity to the topic and likeliness to engage.

The results of this analysis can be visualized in power/interest diagrams for each pilot city. These diagrams will be used in defining stakeholder clusters and understanding the complex relation between issues and criteria in a more efficient way.

## Power and Interest Matrix

The Power and Interest (stakeholder mapping) matrix comprises four quadrants associated with the four types of stakeholders (Figure 1). The representation emphasizes the importance of addressing those with high power but varying interest and those with high interest but low power in the co-recognition, co-design and co-implementation processes. Stakeholders with low interest and low power are deemed less relevant. This classification aids in the development of tailored stakeholder communication and engagement strategies to foster and enhance stakeholder cooperation throughout the project lifespan.

### High Interest, High Power:

Stakeholders in this category have both significant power and a high level of interest.

These stakeholders are key players and should be actively engaged, consulted, and involved throughout the project. Their influence can significantly impact outcomes.

### High Interest, Low Power:

Stakeholders with high power but low interest have the ability to influence but may not be actively engaged or interested.

It is crucial to keep these stakeholders informed and periodically engaged to ensure they remain supportive and do not become disinterested or potentially adversarial.

### Low Interest, High Power:

Stakeholders with low power but high interest may be enthusiastic but lack significant influence.

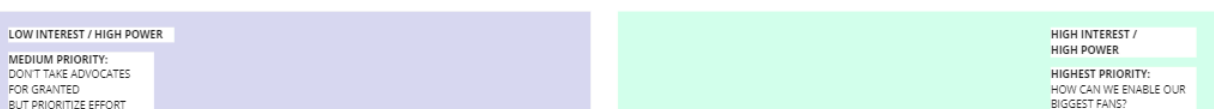
While they may not have substantial power, their enthusiasm can be leveraged for specific tasks or advocacy. Keeping them informed and involved to a suitable degree is important.

### Low Interest, Low Power:

Stakeholders with both low power and low interest have minimal influence and are not actively engaged.

These stakeholders may not require extensive resources or attention. Regular updates may be sufficient, and engagement can be adjusted based on any changes in their power or interest levels.

HIGH INFLUENCE



*Fig. 1 Stakeholder mapping matrix*

### **Text in Table**

- 1 Enable the most enthusiastic project fans
- 2 Do not take advocates for granted, prioritize effort based on impact
- 3 Mitigate risks and manage objections
- 4 Conversion requires high effort with low return

**Stakeholder analyses should be repeated to track changes in stakeholder attitudes over time, as the involved groups may migrate from one to another category.**

Following the stakeholder analysis, pilot city teams should be able to answer:

- ❖ Who are the stakeholders?
- ❖ How do we / will we segment our stakeholders?
- ❖ What benefits can we expect from meaningful stakeholder engagement?
- ❖ What information do we have about stakeholders and their views?
- ❖ What are the principal stakeholder wants and needs (SWANs), and the organisation's wants and needs from stakeholders (OWANs)?
- ❖ How can we better comprehend SWANs? Are there significant and potentially damaging gaps between SWANs and OWANs?
- ❖ How can we better align SWANs and OWANs?
- ❖ What is the best methodology for meaningful engagement with key stakeholders?
- ❖ What does the organisation need to do to maximise chances of success?
- ❖ How does the organisation learn and continuously improve meaningful stakeholder engagement?

In Chapter 4, the stakeholder mapping for each pilot city is presented and analysed. Within the framework of HeritACT, it is suggested to revise the stakeholder map in the below core project phases:

- Community engagement co-recognition phase
- Co-design phase
- Co-implementation phase

- Project continuation: what happens next?

## 2. Stakeholder Engagement

*As outlined by Barrenetxea et al. (2016) and Manoochehri & Schluep (2020), this section highlights the importance of involving stakeholders actively in cultural projects. Stakeholder participation is a key step in implementation of the project and a crucial step for establishment of HeritACT tools and solutions in pilot cities. By actively engaging with external stakeholders, the project team will be able to consult with experts, involve relevant initiatives into mutual learning processes on success elements and challenges encountered, and to identify enabling factors that will help HeritACT initiatives to become success stories.*

### 2.1 The Benefits of Engaging Stakeholders

Engaging stakeholders can establish a mutually advantageous situation for all parties, providing participants with the chance to expand their knowledge, widen their networks, and actively contribute to shaping policy measures in their respective fields. At the same time, it is essential to clearly communicate the benefits of their involvement in the project to encourage a lasting commitment.

The foundation of stakeholder engagement lies in the principle that "groups capable of influencing or being influenced by the project" should have the opportunity to provide feedback and contribute to decisions that impact them. In contemporary society, if these groups are not proactively approached, there's a likelihood that they may, eventually, insist on being consulted.

Situations arise where organizations, failing to engage proactively, are compelled to do so due to societal demands arising from a crisis. In such situations, organizations respond with crisis-management strategies and find themselves in a defensive dialogue with stakeholders, resulting in significant and enduring damage to their reputation. This form of interaction is often adversarial and damaging of trust.

Engaging with project stakeholders on a cultural heritage project offers **a range of valuable benefits**. Involving stakeholders ensures a broad range of perspectives, incorporating insights from individuals or groups with diverse cultural backgrounds, historical knowledge, and personal connections to the heritage in question, while fosters a deeper understanding of the cultural significance and nuances associated with the heritage project. Cultural awareness is essential for creating a project that respects and celebrates heritage.

Stakeholder input helps in identifying the values and priorities related to the cultural background of each pilot city, ensuring that project goals align with the aspirations of each local community and other relevant stakeholders. At the same time, with the local communities being a major and highly important stakeholder, active participation fosters a sense of ownership and pride.

Collaborating with stakeholders can lead to the efficient allocation of resources. By understanding the priorities and expectations of stakeholders, project managers can allocate resources in a way that maximizes the project's cultural and social impact.

Lastly, stakeholder engagement promotes inclusive decision-making processes, allows for the identification and mitigation of potential conflicts or objections, ensuring that decisions consider the needs and concerns of all relevant parties, thus contributing to the overall success and sustainability of the project. Engaged stakeholders are more likely to support and advocate for the project within the broader community and contribute to the creation of a lasting legacy and enduring impact on the community and its cultural identity.

## 2.2 Basic Principles of Stakeholder Participation

The engagement process should be systematic, logical, and practical. It is not a linear progression but rather an iterative one, wherein an organization continually learns and enhances its capacity for meaningful stakeholder engagement. This involves developing relationships based on mutual respect, moving beyond one-off consultations.

The basic principles of stakeholder participation are fundamental guidelines that serve as a foundation for involving relevant parties in decision-making processes. Drawing from Hendricks (2022) and APM's 10 key principles, these principles aim to ensure inclusivity, transparency, and effectiveness in engaging stakeholders. Here are some key basic principles:

Principles	Description
Understanding stakeholders	Gathering information on stakeholders including demographics, characteristics, preferences, degree of impact/influence, concerns, relationships, sentiments, and more.

Inclusivity	Inclusivity prevents the marginalization of any group and provides a comprehensive understanding of the issues at hand.
Transparency	Transparency builds trust, enhances understanding, and enables stakeholders to make informed contributions.
Consult early and often	Early engagement and regular consultation allows for meaningful contributions, helps identify potential issues, and fosters a sense of ownership among stakeholders.
Clear Communication	Clear communication ensures that information is conveyed accurately and that stakeholders can express their views and concerns. Make sure both sides can share their views and information, are listened to, and have their issues addressed.
Build relationships	Make an effort to develop stakeholder relationships, as this will increase trust and confidence, thus creating a positive atmosphere for collaboration and encouraging open dialogue.
Flexible Approach	Flexibility allows for the tailoring of participation methods to ensure meaningful involvement and representation.
Empowerment	Empowered stakeholders are more likely to make valuable contributions and feel a sense of ownership in the outcomes.
Feedback Mechanisms	Continuous feedback allows for adjustments based on stakeholder input, enhancing the overall quality of decision-making.
Accountability	Accountability fosters trust among stakeholders and ensures that commitments are upheld.



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## **Core Values for the Practice of Stakeholder Participation**

- 1. Stakeholders should have a say in decisions about actions that could affect their lives or essential environment for life.*
- 2. Stakeholder participation includes the promise that the stakeholder's contribution will influence the decision.*
- 3. Stakeholder participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision-makers.*
- 4. Stakeholder participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.*
- 5. Stakeholder participation seeks input from participants in designing how they participate.*
- 6. Stakeholder participation provides participants with the information they need to participate in a meaningful way.*
- 7. Stakeholder participation communicates to participants how their input affected the decision.*

## **2.3 Methodology: Stakeholder Engagement Plan**

An organization's approach and techniques for involving and interacting with stakeholders throughout a project life cycle are outlined in a Stakeholder Engagement Plan (SEP). The objective is to methodically handle relationships with people, organizations, or other entities that may have a major impact on or be impacted by the project.

A well-crafted stakeholder engagement plan minimizes possible challenges and fosters beneficial relationships by assisting in the proper identification, education, and engagement of stakeholders. Identification of stakeholders, evaluation of their influence and areas of interest, communication plans, and techniques for continuing participation and feedback are important elements of a stakeholder engagement plan. Project teams can improve project performance by using the plan as a guide to help them negotiate the complexities of stakeholder interactions.

**Stage 1:** Planning: Describe your core objectives, highlight any issues that require attention, and identify stakeholders that play an important role to the project implementation.

**Stage 2:** Understanding Stakeholders: Evaluate the impact, legitimacy, and urgency. Recognize their needs, wants, and how they fit into the project and its objectives. Knowing their goals, aspirations, and concerns will help prioritize stakeholders through profiling, which is useful for creating strategies for subsequent involvement and consultation.

**Stage 3:** Internal Preparation for Engagement: Allocate sufficient time and resources to foreground potential commonalities between your organization and stakeholders. Determine possible entry points for conversations and mutually beneficial scenarios. Describe your company's commitment to engaging with stakeholders; this may include developing a business case and finding internal champions.

**Stage 4:** Establishing Trust: Acknowledge that different stakeholders possess varying levels of trust and willingness to trust. Adapt your interactions accordingly to the required level of trust.

**Stage 5:** Consultation: Strive for overall success in consultation by ensuring fair representation of all stakeholders, responsiveness through providing information directly addressing expectations and interests, realism in negotiations, considering trade-offs in expectations, needs, and objectives to achieve agreement and build trust.

**Stage 6:** Response and Implementation: Determine a course of action for each agreed-upon issue, taking into account potential stakeholder reactions to enhance the success of your proposal.

**Stage 7:** Monitoring, Evaluation, and Documentation: Transparent processes benefit from accurate documentation. Regularly update stakeholders on progress, gather diverse perspectives to assess the success and learning points of the engagement process.

## **2.4 Type, Degree and Methods of Stakeholder Engagement**

Engagement should be regarded as any other business project planning process, with adequate analysis, preparation, implementation, reporting, evaluation and follow up. The ideal stakeholder engagement process should be an iterative process, allowing engagement to benefit from diligent planning, thorough reporting and the application of learning as a result of appropriate evaluation and monitoring.

Stakeholder engagement can vary in type and degree depending on the nature of the project, the stakeholders involved, and the objectives of the engagement.

### Type and degree of stakeholder engagement:

- **Informative participation** (knowledge diffusion), where the stakeholders will be informed about the decisions, progress, status and results of the project. Knowledge diffusion will be a key component of the HeritACT website, as well as the several communication and dissemination activities that are planned in the framework of the project. In this case, stakeholders as recipients of information have low involvement.

**Method:** fact sheets, newsletters, websites, open houses, reports, conferences and public presentations, media releases, advertising etc.

- **Consultation** (knowledge utilisation), where the stakeholders will provide input and feedback on analyses, outcomes or specific aspects of the project. This is a key approach which will be considered in all steps of the project. Stakeholders have moderate involvement, as they have the opportunity to express their views.

**Method:** public discussions, focus groups, surveys, one-on-one meetings, Web 2.0 tools for dynamic interaction, online feedback and discussion, etc.

- **Involvement** Working directly with stakeholders throughout the process to ensure that their concerns and needs are consistently understood and considered, and providing feedback on how stakeholder input influenced the outcome. High involvement, as stakeholders actively participate in the decision-making process.

**Method:** Workshops, fora, advisory panels, participatory decision making, deliberative polling, etc.

- **Collaborative participation**, where the stakeholders will be directly involved in decision making and development of solutions. This will include stakeholders' participation in engagement activities. This is a case of very high involvement, as stakeholders play a key role in shaping outcomes.

**Method:** Workshops, reference groups, multi-stakeholder initiatives, partnerships

- **Empowering**, to delegate decision-making in the hands of the stakeholders on a particular issue. Stakeholders are enabled and equipped to actively contribute to the achievement of outcomes.

**Method:** Joint planning, provision of data, capacity building, shared projects, integration of stakeholders into governance structure e.g. through committees.

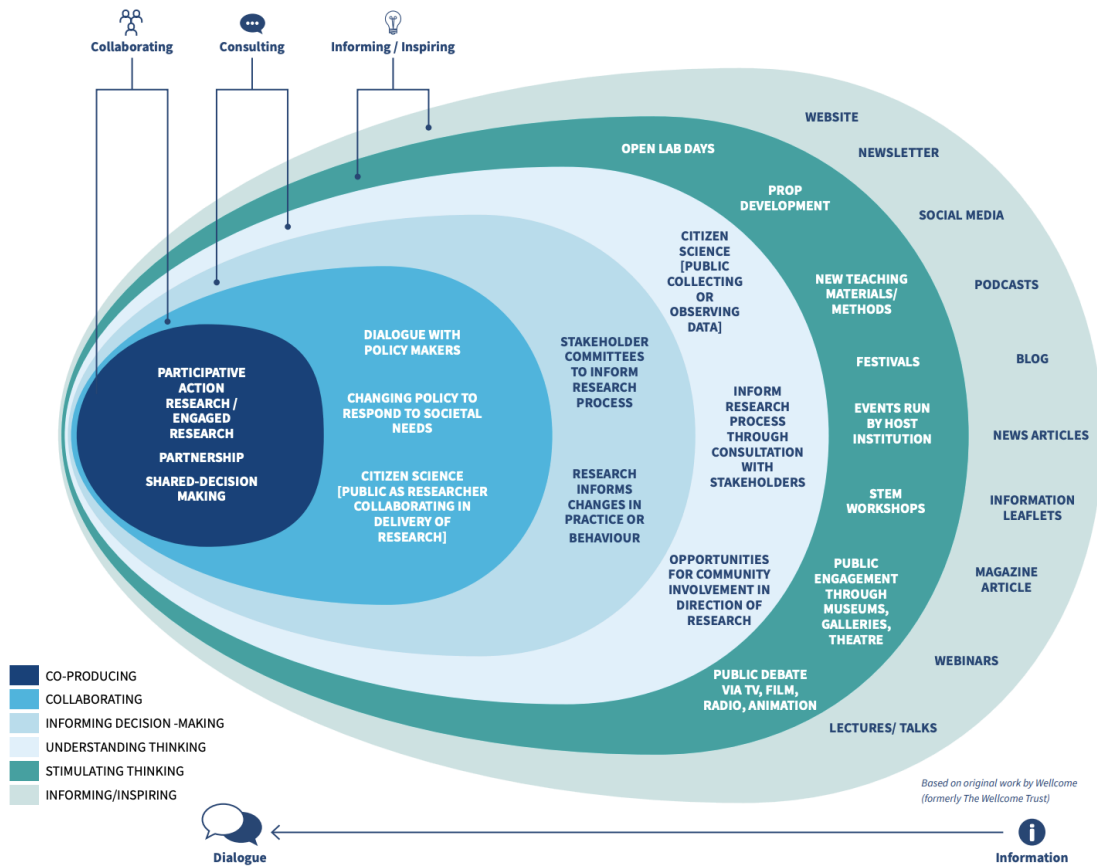


Fig. 2 - Science Foundation Ireland "Education and Public Engagement Framework and Impact" - Image on Education and Public Engagement

## 2.5 Engagement Channels

The project team has identified a series of engagement channels including physical meetings and digital tools which will facilitate stakeholder participation in consultation and mutual learning process.

### - HERITHUBS

HERITHUBS aim to facilitate interdisciplinary activities and networking by providing a platform for cultural and artistic practices, as well as social initiatives. This platform will serve as a space for collaboration among citizens, artists, scientists, and public authorities who share common interests in heritage, sustainability, and NEB principles. By conducting thematic workshops and engaging in educational activities HERITHUBS aim to amplify the involvement of stakeholders in the design and planning processes. This initiative seeks to foster heightened social and cultural interactions among neighborhoods while strengthening the community's connection to the HeritACT network.

### - Workshops (WP5)

Workshops serve as an effective form of stakeholder engagement for the co-implementation of digital tools in cultural heritage. This interactive and collaborative approach facilitates the involvement of various stakeholders in the planning, development, and implementation of digital tools. Key aspects of using workshops for stakeholder engagement in this context include: knowledge sharing, collaborative design, user feedback, capacity building, needs assessment, co-creation, building consensus and awareness, expand network, mitigate risks, project alignment.

### - Activation Events

Activation events serve as dynamic and participatory approaches to engage stakeholders in the co-implementation of HeritACT solutions. These events are designed to enable involvement, foster collaboration, and ensure a collective commitment to the successful integration of technology. Some key aspects of using activation events for stakeholder engagement in co-implementing HeritACT solutions are: facilitating hands-on workshops, prototyping sessions, structuring activities on collaborative problem-solving, user testing sessions, hackathons or innovation challenges, networking events, expert panels and speakers, simulations, capacity building workshops, setting up feedback stations, cultural and celebratory events.

- Digital tools (website, social media channels)

In addition to the project website, the HeritACT and partners' social media will be a tool for fostering stakeholder exchange and information sharing across various contexts. Examples of those tools are: online surveys and questionnaires, webinars, collaborative online platforms for document sharing, project updates and discussions, interactive websites and portals, social media engagement tools, digital training sessions, crowdsourcing platforms to gather ideas, feedback and contributions, email campaigns, data visualisation, VR & AR to allow stakeholders to virtually explore heritage sites. Partners need to ensure that all digital tools are accessible to a diverse audience and that data security and privacy measures are taken.

## 3. Preparation and Engagement - Communication strategies for engagement

To avoid overlaps between work packages and make best use of stakeholders' time, it is essential to define standardized rules for contacting and communicating with the identified stakeholders. A centralized stakeholder engagement will also ensure that the stakeholders are involved in a focused and efficient way with mutual benefits. Furthermore, it will ensure that the project is adhering to appropriate rules for privacy policy and ethics in personal data management. Key requirements for preparing and engaging with the stakeholders are outlined in the next subsections.

### 3.1 Standardized Rules for Contacting Stakeholders

The first step is to invite the stakeholders to subscribe to each pilot city's network, i.e. HeritACT website (compiled in the project stakeholder database).

The invitation to subscribe will be published on the project's and partners' communication channels and materials (e.g. website, social media, flyers, newsletters, etc) and should be sent to the identified stakeholders whose contact data is publicly available.

- A registration form (e.g. Google Form) will be embedded in the website and shared with the potential stakeholders, allowing them to subscribe (opt-in) through the HeritACT website. The form will include the following elements:
  - A general introduction to the project and its objectives
  - Target groups of the project (who should register)
  - What will happen with the information and personal data collected
  - Limited personal and organisational data will be required for registration: name, contact data, name of the organization, country, sector, expertise
  - Optionally, a short (extra) questionnaire added to the existing form, to ask the stakeholders about their interest in and expectations from the project. The questions will be defined based on the needs of various work packages and with close collaboration with the project partners. The content of this form will be in line with the project's ethical requirements.

Based on the results of the stakeholder analysis, appropriate engagement type and channels for each stakeholder group or cluster will be identified. Accordingly, the

project's communication scope will be adapted and an efficient messaging for specific target groups will be created with taking the type of their engagement into consideration. Communicating and engaging with the potential stakeholders are ongoing activities that will continue for the duration of the project.

### **3.2 GDPR Compliance and Ethical Rules**

The present section constitutes a high-level description regarding the ethics and legal aspects considered. A detailed consideration of the salient points will be included in the relevant Deliverables (D1.3 – D1.6).

While identifying, contacting, and engaging with the external stakeholders, HeritACT will comply with the General Data Protection Regulation on the protection of natural persons with regard to collection and processing of the personal data and on the free movement of such data. In particular, the following requirements will be considered:

Requirements related to personal data protection

- By subscribing to the project's network (opt-in approach), the stakeholders will be asked to provide a minimum and limited amount of personal data, i.e. name, affiliation, role in the organization, country and contact data (email address and phone number). An Informed Consent Form explaining the use of the personal data will be available as part of the registration form and its approval (opt-in approach) will be necessary to complete the subscription.
- No sensitive data will be collected from the stakeholder while registering.
- The personal data collected from the stakeholders will not be publicly available (i.e. these personal data will not be shared with third parties and are not attributed to any commercial use), but solely serve the purpose of guaranteeing the project's stakeholder interaction. No contact data will be shared without consent.
- No secondary use of personal data will be performed.
- The stakeholders will be approached in their professional capacity in the context of HeritACT only.
- After subscription to the project's platform, the stakeholders reserve the right to terminate their communication with and involvement in the project at any time upon their request (opt-out option).
- Participation in HeritACT activities and events will be on a voluntary basis only.



- Any contact data collected during the events' registration process, will be kept internally within the project's consortium and will not be published or accessible to external organizations or individuals.
- When organizing webinars or interviews, the stakeholders will be informed about the recording process and only upon their confirmation, these webinars or interviews can be broadcasted.

## 4. Framework and objectives of the stakeholder engagement strategy

Approaching the stakeholder engagement roadmap included working with representatives of the pilot cities through interactive workshops to **identify** stakeholders and categorise them according to their type, **assess** their power & interest, **prioritise** them according to their levels of impact and identify the engagement strategies that will be followed.

Mapping is an important step in understanding who the key stakeholders are, which expertise they have, and where and how they can contribute to the project. The objective of a mapping exercise is to ensure that potential external experts who might have an interest or a stake in the project's results have been identified. This leads to a more efficient and targeted communication strategy and ensures high quality contributions from the stakeholders.

Within the framework of Task 4.1, two workshops were held with each pilot city.

### Workshop 1

#### **During the first workshop, each pilot:**

1. Reviewed the mission and vision of each pilot city, along with the objectives and strategic goals that were set in D2.2.
2. Identified the internal stakeholders by noting the people that comprise the project pilot team.

Internal stakeholders are defined as the people directly associated with the company conducting the project: employees, management team, project team, outside contributors like subcontractors & consultants.

Four categories are identified: **Management, Core project team, Project team, Support**

Management: the organisation’s management team

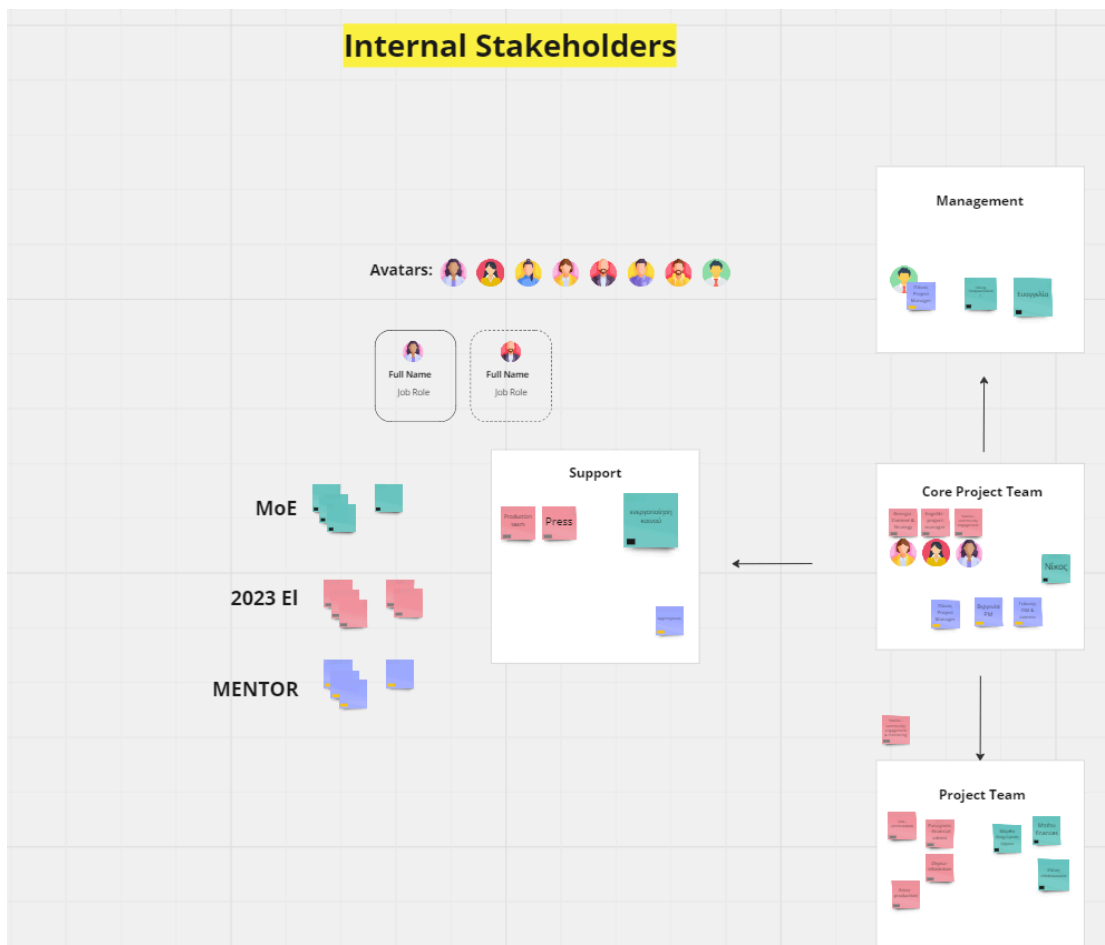
Core project team: people working directly on the project in an active manner (attending meetings, writing deliverables, implementing activities)

Project team: people working on the project but are not actively involved during the whole project implementation and might have more of a supporting or brief role.

Support: Subcontractors, consultants, collaborators

3. Created a set of specific categories and identified the external stakeholders that may impact the project throughout its implementation.

4. Placed the external stakeholders in a power-interest matrix to assess their level of impact.



*Fig. 3 Example of internal stakeholder matrix*

## Ballina

For the pilot city of Ballina, the representatives of the partner organisations updated the initial vision and mission text by removing the word “religious” from the last sentence, thus resulting to:

### **Vision / Mission Updated text**

“HeritACT projects that demonstrate the re-activation of historic structures & spaces.

Demonstrate the key role of cultural heritage, architectural conservation and adaptive re-use in creating a sense of place and social cohesion to empower and facilitate all SH to realise the potential of historic assets to be used for community benefit and better way of life.

Building community resilience through reactivation of historic structures and spaces.”

### **Objectives**

The pilot city objectives remained the same:

Partnerships with communities, collaborators, social enterprises, charities, youth/senior groups, under represented communities, business, event organiser & tourism sector, education.

### **Strategic Goals**

Regarding strategic goals, the slightly updated text is:

- Demonstrate cultural heritage through education, community engagement, collaboration, demonstration → participatory processes to understand how the convent & Ballina's historic buildings and **designed landscapes** can be re-integrated into the social and ecological systems of the town
- Adaptive reuse → engage / connect communities with water and biodiversity in public spaces
- Creating a sense of place and social cohesion and empower stakeholders → generate data on vacancy and demonstrate the potential for reuse

- Foster an appreciation and understanding of the key role of cultural heritage, architectural conservation and adaptive re-use in creating a sense of place and social cohesion → raise awareness of historic fabric and ecological systems in the town

### Internal stakeholders

In terms of internal stakeholders the Ballina team consists of:

<i><b>Partner</b></i>	<i><b>Person</b></i>	<i><b>Role</b></i>
MCC	Tom Gilligan - Director of Services	Management
MCC	Siobhán Sexton Project Leader	Core project team
MCC	Alex Stupar - Assistant Architect	Core project team
MCC	Niamh Gallagher -Financial Support	Project team
MCC	Communications - tba	Project team
MCC	Procurement Section - tba	Project team
ACT	Kevin Loftus Codesign - Project Leader	Core project team
ACT	Tom Lindsay - Software Project Leader	Core project team
ACT	Rebecca O'Malley - Codesign Coordinator	Core project team
ACT	Simone Broglia - Designer	Project team
ACT	James McConville - Software Tool Leader	Project team
ACT	Jonathan Bell	Support
ACT	Jamie Corscadden	Support

## External stakeholders

External stakeholders were grouped in these categories:

*Collaborators, Financial, Community organisations, Community groups (but not organisations), Suppliers, Cultural organisations and non-profits, Media / Promotion & Dissemination*

Stakeholders identified and categorized:

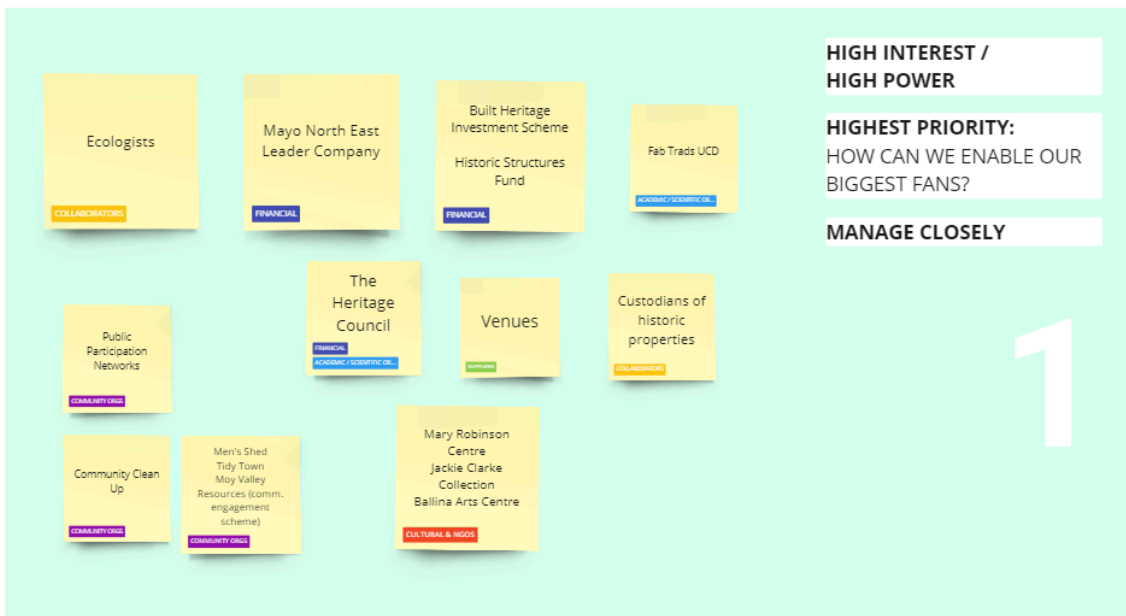
<b>Category</b>	<b>Stakeholder</b>
<i>Collaborators</i>	Archaeologists Artists Ecologists Historians Photographers Theatrical Companies Surveyor Custodians of historic derelict properties* <i>might need to separate this in the future</i>
<i>Financial</i>	Mayo North East Leader Company Built Heritage Investment Scheme Historic Structures Fund The Heritage Council UCD
<i>Community organisations</i>	Public Participation Networks Craoibhín Ballina Youthreach Ballina Involve Traveller Youth Project Mayo Travellers Support Group AIRC Mayo Flow Community Project OUTWEST Family Resource Centre Community Clean Up Karen Community garden Men's Shed Tidy Town Moy Valley Resources (comm. engagement scheme)

<p><i>Community groups (but not organisations)</i></p> <p><i>*may also be target groups</i></p>	<p>Refugees - Ukrainian, Karen, others Travelers Youth Retired</p>
<p><i>Suppliers</i></p>	<p>Photographers Hardware &amp; Software Suppliers Caterers Venues Potential venues based on HeritHUB activation</p>
<p><i>Cultural organisations and non-profits</i></p>	<p>Mary Robinson Centre Jackie Clarke Collection Ballina Arts Centre</p>
<p><i>Media / Promotion &amp; Dissemination</i></p>	<p>Midwest Radio Western People - Newspaper Ballina Community Radio Posters Ballina Chamber of Commerce Irish Architectural Archive Irish Architecture Foundation Architecture at the Edge Mayo North Tourism (Ballina Fringe festival)</p>

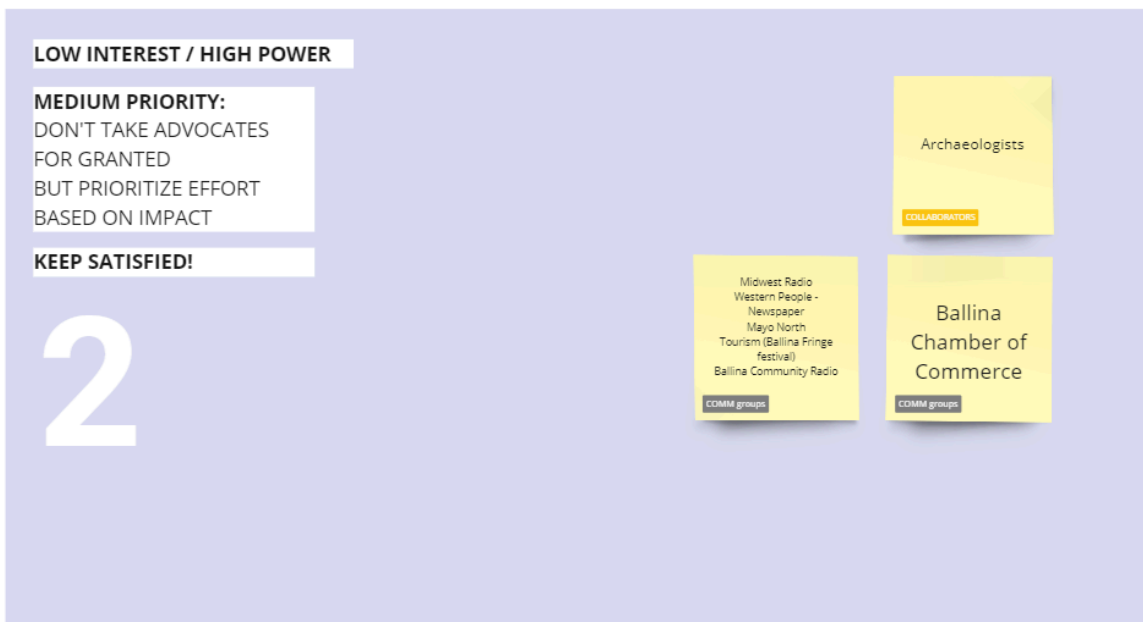
## Stakeholder mapping

Stakeholders were then clustered in a power-interest matrix to assess their level of impact.

**Quadrant 1:** High interest / High power: To be managed closely as these stakeholders are the highest priority and can impact the project.



**Quadrant 2:** Low interest / High power: Keep satisfied, effort needs to be prioritized based on how each stakeholder can impact the project.



**Quadrant 3:** High interest / Low power: They do not necessarily impact the project but interested groups need to be kept informed, as there is potential to be actively included in the project. Any objections and concerns they may have should be considered.

**COMMUNITY ORGS**

- Craoibhin Ballina
- Youthreach Ballina
- Involve Traveller Youth Project
- Mayo Travellers Support Group
- AIRC Mayo
- Flow Community Project
- OUTWEST
- Family Resource Centre
- Karen Community garden

**COMMUNITIES**

- Refugees - Ukrainian, Karen, others
- Travelers
- Youth
- Retired

**COLLABORATORS**

- Artists
- Historians

**HIGH INTEREST / LOW POWER**

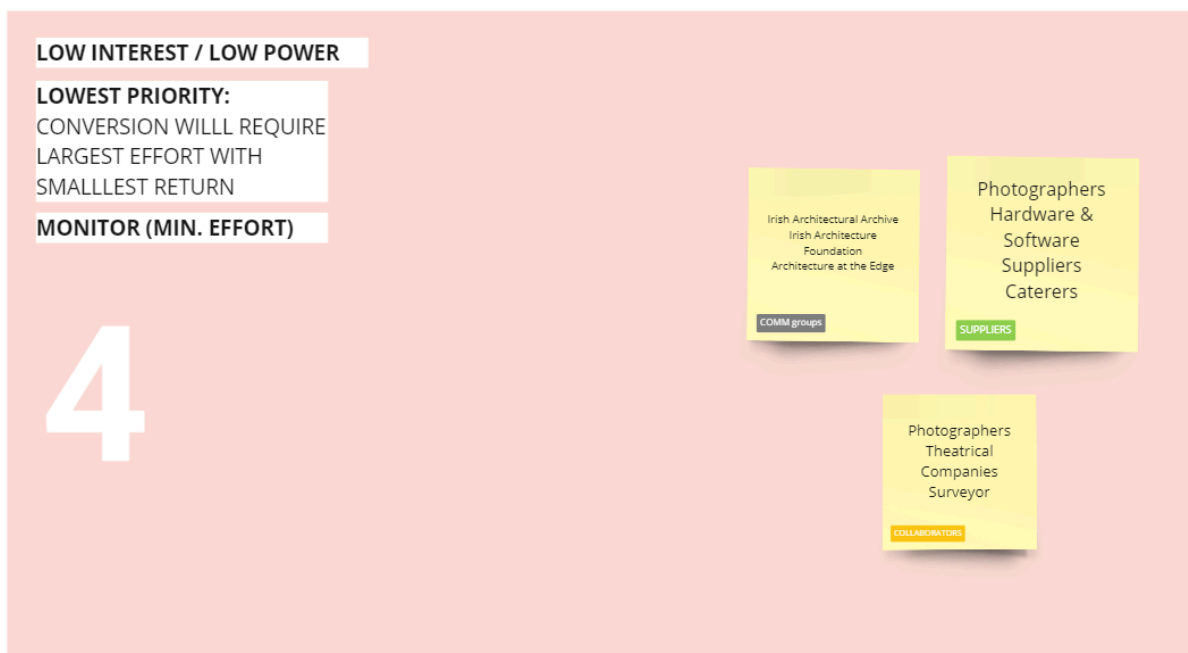
**HIGH PRIORITY:**  
HOW CAN WE MITIGATE RISKS AND MANAGE OBJECTIONS?

**KEEP INFORMED**

3



**Quadrant 4:** Low interest / Low power: These stakeholders are not a priority at this moment as they are neither interested nor may they impact the project, but their status might change during the project implementation, therefore partners should put minimal effort but should continue to monitor them.



## Stakeholder mapping overview

<b>Quadrant</b>	<b>Priority</b>	<b>Stakeholders</b>
1: High interest / High power	<i>Highest</i>	<ul style="list-style-type: none"> <li>Fab Trads UCD</li> <li>Built Heritage Investment Scheme</li> <li>Historic Structures Fund</li> <li>Mayo North East Leader Company</li> <li>Ecologists</li> <li>Public Participation Networks</li> <li>The Heritage Council</li> <li>Venues</li> <li>Custodians of historic properties</li> <li>Community Clean Up</li> <li>Men's Shed</li> <li>Tidy Town</li> <li>Moy Valley Resources (comm. engagement scheme)</li> <li>Mary Robinson Centre</li> </ul>

		Jackie Clarke Collection Ballina Arts Centre
2: Low interest / High power	<i>Medium</i>	Archaeologists Ballina Chamber of Commerce Midwest Radio Western People - Newspaper Mayo North Tourism (Ballina Fringe festival) Ballina Community Radio
3: High interest / Low power	<i>High</i>	Craoibhín Ballina Youthreach Ballina Involve Traveller Youth Project Mayo Travellers Support Group AIRC Mayo Flow Community Project OUTWEST Family Resource Centre Karen Community garden Refugees - Ukrainian, Karen, others Travelers Youth Retired Artists Historians
4: Low interest / Low power	<i>Low</i>	Photographers Hardware & Software Suppliers Caterers Irish Architectural Archive Irish Architecture Foundation Architecture at the Edge Photographers Theatrical Companies Surveyor

## Eleusis

For the pilot city of Eleusis the Vision / Mission statement and strategic goals remained the same, while the objectives were slightly updated:

### **Vision / Mission Updated text**

- Heritage buildings and public spaces: how all these spaces that will be activated will be maintained and remain operating and sustainable.
- Establish a cultural strategy / initiating bottom up approaches.
- Implementing NEB values / Create all year round activities.
- Develop an effective governance model for reactivated spaces within the HeritACT Project ensure the long-term sustainability and successful management of the reactivated buildings/sites

### **Objectives**

- Work with scenarios that match locations with interventions-solutions
- Coherent narrative
- Achieving HERITACT goals
- Establishing an ecological awareness at the level of everyday life through workshops, cultural events and artistic initiatives.

### **Strategic Goals**

Regarding strategic goals they were re-evaluated and the opportunities that were identified during the 2.2 workshop were considered more appropriate to become strategic goals. Therefore the updated strategic goals are:

- Potential for improving environmental conditions and well-being.
- Utilisation of the intangible history associated with the spaces.
- Leveraging industrial heritage to develop best practices.
- Possibility of industries serving as funders.
- Evolution of the ECoC legacy.
- Establishment of fully operational cultural spaces.

### **Internal stakeholders**

In terms of internal stakeholders the Eleusis team consists of:

<b>Partner</b>	<b>Person</b>	<b>Role</b>
MOE	Evangelia Makri	Management
MOE	Ioannis Panayiotoulas	Management
MOE	Nikos Tsoulos	Core project team
MOE	Apostolos Mponios	Project team
MOE	Martha Stroumpou	Project team
MOE	Eleni Anaplioti	Project team
MOE	Betty Georgoulea	Project team
MOE	Community engagement person tbc	Support
2023 Eleusis	Angeliki Lampiri - Project Manager	Core project team
2023 Eleusis	Georgia Voudouri - Content & Strategy	Core project team
2023 Eleusis	Yannis Koukmas - Community Engagement	Core project team
2023 Eleusis	Panayiotis Kanakis - Financial admin	Project team
2023 Eleusis	Chryssa Martini - Infrastructure	Project team
2023 Eleusis	Eleni Temponera - Communication	Project team
2023 Eleusis	Anna Vafeiadou - Production	Project team

2023 Eleusis	Press team	Support
2023 Eleusis	Production team	Support
MENTOR	Panagiotis Gkiokas - CEO	Management Core project team
MENTOR	Virginia Vassilakou - Project Manager	Core project team
MENTOR	Yannis Pappas - Operations & Communications	Core project team
MENTOR	Architect tbc	Support

### External stakeholders

External stakeholders were grouped in these categories:

*Financial, Communities, Suppliers, Academic / Scientific organisations, Cultural organisations and non-profits, Media / Promotion & Dissemination, Educational, Public entities, Collaborating private companies*

Stakeholders identified and categorized:

<b>Category</b>	<b>Stakeholder</b>
<i>Financial</i>	<i>Polyeco TITAN ELPE Aegean Airlines</i>
<i>Communities</i>	<i>Folk associations Pilot cities - unofficial group Free University - unofficial group Cultterra - unofficial group Voices of Elefsina - unofficial group, community radio Stalker - unofficial group for walks Association for people with disabilities</i>

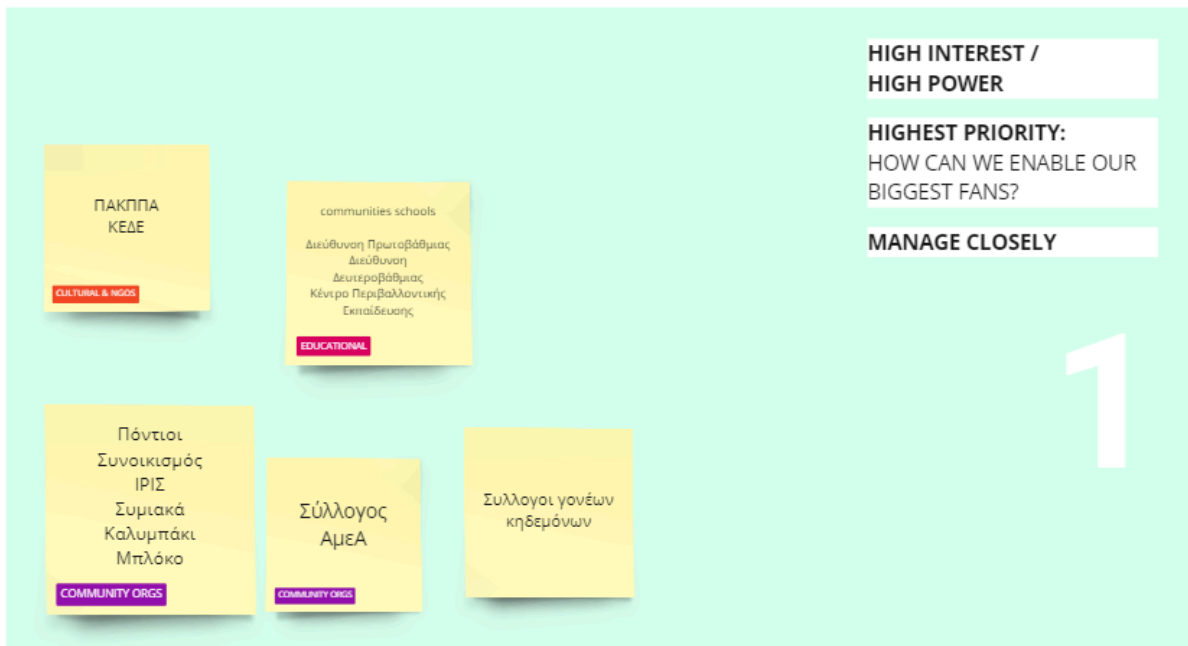
	Volunteers of Thriassian Plain Scouts
<i>Suppliers</i>	Photographers Videographers Technical Production Companies Restaurants Material suppliers
<i>Academic / Scientific organisations</i>	University of Western Attica Free University of Elefsina Mediterranean Information Office for the Environment and Culture and Sustainable Development (MIO-ECSDE) Architects' association
<i>Cultural organisations and non-profits</i>	Municipal cultural centers (PAKPPA & KEDE) Eleusis Photography Club Cinema Club of Elefsina CHORUS Women's Theatre Club
<i>Media / Promotion &amp; Dissemination</i>	Local newspapers & blogs National newspapers & webpages especially our media sponsors National press Voices of Elefsina - unofficial group, community radio
<i>Educational</i>	Communities schools High schools (1st and 2nd degree) Centre of Environmental Education Private art labs
<i>Public entities</i>	Ministry of Culture Regional authorities Labour Union Port authority (OLE) Greek National Tourism Organisation (EOT)

<p><i>Collaborating private companies</i></p>	<p>T&amp;T Productions Tourism offices</p>
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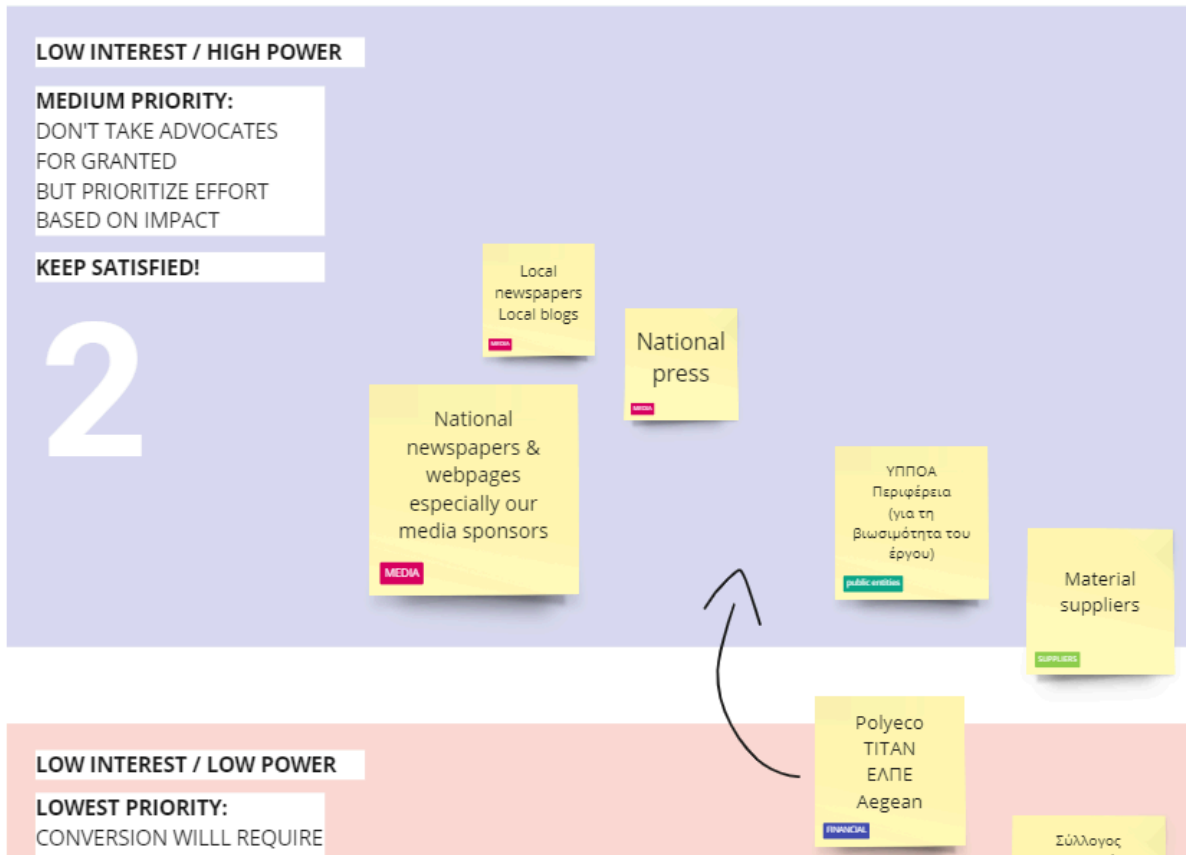
**Stakeholder mapping**

Stakeholders were then clustered in a power-interest matrix to assess their level of impact.

**Quadrant 1:** High interest / High power: To be managed closely as these stakeholders are the highest priority and can impact the project.



**Quadrant 2:** Low interest / High power: Keep satisfied, effort needs to be prioritized based on how each stakeholder can impact the project.

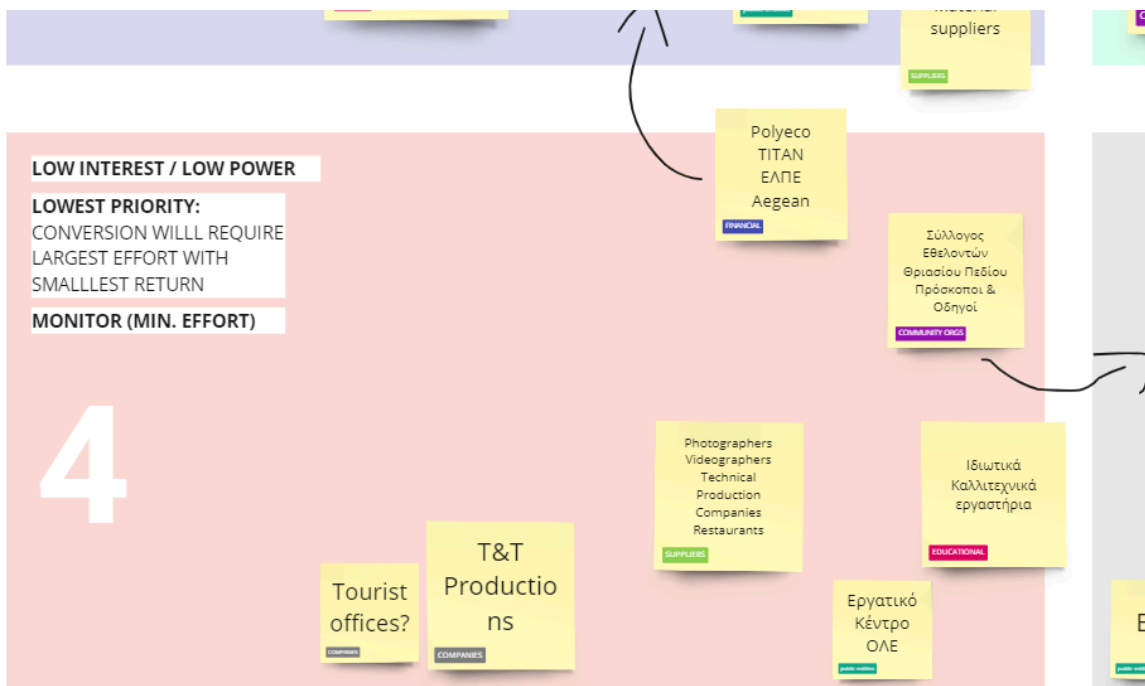




**Quadrant 3:** High interest / Low power: They do not necessarily impact the project but interested groups need to be kept informed, as there is potential to be actively included in the project. Any objections and concerns they may have should be considered.



**Quadrant 4:** Low interest / Low power: These stakeholders are not a priority at this moment as they are neither interested nor may they impact the project, but their status might change during the project implementation, therefore partners should put minimal effort but should continue to monitor them.



## Stakeholder mapping overview

<b>Quadrant</b>	<b>Priority</b>	<b>Stakeholders</b>
1: High interest / High power	<i>Highest</i>	<p>Community groups around the areas where HeritACT will be implemented (Pontic, residents of Synikismos, residents of the IRIS area, Symiaka, Kalymbaki, Bloko)</p> <p>Association for people with disabilities</p> <p>Association of parents and guardians</p> <p>Communities schools</p> <p>High schools (1st and 2nd degree)</p> <p>Centre of Environmental Education</p> <p>Cultural Center of the Municipality (PAKPA, KEDE)</p>
2: Low interest / High power	<i>Medium</i>	<p>Material suppliers</p> <p>Ministry of Culture</p> <p>Regional authorities</p> <p>National press</p> <p>Local newspapers</p> <p>Local blogs</p> <p>National newspapers &amp; webpages especially 2023 Eleusis media sponsors</p>
3: High interest / Low power	<i>High</i>	<p>Pilot cities - unofficial group</p> <p>Voices of Elefsina - unofficial group community radio</p> <p>Cultterra - unofficial group</p> <p>Stalker - unofficial group for walks</p> <p>Free University of Elefsina</p> <p>University of Western Attica</p> <p>Eleusis Photography Club</p> <p>Cinema Club of Elefsina</p> <p>Resto of Folk Associations</p> <p>CHORUS</p> <p>Women's Theatre club</p> <p>Art lab</p> <p>Architects' Association</p> <p>Mediterranean Information Office for the Environment and Culture and Sustainable Development (MIO-ECSDE)</p>

		GNT0
4: Low interest / Low power	<i>Low</i>	Polyeco TITAN ELPE Aegean Association of volunteers of the Thriassian Plain Scouts T&T productions Tourist offices Private art labs Labour Union Port authority Photographers Videographers Technical Production Companies Restaurants

## Milan

For the pilot city of Milan the vision / mission, objectives and strategic goals texts remained the same:

### **Vision / Mission**

“From the cascina’s perspective, assets and initiatives that are of added value for them.

- At the neighbourhood level, a proper governance model that enables the solutions to be maintained and initiatives to be organised after the project. At the city level, models and lessons learned.
- A network of resilient and community hubs to deliver social and ecological benefits to local communities
- Attractive and sustainable cascine reaching their full potential to deliver social and ecological benefit to local communities”

### **Objectives**

- Co-define: what are we going to build (solutions) and what are we going to organise (activation events)?
- Work with the cascine, neighbourhood, existing networks and SH.
- Get to know (and keep on knowing) the context, people, environment
- Prototype and test
- Implement

### **Strategic Goals**

- Define what social and ecological services the cascine will bring to the local community through our activities and solutions?
- Guiding and supporting the cascine in being more accessible
- Build and reinforce collaboration with other stakeholders
- Engage communities through Design Thinking and co-participative activities & processes
- Experiment and test new sorts of activities to check their sustainability (business models, cost/benefit analysis)

## Internal stakeholders

In terms of internal stakeholders the Milan team consists of:

<b>Partner</b>	<b>Person</b>	<b>Role</b>
CDM	Queeny Giacone	Management Core project team
CDM	Urban Resilience Director	Support
CDM	Admin team (contracts...)	Support
CDM	Herithub (Mosso)	Support
LAND	Andrea Balestrini	Management Core project team
LAND	Eleonora Esposito	Management Core project team
LAND	Valentina Gaiulo	Core project team
LAND	Nicoletta Piersantelli	Core project team
LAND	LAND's communication team	Project team
SBA	Sofia Paoli	Core project team
SBA	Federico Godino	Core project team
THINGS	Dzina Skuratovich	Core project team
THINGS	Ale Crova	Core project team
	Cascina Sant'Ambrogio - Paolo Gorlini and Pietro Porro	Support
	Cascina Linterno - Mauro Veca	Support

## External stakeholders

External stakeholders were grouped in these categories:

*Project (collaborators, clients, user groups), Financial, Community organisations, Suppliers, Academic / Scientific organisations, Cultural organisations and non-profits, Media / Promotion & Dissemination, Informal community organisations, Public entities / spaces.*

Stakeholders identified and categorized:

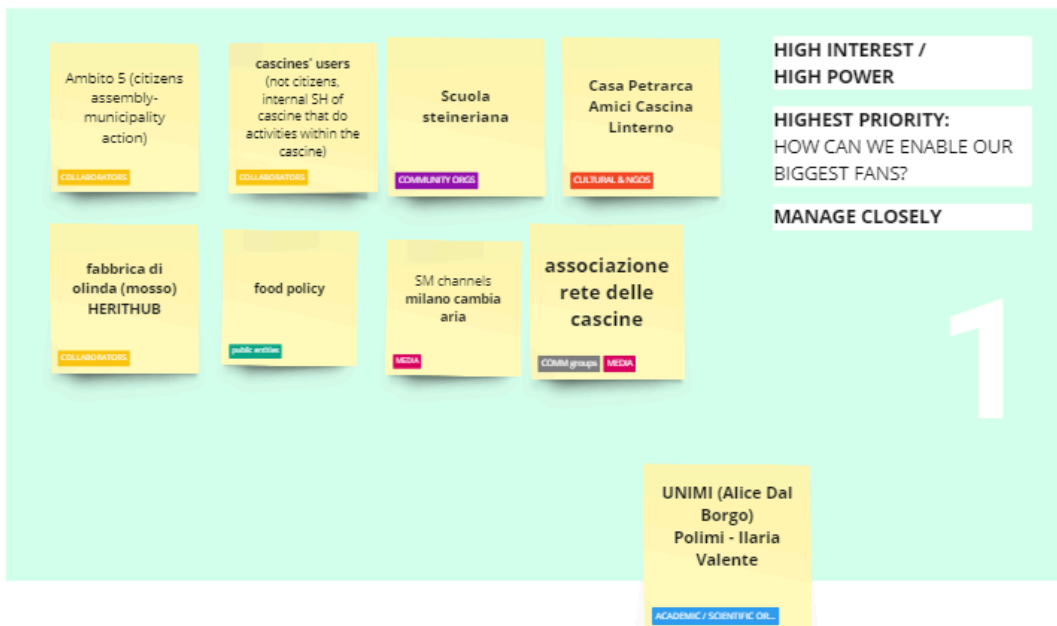
<b>Category</b>	<b>Stakeholder</b>
<i>Project</i>	<i>NABA Design School Ambito 5 Citizens' Assembly City libraries Fabbrica di Olinda Users of Cascine</i>
<i>Financial</i>	Fondazione Cariplo (funding entity for non-profit) Private banking (CL)
<i>Community organisations</i>	Scuola steineriana Fondazione Triulza CSV Italia Nostra Local CAM, CAG
<i>Suppliers</i>	Stecca 3 Wemake Replant Clinica botanica Cascina Bollate on! (supporting cascine to their business models)
<i>Academic / Scientific Orgs</i>	UNIMI (Alice Dal Borgo) Polimi - Ilaria Valente PALIMPSEST (Grazia Concilio)
<i>Cultural organisations and non-profits</i>	Casa Petrarca Amici Cascina Linterno Base From

	<p>Legambiente Lombardia Cascina bollate Giardino degli aromi Bosco in città FAI</p>
<p><i>Media / Promotion &amp; Dissemination</i></p>	<p>Che fare Associazione rete delle cascine Local web radio Lifegate Milano cambia aria</p>
<p><i>Informal community groups</i></p>	<p>Rete delle Cascine (assoc.)</p>
<p><i>Public entities / spaces</i></p>	<p>Parco Agricolo Sud Parco delle Cave Municipi 4 and 7 (area where cascine belong) Food policy (City of Milan)</p>

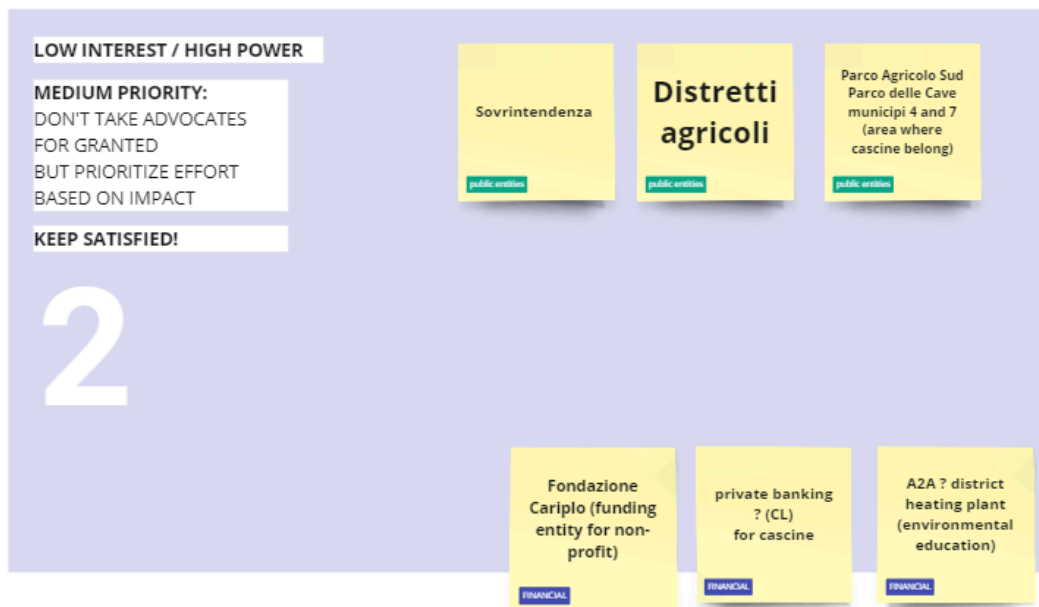
**Stakeholder mapping**

Stakeholders were then clustered in a power-interest matrix to assess their level of impact.

**Quadrant 1:** High interest / High power: To be managed closely as these stakeholders are the highest priority and can impact the project.



**Quadrant 2:** Low interest / High power: Keep satisfied, effort needs to be prioritized based on how each stakeholder can impact the project.

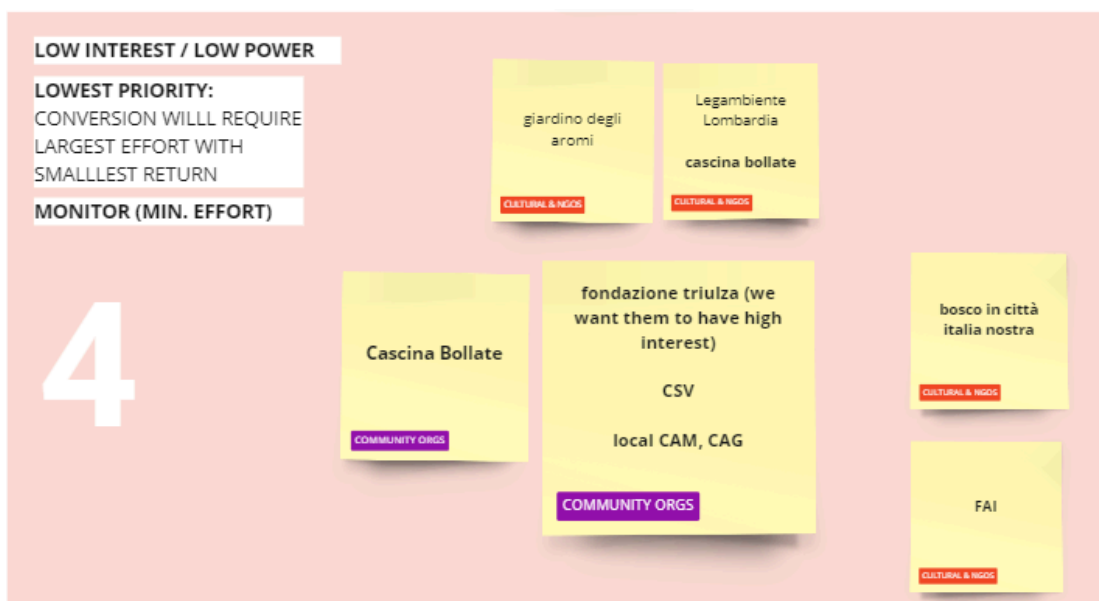




**Quadrant 3:** High interest / Low power: They do not necessarily impact the project but interested groups need to be kept informed, as there is potential to be actively included in the project. Any objections and concerns they may have should be considered.



**Quadrant 4:** Low interest / Low power: These stakeholders are not a priority at this moment as they are neither interested nor may they impact the project, but their status might change during the project implementation, therefore partners should put minimal effort but should continue to monitor them.



## Stakeholder mapping overview

<b>Quadrant</b>	<b>Priority</b>	<b>Stakeholders</b>
1: High interest / High power	<i>Highest</i>	<p>Ambito 5 (citizens assembly-municipality action)</p> <p>Cascines' users (not citizens, internal SH of cascine that do activities within the cascine)</p> <p>Fabbrica di olinda (mosso) HERITHUB</p> <p>Scuola steineriana</p> <p>Casa Petrarca</p> <p>Amici Cascina Linterno</p> <p>Food policy</p> <p>Milano cambia aria</p> <p>Associazione rete delle cascine</p> <p>UNIMI (Alice Dal Borgo)</p> <p>Polimi - Ilaria Valente</p>
2: Low interest / High power	<i>Medium</i>	<p>Sovrintendenza</p> <p>Distretti agricoli</p> <p>Parco Agricolo Sud</p> <p>Parco delle Cave</p> <p>municipi 4 and 7 (areas where cascine belong)</p> <p>Fondazione Cariplo (funding entity for non-profit)</p> <p>Private banking ? (CL) for cascine</p> <p>A2A ? district heating plant (environmental education)</p>
3: High interest / Low power	<i>High</i>	<p>NABA (design school)</p> <p>City Libraries</p> <p>Stecca 3</p> <p>Wemake on!</p> <p>Replant</p> <p>Clinica botanica (we want to target them!)</p> <p>Che fare</p> <p>Local web radio</p> <p>Lifegate?</p> <p>Centro sportivo e associazioni sportive (vicino Cascina Linterno-Alcione, Gescal boys, Baseball...)</p> <p>PALIMPSEST (Concilio)</p>

		<p>from.cm Base Fondazione Social Housing (SH Zoia)</p>
<p>4: Low interest / Low power</p>	<p><i>Low</i></p>	<p>FAI Giardino degli aromi Legambiente Lombardia Cascina bollate Fondazione triulza (we want them to have high interest) CSV Local CAM, CAG Bosco in città Italia nostra</p>

## Workshop 2

### During the second workshop each pilot:

1. Created a more detailed action plan for the stakeholders that have high interest, as well as high power even if the interest is low.

For each stakeholder in the respective clusters (1, 2 & 3) the plan aimed to understand potential motives, goals, risks of stakeholders. The questions that were posed to the partners included:

- ❖ *How can this stakeholder impact our success? What do we need from this stakeholder? (Contribution)*
- ❖ *How does the stakeholder win? What motivates the stakeholder? (Stakeholder goals)*
- ❖ *How does the stakeholder lose? (Risks)*
- ❖ *Engagement approach: Inform, Consult, Involve, Collaborate, Empower*

2. Identified the communication approach that needs to be followed per stakeholder, which explores frequency, channel and type of information to share.

Ballina

ACTION PLAN					COMMUNICATION		
Stakeholder (SH)	How can this SH impact our success? What do we need from this SH? CONTRIBUTION	How does the stakeholder win? What motivates the SH? STAKEHOLDER GOALS	How does the stakeholder lose? RISKS	Engagement approach INFORM, CONSULT, INVOLVE, COLLABORATE, EMPOWER	Frequency	Channel	Type of info
<i>high power &amp; high interest</i>							
Built Heritage Investment Scheme  Historic Structures Fund	Financial assistance based on a national competitive process	By protecting the architectural heritage	(post-funding) If the project doesn't proceed then the stakeholder will lose	Inform if they get funding	Quarterly	Email	Reporting
Mayo North East Leader Company	Financial assistance based on a regional	Help achieve strategic objectives - social,	Inability to show project as a success	Inform	Quarterly	Email	Reporting

	competitive process	economic, environmental					
The Heritage Council	Financial assistance based on a national competitive process	by protecting the architectural heritage and achieving strategic objectives	If the project doesn't proceed then the stakeholder will lose and objectives will not be achieved	Inform Consult Involve Collaborate	Quarterly	Email Phone calls Face to face meetings	Reporting
Venues	Facilitating Events - Supporting marketing	Showcasing Community project/actions, Contributes towards facility objectives	Events are poorly attended, resources wasted	Consult, Involve	Event based communication	Phone calls	Brainstorming session Strategic planning
Mary Robinson Centre Jackie Clarke Collection Ballina Arts Centre	Facilitating Events - Collaborating with them and their networks, Finding synergies with their objectives	They reach a wider audience and meet some of their objectives	Events are poorly attended, resources wasted	Consult, Involve collaborate	Event & strategic planning based communication	Email Phone calls face 2 face meetings	Brainstorming session Strategic planning

<p>Men's Shed Tidy Town Moy Valley Resources (comm. engagement scheme) Community Clean Up  Public Participation Networks</p>	<p>Support in - Information dissemination, Providing volunteers, Constructing props  Active participation in project tasks</p>	<p>Community kudos</p>	<p>Time, resources, good will wasted</p>	<p>Consult, Involve collaborate, Empower</p>	<p>Event &amp; strategic planning based communication</p>	<p>Email Phone calls face 2 face meetings Social media</p>	<p>Brainstorming session Strategic planning Participation in events Project progress</p>
<p>Custodians of historic derelict properties  Varying stakeholders critical to engagement/ raising awareness</p>	<p>Support the implementation of Heritact Solutions, Events. Deliver on objectives of reuse beyond the project end.  Active participation in project tasks / testing &amp;</p>	<p>Building activated as HeritHub /showcased. Good public opinion</p>	<p>Damage - Insurance claim?</p>	<p>Consult, Involve collaborate, Empower</p>	<p>Event &amp; strategic planning based communication</p>	<p>Email Phone calls face 2 face meetings Social media</p>	<p>Brainstorming session Strategic planning Participation in events Project progress</p>

	implementing solutions HeritHUB						
<i>low power &amp; high interest</i>							
Refugees - Ukrainian, Karen, others Travelers Youth Retired	New perspectives, adding richness  Invite to actively participate in project tasks	Community Integration	Lack of engagement, Isolation from Project	Inform Consult Involve	Monthly Event based communciati on	Email, Social Media Newsletters	Status Update
Craoibhín Ballina Youthreach Ballina Involve Traveller Youth Project Mayo Travellers Support Group AIRC Mayo	Ensure inclusion / broad community need is met - Contributes expertise  Active participation in project tasks	Supports their strategic objectives	Their input is not realized/ Incorporated	Inform Consult Involve Collaborate	Monthly Event based communciati on	Email, Social Media Newsletters	Status Update



<p>Flow Community Project OUTWEST Family Resource Centre Karen Community garden</p>							
<p>Artists Historians</p>	<p>Providing historical research to understand the sense of place, stories associated with structures/ Artists interpreting historical research, engaging with communities</p> <p>Active participation in project tasks</p>	<p>adds to historical record provides for artworks</p>	<p>outcome is not as envisaged</p>	<p>Inform Consult Involve Collaborate</p>	<p>project based communication</p>	<p>Email, Social Media Arts Networks</p>	<p>Strategic Planning</p>

	Active participation in project tasks						
Ecologists	Professional input Active participation in project tasks Providing expertise on ecological & legislative matters	Professional input	Resources are not utilised as envisaged	Consult, Involve collaborate	on a solution based approach as necessary	Email Phone calls face 2 face meetings	Strategic Planning
<i>high power &amp; low interest</i>							
Archaeologists	Advising on Permits	Obtaining permits. Quality outcomes	Project does not proceed	Inform Consult Collaborate	project specific	Email, Phone call	strategic planning
Ballina Chamber of Commerce	Communications support	Supports meet organisation community objectives	Events/ solutions are not attended/ impactful	Inform Collaborate	Quarterly, Event based communication	Email, Phone call	Status update, Progress

Midwest Radio Western People - Newspaper Mayo North Tourism (Ballina Fringe festival) Ballina Community Radio	Communications support	Provides media content - Meet local media objectives	Events/ solutions are not attended/ impactful	Inform Collaborate	Quarterly, Event based communication	Email, Phone call	Status update, Progress
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Eleusis

<b>ACTION PLAN</b>					<b>COMMUNICATION</b>		
<b>Stakeholder</b>	<b>How can this SH impact our success? What do we need from this SH? CONTRIBUTION</b>	<b>How does the stakeholder win? What motivates the SH? STAKEHOLDER GOALS</b>	<b>How does the stakeholder lose? RISKS</b>	<b>Engagement approach INFORM, CONSULT, INVOLVE, COLLABORATE, EMPOWER</b>	<b>Frequency</b>	<b>Channel</b>	<b>Type of info</b>

<i>high power &amp; high interest</i>							
Municipality cultural centers	target audience for active participation  project communication from their channels	activating the audience in a different way  expertise European dimension boosting morale, pride	disorienting their audience	inform involve	Monthly - Quarterly event & activity based communication	Email Face to face meetings	Informative
communities schools  Primary School Directorate Secondary School Directorate Environmental Education Centre	participation of schools  project communication through their channels participation of schools & their children	enriching activities, new partnerships experience, extroversion European dimension knowledge of innovation, NEB, European programmes, sustainable solutions		collab consult inform	Monthly - Quarterly event & activity based communication	Email Face to face meetings	Informative Strategic session Brainstorming Regular updates

Parents' and guardians' associations	enhances the project's momentum	educational programme Erasmus participants: exchange of knowledge, practices, audience					
Association of disabled people	consulting on accessibility  solution testing Active participation	the creation of a more inclusive city creating an accessible city  quality of life for their community inclusiveness & co-creation of solutions  boosting morale, pride	risk of weakening requests to the municipality if the association cooperates with the municipality	collab consult inform	Monthly - Quarterly event & activity based communication	Email, phone calls face-to-face meeting	Informative Strategic session Brainstorming Regular updates
Pontiac Greeks	Active participation	neighbourhood upgrading	annoyance	inform, involve	event & activity	Email, phone calls	Informative

Sinikismos IRIS Symika Kalymbaki Bloko	solution testing possible maintenance/proj ect appropriation	creating an accessible city  quality of life for their community inclusiveness & co-design of solutions  boosting morale, pride			based communication	face-to-face meeting	Regular updates
<i>low power &amp; high interest</i>							
Pilot cities Voices of Elefsina Cultterra Stalker	target audience for active participation  project communication from their channels	European dimension New partnerships Extroversion, enrichment of actions exchange of knowledge	Time	inform involve	Monthly  event & activity  based communication	Email, newsletters  Social media	Informative Brainstorming Regular updates

Other associations	Active participation solution testing	youth involvement creating a more inclusive city inclusiveness & co-creation of solutions quality of life for the city city upgrading	Time	inform	Monthly event & activity based communication	Email, newsletters Social media	Informative Regular updates
Association of Architects	Active participation solution testing target audience for active participation  project communication from their channels  possible project maintenance/appropriation	New partnerships Extroversion, enrichment of actions exchange of knowledge Participation & co-creation of solutions city upgrading	Time	inform, collaborate, consult	Monthly event & activity based communication	Email, newsletters Social media	Informative Brainstorming Regular updates

	consulting as to accessibility						
Mediterranean Information Office for the Environment and Sustainable Development (MIO-ECSD E)	target audience for active participation  project communication from their channels  possible project maintenance/appropriation	New partnerships Extroversion, enrichment of actions exchange of knowledge Participation & co-creation of solutions quality of life for the city city upgrading	Time	inform, involve, consult	Monthly event & activity based communication	Email, newsletters  Social media	Informative Brainstorming Regular updates
Free University of Elefsina  University of Western Attica	target audience for active participation  project communication from their channels	New partnerships Extroversion, enrichment of actions exchange of knowledge Participation & co-creation of solutions	Time	inform involve	Monthly event & activity based communication	Email, newsletters  Social media	Informative Regular updates



		Enrichment of themes for EIAs					
<p>Eleusis Photography Club Cinema Club of Elefsina Artistic Workshop CHORUS Women's Theatre Group</p>	<p>target audience for active participation</p> <p>project communication from their channels</p>	<p>New partnerships Extroversion, enrichment of actions</p>	Time	inform	<p>Monthly event &amp; activity based communication</p>	<p>Email, newsletters</p> <p>Social media</p> <p>Targeted phone calls</p>	<p>Informative Regular updates</p>
EOT	<p>project communication project from their channels</p>	<p>New partnerships Extroversion, enrichment of actions</p>	Time	inform	<p>event &amp; activity based communication</p>	<p>Email, newsletters</p> <p>Social media</p>	<p>Informative Regular updates</p>

*high power & low interest*

Local newspapers Local blogs	project communication to local audiences	communication about what is happening in the city communication of projects with a European dimension		inform, involve	Monthly - Quarterly event & activity based communication	Email, newsletters Social media	informative Regular updates
National press	project communication to local & national audiences	diversify their content promote innovation & sustainability		inform	Monthly - Quarterly event & activity based communication	Email, newsletters Social media	Informative Regular updates
National newspapers & webpages especially our media sponsors	project communication to local & national audiences	diversify their content promote innovation & sustainability		inform	Monthly - Quarterly	Email, newsletters Social media	Informative Regular updates

					event & activity based communication		
MINISTRY OF CULTURE Regional Authorities (for the sustainability of the project)	support project's legacy	support NEB strands empower regional cultural policy empower innovative actions in periphery		inform collab	Monthly - Quarterly event & activity based communication	Email, phone calls Face-to-face meeting	Informative Strategic session Brainstorming Regular updates
Material suppliers			resources	inform	Monthly - Quarterly event & activity based communication	Email, phone calls Face-to-face meeting	Status update Informative

Milan

<b>ACTION PLAN</b>					<b>COMMUNICATION</b>		
<b>Stakeholder</b>	<b>How can this SH impact our success? What do we need from this SH? CONTRIBUTION</b>	<b>How does the stakeholder win? What motivates the SH? STAKEHOLDER GOALS</b>	<b>How does the stakeholder lose? RISKS</b>	<b>Engagement approach INFORM, CONSULT, INVOLVE, COLLABORATE, EMPOWER</b>	<b>Frequency</b>	<b>Channel</b>	<b>Type of info</b>
<i>high power &amp; high interest</i>							

<p>Scuola steineriana cascines' users (not citizens, internal SH of cascine that do activities within the cascine)</p> <p>Ambito 5 (citizens assembly-municip ality action)</p> <p>library network</p>	<p>Active participation in project tasks (all co-recognition, co-implementation)</p> <p>Consulting</p> <p>broaden network and audience</p>	<p>being part of the process, of the decisions that change each place</p> <p>improvement of the place</p> <p>broaden network and audience</p>	<p>waste of time &amp; resources</p>	<p>involve, collaborate, consult</p>	<p>Monthly</p>	<p>Email, Calls (zoom++) Social Media</p> <p>milano cambia aria</p>	<p>Status update, Brainstorming, project progress</p>
<p>Fabbrica di olinda (mosso) HERITHUB</p>	<p>Collaboration for herithub</p> <p>consulting on inclusion &amp; cultural events</p>	<p>Visibility</p> <p>Exchange of knowledge and experience</p> <p>Broaden network and audience</p>	<p>Waste of time &amp; resources</p>	<p>involve, collaborate, consult</p>	<p>Monthly Event based communicat ion</p>	<p>Email, Calls (zoom++) Social Media</p>	<p>Status update, Brainstorming, project progress Event info &amp; invites</p>

Casa Petrarca Amici Cascina Linterno	Need them on board for a smoother implementation & bigger impact as they may organise competitive events  Active participation in project tasks (all co-recognition, co-implementation)	Visibility & recognition, acknowledgement	taking over of spaces (they won't have available spaces for their activities)  no time slots available for their events	involve, collaborate, consult	Monthly	Email, Calls (zoom++)	Status update, Brainstorming, project progress Event info & invites
associazione rete delle cascine	great for dissemination & communicating activities useful input & experience to replicate activities in other cascine	networking reinforce their role personal motivation (director of association is director of pilot cascina)	waste of time	involve, collaborate, consult	Monthly Quarterly based on updates	Email, Calls (zoom++)	Status update, project progress Event info & invites
food policy	political support, experience, knowledge on legislation	build relationships, political interest	waste of time	inform, consult	Monthly	Email, Calls (zoom++)	Status update, project progress

		interesting aspects that could be replicated in other cascade (As role models)					Event info & invites
UNIMI (Alice Dal Borgo) Polimi - Ilaria Valente	actively involve the researchers  involvement in the co-design phase & co-recognition  publications	interest in the innovative aspect  interest in the project context & data  exchange of knowledge and experience	waste of time	inform, consult	Quarterly	Email, Events	Status update, project progress Event info & invites
<i>low power &amp; high interest</i>							
from.cm stecca 3 wemake on! replant clinica botanica	offering support	visibility  getting into the NEB	waste of time	inform, consult	Monthly Quarterly based on updates	Email, Calls Events	Status update, project progress Event info & invites Expertise

(we want to target them!)							
Base	offer networks		waste of time	inform, consult	Monthly Quarterly based on updates	Email, Calls Events	Status update, project progress Event info & invites Expertise
che fare local web radio lifegate?		content	waste of time	inform, consult	Monthly Quarterly based on updates	Email, Calls Events	Status update, project progress Event info & invites Expertise
NABA (design school)  City Libraries	target groups for participants	content to share with students	waste of time	inform, consult	Monthly Quarterly based on updates	Email, Calls Events	Status update, project progress Event info & invites Expertise



<p>Fondazione Social Housing (SH Zoia)</p> <p>Centro sportivo e associazioni sportive (vicino Cascina Linterno-Alcione, Gescal boys, Baseball...)</p>	<p>target groups for participants</p> <p>active participants</p>	<p>interest in community making</p> <p>networking</p>		<p>inform, involve</p>	<p>Monthly</p>	<p>Email, Calls (zoom++) Events</p>	<p>Status update, project progress Event info &amp; invites Brainstorming</p>
<p>PALIMPSEST (Concilio)</p>	<p>exchange of knowledge, practices, experiences</p>	<p>exchange of knowledge, practices, experiences</p>		<p>inform, involve</p>	<p>Quarterly</p>	<p>Email, Events</p>	<p>project progress Event info &amp; invites</p>
<p><i>high power &amp; low interest</i></p>							

<p>agricultural union that advocates (Distretti agricoli)</p> <p>Parco Agricolo Sud Parco delle Cave municipi 4 and 7 (cascine district)</p> <p>Sovrintendenza (cultural preservation bureau)</p>	<p>they can set bureaucratic, admin or political obstacles</p>	<p>political interest, collaborations</p>	<p>waste of time</p>	<p>for mobile solutions: inform &amp; consult</p> <p>for fixed solutions: empower</p>	<p>Need based</p>	<p>Emails, Calls</p>	<p>Fixed solutions: strategic planning Mobile: purely informative or none</p>
<p>Fondazione Cariplo</p> <p>private banking ? (CL) for cascine</p> <p>A2A ? district heating plant (environmental education)</p>	<p>funds (not required atm)</p>	<p>ESG, CSR, visibility,</p>	<p>waste of time</p>	<p>inform</p>	<p>Quarterly</p>	<p>Emails, Calls Social media</p>	<p>Updates</p>

The selected techniques and tools provided support during the workshop sessions. Each tool served a specific purpose within the framework, encompassing the identification of challenges and potentialities, exploration of possible solutions, formulation of objectives and actions, and setting the ground for the development of localised stakeholder engagement plans.

## 5. Reviewing and Improving the stakeholder engagement process

Reviewing and improving feedback from a stakeholder engagement process to revisit goals, strategies, and identify areas for improvement, involves a systematic and thoughtful approach. The goal is to create a dynamic feedback loop that allows for continuous improvement and ensures that the project collectively and each pilot city separately remain responsive to the changing needs and expectations of their stakeholders.

<b><i>Steps for receiving feedback</i></b>	<b><i>Description</i></b>
Collect Comprehensive Feedback	Ensure that the feedback collection process is thorough and inclusive, involving a diverse range of stakeholders. Use various methods such as surveys, interviews, focus groups, and direct communication to gather feedback.
Organize and Categorize Feedback	Organize the collected feedback into categories or themes to identify common issues or patterns. Categorization helps in understanding the nature and scope of feedback more effectively.
Prioritize Feedback	Prioritize feedback based on its relevance, significance, and potential impact on the project's goals and strategies. Focus on addressing critical or high-priority issues first.
Engage Stakeholders in Analysis	Involve stakeholders in the analysis process to ensure their perspectives are accurately represented. Facilitate

	discussions or workshops to gain deeper insights into the feedback.
Align Feedback with Goals and Strategies	Compare the feedback received with the initially established goals and strategies of the project. Identify areas where the feedback aligns or conflicts with the existing objectives.
Revisit and Revise Goals	Based on the feedback analysis, revisit the project's goals. Determine if they need adjustment or refinement to better align with stakeholder expectations and needs.
Evaluate and Adjust Strategies	Assess the effectiveness of the current strategies in light of the feedback. Modify or develop new strategies that address the concerns raised by stakeholders.
Identify Areas for Improvement	Use the feedback to pinpoint specific areas within the project that require improvement. Create action plans to address these areas and enhance overall project performance.
Communicate Changes to Stakeholders	Transparently communicate any changes to goals, strategies, or project plans resulting from the feedback analysis. Keep stakeholders informed about how their feedback has influenced decision-making.
Implement Changes	Act on the insights gained from the feedback by implementing the necessary changes to goals, strategies, and project components. Monitor and assess the impact of these changes over time.
Iterative Process	Understand that the process of reviewing and improving is iterative. Regularly revisit feedback mechanisms and adjust goals and strategies accordingly.
Seek Ongoing Feedback	Establish mechanisms for ongoing feedback throughout the project lifecycle. Continuously engage with stakeholders to ensure their evolving needs and expectations are considered.

## 6. Conclusions

The D4.1 report provides a comprehensive overview of the work conducted on Task 4.1, focusing on the Stakeholders Engagement Roadmap within the HeritACT project during months 6 to 10. The report builds upon the foundation laid in D2.2, leveraging insights into internal stakeholders' requirements and aligning with the objectives of Work Package 4 (WP4) "Co-recognition and co-envison in pilot cities".

T4.1, which aligns with WP4's first objective, primarily aims at mapping, engaging, and activating external stakeholders of the pilot cities Ballina, Eleusis and Milan. The overarching goal is to establish a transparent and cohesive process that allows meaningful contributions from various stakeholder groups. The specific **goals include** visualizing all project stakeholders on a single roadmap, understanding their impact on project implementation, identifying potential risks, and establishing clear communication channels and engagement approaches.

The **intended outcomes** of T4.1 are ambitious and include a deeper understanding of stakeholders' perspectives, needs, and expectations, serving as a guideline for pilot cities to form engagement strategies, facilitating effective communication channels, and contributing to trust-building and positive relationships with stakeholders.

The report delves into the theoretical framework of **stakeholder mapping** and engagement, emphasizing the importance of external stakeholders who, although not directly affiliated, can significantly impact project outcomes. Stakeholder mapping is described as a crucial preparatory phase involving the identification of stakeholders, understanding their significance, and categorizing them based on power and interest.

The provided text emphasizes the **critical role of stakeholder participation** in the implementation of the HeritACT project, emphasizing its importance for the establishment of tools and solutions in pilot cities. The engagement with external stakeholders is seen as a means to consult with experts, involve relevant initiatives, and identify enabling factors for the success of HeritACT initiatives.

The **stakeholder engagement roadmap** is a comprehensive and interactive approach that involved representatives from the pilot cities of HeritACT. The process followed during the task implementation included two workshops per pilot city, with a primary focus on identifying, categorizing, and prioritizing stakeholders based on their type, power, and interest.

The document highlights various benefits associated with stakeholder engagement, ranging from expanding knowledge and networks to fostering a deeper understanding of cultural significance.

During the **first workshop**, the pilot cities reviewed their mission, vision, objectives, and strategic goals from D2.2. Internal stakeholders, defined as those directly associated with the project, were identified and categorized into Management, Core project team, Project team, and Support. Specific categories were created for external stakeholders, and a power-interest matrix was used to assess their impact.

The **second workshop** delved deeper into each stakeholder separately. An action plan was created to understand motives, goals, and risks. Key questions were posed to partners, focusing on the impact, contributions, goals, and risks associated with each stakeholder. An engagement approach was defined based on levels of involvement and a communication approach was identified, considering frequency, channel, and type of information to be shared with each stakeholder.

In conclusion, stakeholder engagement plays a key role in the implementation of HeritACT and is integrated in different formats in several work packages and tasks. Therefore, for an efficient engagement strategy, close collaboration among partners and stakeholders is required. More specifically, the stakeholder engagement plan should be strongly supported by the communication tasks to ensure a systematic outreach and an efficient messaging to the target groups.

The D4.1 report provides a structured and strategic approach to stakeholder engagement, emphasizing the importance of understanding and categorizing external stakeholders. The insights gained from this report are expected to contribute significantly to the success of the HeritACT project by facilitating effective communication, managing potential risks, and building strong and collaborative relationships with key stakeholders.

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