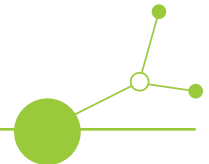


MULTI-STAKEHOLDER ENGAGEMENT ROADMAP

Deliverable 1.4.1



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A.	INTRODUCTION	2
B.	STAKEHOLDER MAPPING AND ANALYSIS	3
	1. FIRST STEP: IDENTIFICATION OF THE STAKEHOLDERS	3
	2. WHO? THE POTENTIAL STAKEHOLDERS	3
	3. HOW DO WE IDENTIFY AND SELECT THE STAKEHOLDERS?	4
	4. TOOL: THE STAKEHOLDER MAP.....	6
C.	ENGAGEMENT OF THE STAKEHOLDERS	6
	SECOND STEP: DESIGN OF THE PROCESS AND ACTIVE ENGAGEMENT	7
	1.THE ACTIONS TO IMPLEMENT TO ENGAGE THEM	7
	2. THE SUGGESTED TOOLS	8
	3.1 SUGGESTED TOOLS FOR COMMUNICATION	8
	3.2 ENGAGEMENT TIMELINE AND ACTION PLAN.....	10
D.	THIRD STEP: PROCESS MONITORING AND LONG-TERM VIEW	13
	COLLABORATIVE GOVERNANCE	14

D1.4.1 MULTI-STAKEHOLDER ENGAGEMENT ROADMAP

A. Introduction

With the ambition of increasing NBS uptake, diverse actors have been developing means to demonstrate and prove the benefits they provide. However, the multifunctionality, the different types of benefits provided, and the context-specificity make it difficult to capture and communicate their overall value.

The Multi-Stakeholder Engagement Roadmap serves as a guiding document to facilitate effective collaboration and engagement among stakeholders in the GREENSCAPE CE project. By following this roadmap, the project can harness diverse stakeholders' collective knowledge, expertise, and resources, ensuring the successful implementation of NBS/GI pilot action plans. Recognizing the importance of collaboration and inclusivity, this deliverable outlines a comprehensive roadmap to foster multi-stakeholder engagement, ensuring the project's success in transforming cities into sustainable and green urban environments. Through meaningful engagement, the project can create a sense of ownership, foster innovation, and deliver long-term benefits for cities, their inhabitants, and the environment.

Stakeholder engagement is the systematic identification, analysis, planning and implementation of actions designed to involve stakeholders. The term reflects a broad, inclusive, and continuous process between a project and those potentially impacted by its results. Stakeholder engagement is particularly relevant when tackling complex issues to defining and implementing efficient solutions on integrating GI/NBS into spatial planning and transforming strategic to operational planning.

This purpose requires the mobilization and involvement of a plurality of actors who, from the co-creation phase, can contribute to framing the challenges, the interests at stake and the potential for a development that can have environmental, social and economic impacts on the entire community.

For clarity and ease of use, the roadmap presents stakeholder engagement as a process divided into different steps. What we must keep in mind while carrying out the suggested actions is that stakeholder engagement is not a quick fix or something that can be done solely online, e.g., via email, but it is a process that takes time and resources to build a connection and engage individuals rather than manage them.

The GREENSCAPE CE stakeholder engagement roadmap will be built partially from scratch but will be based on various existing and established relations. Given the variety of existing connections and areas of interest, all 12 project partners and their associated partners will be involved in the stakeholder engagement.

B. Stakeholder Mapping and Analysis

1. First step: identification of the stakeholders

The first step aims to identify the project stakeholders and the strategic priorities for stakeholder engagement, keeping in mind the project's main issues and desired impact. While identifying stakeholders, it is important to reflect on relevance, i.e., determine the people and organisations that can both be impacted by the project and have the power to influence its outputs.

In this first phase, a systematic approach often works well, starting with delineating the project's geographic sphere of influence and the key topics to be considered. Given that it is neither advisable nor efficient (and usually not necessary) to engage all stakeholder groups with the same level of intensity for the same amount of time, being strategic and thinking ahead is essential to save time and resources. It means foreseeing various levels of engagement and reflecting on the priority to give to each stakeholder at any time. Engaging at a higher level allows for broader involvement and impact on the project and its outputs. However, this does not mean, for example, that offering information to the stakeholders cannot lead to relevant changes in the relationship with them and their behaviour. Effective engagement usually consists, in fact, of a combination of different-level approaches.

It is important to keep in mind the dynamism of the situation and the possibility that both stakeholders and their interests might change over time regarding the level of relevance to the project and the need to engage at various stages actively. Moreover, it must be considered that the stakeholders who are members of the councils may change over time and that, likewise, interest in the project may change over time (increase or decrease).

2. Who? The potential stakeholders

The first step in any stakeholder engagement process is defining the stakeholders themselves since a wide range of actors may be included as stakeholders.

The **general stakeholder categories** could be:

Policymakers (public bodies, local authorities): are one of the main beneficiaries of the project results. They will benefit from know-how exchange, strengthened multi-level governance, tailored capacity-building events, as well as the initiated NBS pilot actions that contribute to well-being and social inclusion.

At the same time, policy and decision-makers at the local level in cities are the strategic actors ensuring legitimacy for the continuation and replication of activities within pilot countries and new ones (spreading through events, position papers and recommendations on how to utilise the benefits of GI to reach sustainable targets in the cities). Indeed, the GreenScape CE results will support the development of NBS projects beyond the pilot areas through active engagement of potential replicator cities during the project and dissemination of findings to improve policy learning.

Moreover, they will be the main actors of the transnational network of cities for promoting structural cooperation between public authorities and work on strengthening capacities for holistic and efficient planning of GI.

Citizens and local communities are key project stakeholders as they will be included in developing NBS action plans in pilot areas via co-creation, as well as in identifying NBS actions for which the initial documentation will be developed.

SMEs and start-up communities will be invited to participate in dissemination events and workshops to showcase the existing and innovative solutions in the GI field that can be used in current and future projects. They will also be part of the local community of interest that will contribute to the action plan development and the participatory process in defining the NBS pilot action in the local area. As

they will be a part of the co-creation process, they will be able to either offer and fine-tune solutions or develop new ones in cooperation with other stakeholders.

Financial institutions and investment sectors (BEI, Equity and Investment Funds, Green Bonds) and other funding schemes (like Fondazione Cariplo, supported GreenScape CE with a LoS)

This category includes financial institutions (including, for instance, crowdfunding platforms and commercial banks...) that will benefit from the developed NBS project pipeline in each pilot area and follow-up matchmaking meetings to link cities with potential funding. Given the emphasis the financial institutions are putting on green and sustainable investments due to the EU Taxonomy and related directives, an overview of the NBS projects requiring funding will be of significant interest to those institutions.

Media: local media is an important stakeholder group that is seldom actively involved but knows the territory from many sides and can be essential for disseminating and exploiting the project results.

Academia and research sector: given the high scientific implications and research components of the project, it will be useful to involve also knowledge institutes and experts that can bring a significant contribution in terms of content and methodologies during the definition and implementation of GI/NBS solutions, but also in terms of dissemination of project results.

International & transnational Organisations: this category was considered for improving their contributions in terms of lessons learnt, but their presence was also strategic within the transnational community of interest, representing, for instance, other INTERREG projects.

Aside from general promotional events, partnerships and strategic liaisons with top European ongoing initiatives with similar objectives will ensure the partnership's efforts to enable a mutual learning process and transfer of developed project outputs to other European regions.

3. How do we identify and select the stakeholders?

According to some literature, characterizing stakeholders is useful to understand the power relationship between them and their specific interest in the project to avoid pitfalls and failures of such processes. Some stakeholder typologies exist but are based on the psychological evaluation of the stakeholders and have a limited potential to support the initialization of a collaborative planning process. A stakeholder characterization method is more efficient for an ongoing project as a tool for the project manager. Furthermore, while these psychological typologies help identify stakeholders' roles in terms of attributes, knowledge, source of information, and roles in the action arena, they are not specific for NBS/GI for natural hazard mitigation.

Therefore, with respect to the GreenScape CE goals, we propose the following stakeholder's characteristics:

- First of all, stakeholder groups represent different sections of society: governmental authorities, political representatives, civil society, private sector, academia and research sector, media, and international and transnational organization. Each stakeholder can only represent one group at a time.
- **Role of stakeholders:** each stakeholder can have different roles. The decision-makers make and execute decisions. The implementers are responsible for the execution or implementation. The facilitators coordinate a variety of actors for the design, implementation, and monitoring of measures. The providers of expert knowledge are mostly consultants, universities, insurance companies, as well as local informants from civil society. The funders or sponsors can be private, governmental, or non-governmental, and finance activities and measures. The lobbyists refer to stakeholders or group representatives who attempt to influence decision-making. The mediators or facilitators mediate and facilitate communication between different stakeholders. While stakeholders can only represent one group, it is possible for them to have several roles. Stakeholder roles vary across contexts.

- **Planning stage:** this variable describes the different NBS project steps. The importance of various stakeholders in different steps, from design, planning, implementation, monitoring, and evaluating, as well as regular maintenance, can vary. Even when striving for broad involvement of different stakeholders during all phases, this evaluation can help to determine and better understand participants varying motivation to participate and the resulting potential different levels of willingness to engage and act, their relative power, influence, and interests during the different stages of such a co-creation process.
- **Relation to the NBS/GI:** while some stakeholders might be affected by a selected solution to reduce risks, others might not benefit from a measure (e.g., a landowner being expropriated to build a retention basin to protect a village downstream or a farmer asked to change land use to enable regular flooding). This analysis also helps to determine the ability of different stakeholders to influence the decision on potential NBS/GI solutions. Besides, some stakeholders might not have the power to influence all of the phases but might be influential in the implementation phase, intervene, and halt the implementation of NBS.

Category	Variables
Stakeholder group	Policymakers (public bodies, local authorities (SH1)) Citizens and local communities (SH2) SMEs and start-up communities (SH3) Financial institutions and investment sectors (SH4) Media (SH5) Academia and research sector (SH6) International and transnational organization (SH7)
Role of Stakeholders	Decision-makers Implementers Coordinators Providers of expert knowledge Funders/Sponsors Mediators
Relation to the potential NBS/GI solution	Least Moderate Most
NBS/GI pilot stage	Assessment and planning Design Implementation Operation and Maintenance Monitoring & Evaluation

Figure 1. Proposal of Stakeholders characteristics for GreenScape CE project

The systematic stakeholder mapping can help explain how different stakeholder groups can be involved in co-planning processes at the local level and to have the needed stakeholders on board or ensure the necessary level of involvement throughout the process. Rather than identifying the “right” stakeholders to be on board, the presented stakeholder mapping provides a methodology for encouraging those “in charge” to consider strategically who might be involved at each stage of the co-creation process and which role stakeholder will have, provide many co-benefits and results from fruitful knowledge exchange.

4. Tool: the stakeholder map

The stakeholder mapping activity is a core part of the stakeholder engagement process. It involves assigning characteristics to each stakeholder based on their nature in relation to the project or, more in detail to the pilot areas. To have a clear idea of which stakeholders to involve, it is fundamental to develop a stakeholder map, a visual representation of the various individuals and groups defined and identified as “stakeholders” within the project.

A Stakeholder Map template is provided by ALDA in an Excel form, to be used as a living working document and tool that allows partners to proceed towards a shared direction.

The template was developed based on the stakeholder characteristics presented above. For this Map’s population, the partners leaders of the pilot areas will be particularly important. In fact, as can be seen in the template, we suggested dividing it into 6 sheets, corresponding to the transnational level plus 5 levels of pilot actions. Within the proposed structure, all partners are invited to contribute to the first sheet (transnational level), while the “pilot leaders” are invited to develop the specific section:

- AMBIT and ETIFOR supporting the Metropolitan Area of Milan.
- REGEA and City of Zagreb.
- City of Warsaw.
- EnergiaKlub supporting City of Szeged.
- ZRS BISTRA PTUJ supporting the (AP) City of Ptuj

C. Engagement of the stakeholders

Five different levels of engagement are foreseen and can be divided into two main categories: **low-level involvement** (Be informed and collaborate), which regards mainly communication and dissemination activities, and **high-level involvement** (Be Consulted, Be Involved, Empower), which foresees the active participation of Stakeholders.

Low-level involvements (e.g., Be informed) can be perceived as lacking a dimension of real involvement since that is interactive, but often they are the first step for a potentially more structured relationship between stakeholders and Council and can lead to higher levels of involvement. While engaging stakeholders at a higher level allows for a more in-depth knowledge exchange and effective co-creation process, offering them information and keeping them updated are necessary first steps to make the stakeholders familiar with the project objectives and topics. Effective engagement, in fact, usually consists of a combination of different-level approaches and informing is an essential part of the higher-level engagement.

It is also important to note that the five levels of engagement are not inclusive of one another (e.g., the “Empower level” does not automatically include the activities foreseen in the “Collaborate level”), and the *ratio* behind this choice can be found in the principle of flexibility. In this way, stakeholders can accurately choose the activities they want to be included in.

Different levels of engagement have been designed. It is always relevant to keep in mind that any type of engagement must always be at the same time **purposeful** for the technical partners (i.e., instrumental to the collection of useful insights) and the Pilot Leaders and valuable for the stakeholders.

The partners will decide which approach is more convenient for them, taking into consideration the country context.

Second step: design of the process and active engagement

The second step aims to define and implement **an engagement strategy** to meet the project's and stakeholders' expectations and goals. Once the stakeholders have been mapped and their needs identified, it is crucial to identify the correct approach from a wide range of possibilities.

The process design and the active engagement designed in this step must include:

1. The actions to implement to engage them

The table below presents the five different levels of engagement and some examples of actions.

Low-level engagement
→ “BE INFORMED” • Subscribe to the newsletter. • Subscribe to the project's social media channels and contribute to disseminating news about it.
→ “COLLABORATE” • Disseminate and raise the visibility of the project activities and results whenever relevant to the territory/organisation. • Promote events not only to disseminate the project results but also to become testimonials / promoters and, as such, support and build confidence in the project's approach and tools. • ---
High-level engagement
→ “BE CONSULTED” • Participate in regular meetings .. • Contribute on the online platforms for consultation... • ---
→ “BE INVOLVED” • Attend local events organised to deepen your knowledge of the other stakeholders and make your concerns and recommendations heard. • Participate in co-design processes & various participatory meetings • ---

→ “EMPOWER”

- Participate in **the co-creation activities** to provide insights/needs/expectations concerning main investigation sectors, the technological tools developed.
- Participate in **training** events aimed to empower local citizens and stakeholders and improve their knowledge.
- Contribute to the **online activities/webinars**.
- ---

These kinds of actions based on the various levels of engagement could be defined in the Memorandum of Understanding (please see the following section).

The partners will decide which approach is more convenient for them, taking into consideration the country context.

2. The suggested tools

Memorandum of Understanding

A formal agreement between two or more parties is called a **Memorandum of Understanding**. Although it is not legally binding, it is fundamental in an engagement process as it shows that the parties are willing to cooperate. It foresees the parties involved, describes the project to the stakeholders that agree to be involved, and defines the scope of their involvement.

The Memorandum of Understanding drafted for the GreenScape collaboration with stakeholders includes:

- A **short presentation of the project** in simple terms to be accessible to stakeholders unfamiliar with European-funded projects, research activities and environmental topics in general.
- A list of boxes to tick, presenting all the **benefits of becoming a member**, such as making a difference / having one's stakeholder voice heard among different interests.
- A list of tick boxes to mark the **activities in which the stakeholder is interested participating**. Each activity pertains to a different degree of participation; therefore, several commitment levels have been guaranteed to reflect the stakeholder's ambition and possibilities.
- A section to be filled with the **stakeholder's generalities** and email.
- A section on the **General Data Protection Regulation**.
- The section for the **signature of the Stakeholder** interested in becoming a member.

The Memorandum will be drafted by ALDA in English, but the Pilot Leaders are free to translate it into their local language and share it in that format.

3.1 Suggested tools for communication

Some well-known communication tools are suggested to ensure efficient and effective communication between involved actors and partners.

SOCIAL MEDIA

In order to communicate with external stakeholders, a [Facebook](#) and a [LinkedIn](#) account of the GreenScape CE project have been created. The social media accounts will contain information concerning the project, the funding programme, of the events and activities foreseen within the project, and more. In addition, the social media accounts are connected to an email greenscapece@aldaintranet.org which will be used to get in touch with external stakeholders and the external public more in general.

MAILING LIST

It is always preferable to have a mailing list with selected contacts rather than manually entering them. The stakeholders 'mailing lists can be useful for setting-up both online and in-person meetings, asking for opinions and feedback, and clustering all local groups emails into a single conversation while anticipating the high influx of mail traffic that each member understandably has to handle daily. The mailing list could be categorised and divided into several themes, areas, etc.

FACEBOOK GROUP

Depending on the target group, Facebook can provide a platform to create a closed group where dialogue and exchanges can be supported more informally, overcoming the slowness that can result from email replies. Facebook groups, if moderated correctly, can be a practical tool to build an online community as they serve as a virtual place where stakeholders sharing the same interests and the same geographic area can discuss at their own pace.

WHATSAPP GROUP - TBC

Creating a WhatsApp group can have positive effects first for the immediacy of the response and smoother and clearer conversations. On the other hand, all members must agree and have WhatsApp (not to be taken for granted). It is advisable to be mindful of everyone's preference and ask for consent.

Microsoft DRIVE FOLDER

Microsoft Drive folder is a cloud-based storage solution that allows saving files online and accessing them from any device with an internet connection. It also allows everyone to edit and collaborate on files easily. This tool is already widely used within the GreenScape CE project. It is advisable to create an M. Drive folder to collect the signed Memoranda of Understanding and everything else produced during stakeholders 'meetings.

3.2 ENGAGEMENT TIMELINE AND ACTION PLAN

	ACTIVITY	TOOLS	DEGREE OF PARTICIPATION	SUGGESTED TIMELINE	SUGGESTION
Step 1-identification	Identification of Stakeholders Mapping of potential dissemination events	Stakeholder map, Dissemination	/		
	Presentation and explanation of the project to: i) the stakeholder identified. ii) multiple potential stakeholders in the context of an event.	Letter of invitation Leaflet/Brochure Website Launch event - optional	/	Use of difficult/technical language to be avoided	
	Signing of the Memorandum of Understanding	Memorandum of Understanding	/	Present the various levels of engagement	

	ACTIVITY	TOOLS	DEGREE OF PARTICIPATION	SUGGESTED TIMELINE
Step 2 –Engagement within WP1	D1.1.3 Launch events	- Communication & informative materials, linked to communication plan & events materials - online channels, press releases, social media, newsletters, and email campaigns - post-event communication	Be informed	30.09.2023
	D 1.3.2 Lesson learned / Activity 1.3 Series of interactive sessions		Collaborate	
	D1.3.3 Study visits to good practice examples in the CE area (M24)		Collaborate	
	Activity 1.4 Grassroots participation: workshops and hackathon-style events		Be involved	
	D1.4.3 NBS Hackathon / Greenathon	co-creation & participatory tools	Be involved	

ACTIVITY		TOOLS	DEGREE OF PARTICIPATION	SUGGESTED TIMELINE
Step 2 – Engagement within WP2	D2.1.2 Summary report on good practice examples of NBS/GI financing in the EU		Be informed	
	D2.2.1 Pilot actions outline and roll-out plan			
	D2.2.2 Feasibility studies with financing options for NBS/GI pilot actions			
	D2.2.3 Overview of best practices in the tendering process for implementation of the NBS/GI			
	D2.3.1 Pilot project promo campaign			
	D2.3.2 Technical handbook for the implementation of NBS/GI in the urban environment			
	D2.3.3 Handbook for financing of NBS/GI for public project developers			
	D2.3.4 How to co-create urban NBS/GI projects with citizens?			

D. Third step: process monitoring and long-term view

This step is aimed at analysing feedback and inputs during stakeholder engagement and putting them into practice.

GOLDEN RULES FOR A SUCCESSFUL STAKEHOLDER ENGAGEMENT

- **START EARLY** - Stakeholder engagement and relationship-building take time and resources. Trust, mutual respect, and understanding develop and evolve over time based on experiences and interactions.
- **ALLOCATE TIME TO IT** - Take the time to get out, meet the stakeholders, and speak with them. Make sure you understand their points of view and concerns.
- **TAILOR THE ENGAGEMENT PROCESS TO THE PROJECT NEEDS** - identifying the various and multiple needs associated with the project by studying the timing and methods of implementation.
- **MAKE SURE THAT THE GENDER BALANCE IS RESPECTED AND EVERYONE FEELS INCLUDED** - The key to engaging a group of stakeholders representative of one's territory is not only to ensure that it is gender-balanced but also that it represents the diversities of the territory as much as possible. To this end, it is relevant to map various stakeholders and adopt an inclusive language and communication style.
- **CONSIDER THAT GROUPS WILL NOT REMAIN THE SAME** - The group one starts with rarely corresponds to the final group. On the one hand, it is very important to carry out team-building activities to make the group as cohesive as possible from the beginning, on the other hand, it is important to identify the "strong believers" in the group, i.e. those who are likely to be part of the process for a long time, can build bridges with other potential stakeholders, and support the Local Case Studies in the life of the Council. In addition, the identification and reaching out to stakeholders must be an ongoing process.
- **BE CLEAR AND TRANSPARENT** - Successful stakeholder engagement can raise the expectations about their participation in the project and impact on the policy outcomes. The risk of high - and sometimes unrealistic - expectations is that, when not met, stakeholders may disengage. Therefore, it is always advisable to be very clear and transparent with them on the expected role of the stakeholders in the project and the impact and influence they can have on the project and policymaking.
- **COMMUNICATE WELL** - Adopt an understandable language adapted to the type of stakeholders engaged. This aspect is especially relevant since most stakeholders do not have any prior knowledge of Climate Change issues and modelling techniques (Integrated Assessment Models).
- **REWARD THEIR ENGAGEMENT** - Always valorise and reward stakeholders' engagement. There is no need for prizes or material rewards, but make sure to take participants' ideas, inputs, and needs seriously.
- **FOLLOW-UP** - It is advisable, and good practice, to follow up with stakeholders once they have been consulted. Make sure to report back to them highlighting the role they played in the co-creation activities and explaining what inputs were not considered and why. Starting meetings with follow-ups increases the credibility of the engagement process and the project itself.
- **BE KIND AND UNDERSTANDING** - Not everyone will immediately be as receptive as you would like them to be; always create an accepting and understanding environment.

- **HONOR EVERYONES' TIME** - Be cautious to start and end meetings on time, set clear meeting agendas, prepare members for the meetings and provide comprehensive instructions.

In this last step, it is also relevant to build a long-term relationship and have insights and objectives that can go beyond the life of the project and carry on its outputs after it ends. For this purpose, one of the activities foreseen is the launch of a transnational NBS network of cities (A3.5) and to encourage members to reflect on actions that can be a follow-up of the project's relevant outputs, in cooperation with the consortium.

Collaborative governance

A collaborative approach will distinguish all management of stakeholder engagement. However, some key roles are suggested that can facilitate the progress of the process in its various phases.



We suggest that within the role of “pilot leader”, each partner will:

- Identify relevant stakeholders for the territory, reach out to them and negotiate their participation level, define the initiative's mission and boundaries, etc.
- Keep its own sheet updated about stakeholders involvements, data to ensure the monitoring;
- Share the templates provided and translate them when necessary.

- Organise and manage the foreseen meetings, co-creation activities, and, generally, the stakeholders' participation in the activities foreseen by the MoU and the project.
- Choose the most suitable tools to communicate and update the members on their work's ongoing activities, next steps, and outcomes.