



# Stakeholders Engagement Plan

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# Summary

Figures .....	4
Tables.....	4
Document revision history .....	4
Partners organisations.....	5
Abbreviations.....	6
Executive Summary .....	7
1. Introduction .....	8
1.1 About the Harmonia project .....	8
2. Overall approach and Methodology.....	9
2.1 The Public-private-people Partnership Approach .....	9
2.2 Why do we Need a local engagement? .....	11
3. Identify.....	14
3.1 Target audience and scout questions.....	14
3.2 Stakeholder Groups Table .....	16
4. Analyse.....	18
4.1 Interest and influence analysis Table .....	18
4.2 Interest and influence analysis matrix.....	20
4.3 Actor-linkage matrix .....	21
4.4 Chain Map.....	22
5. Engage .....	23
5.1 Different levels of engagement .....	23
5.2 Success Stories and tips for a good practice .....	28
5.3 Working with Stakeholders .....	31
6. Conclusion .....	32
7. Bibliography .....	33

## Figures

Figure 1 - Harmonia Stakeholder Story Diagram.....	9
Figure 2- Harmonia SEP Overall Approach Diagram.....	9
Figure 3 - Harmonia SEP Methodology Diagram .....	10
Figure 4 - Categories of the audience.....	12
Figure 5 - Complete view of the main role/activities that HLSG undertakes during the project life cycle .....	13
Figure 6 -Preliminary target groups.....	14
Figure 7 - Harmonia SEP Identification Methodology Diagram .....	15
Figure 8 - Harmonia SEP Analyse Methodology Diagram.....	18
Figure 9 - Interest and Influence Matrix.....	20
Figure 10 - Actor-linkage Matrix.....	21
Figure 11 - Chain map template .....	22
Figure 12 - Intensity of the stakeholders' involvement timeline .....	23
Figure 13 - Tips for good practice.....	28
Figure 14 - About workshop, meetings and other events.....	29

## Tables

Table 1 - Potential Stakeholder Groups.....	16
Table 2 - Interest and Influence.....	18
Table 3 - Primary Stakeholders.....	23
Table 4 - Secondary Stakeholders .....	25
Table 5 – Third Stakeholders .....	27

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## Partners organisations

No.	Name	Short name	Country
1	POLITECNICO DI MILANO	POLIMI	IT
2	INSTITUTE OF COMMUNICATION AND COMPUTER SYSTEMS	ICCS	EL
3	RESILIENCE GUARD GMBH	RG	CH
4	GEOSYSTEMS HELLAS SA	GSH	EL
5	CREOTECH INSTRUMENTS SPOLKA AKCYJNA	CTI	PL
6	UNIVERSITATEA DE VEST DIN TIMISOARA	UVT	RO
7	KUNGLIGA TEKNISKA HOEGSKOLAN	KTH	SE
8	ISTITUTO NAZIONALE DI GEOFISICA E VULCANOLOGIA	INGV	IT
9	IDRYMA TECHNOLOGIAS KAI EREVNAS	FORTH	EL
10	URBASOFIA	URBASOFIA	RO
11	AGENCY FOR SUSTAINABLE DEVELOPMENT AND EUROINTEGRATION - ECOREGIONS	ASDE	BG
12	ILMATIETEEEN LAITOS / FINNISH METEOROLOGICAL INSTITUTE	FMI	FI
13	ASSIMILA LTD	ASIMILA	UK
14	EUROPEAN ASSOCIATION OF REMOTE SENSING COMPANIES	EARSC	BE
15	HUMANITAS Group	HUMANITAS	IT
16	EURONET CONSULTING	EURONET	BE
17	COMMUNE D' IXLLES	IXELLES	BE
18	COMUNE DI MILANO	MILAN	IT
19	STOLICHNA OBSHTINA	SOFIA	BG
20	MUNICIPALITY OF PIRAEUS	PIRAEUS	EL
21	DataReady	DATAR	UK
22	MPLEGAL	MPL	EL

## Abbreviations

CC	Climate Change
CH	Chapter
D	Deliverable
EU	European Union
HLSG	Harmonia Local Stakeholder Group
HSG	Harmonia Stakeholder Group
LSG	Local Stakeholder Group
NBS	Nature-Based Solutions
NGO	Non-governmental Organization
PPPP/4Ps	Public-Private-People partnership
PP	Project Partner
SEP	Stakeholder Engagement Plan
WP	Work Package

## Executive Summary

The Methodological framework for Stakeholder Engagement will comprises a set of guidelines for identifying stakeholders in the scope to elaborate the IRAP Platform and users' definition at the local level of each territorial partner. The plan will provide the main directions for stakeholders' identification, based on an importance and influence matrix and interest analysis, according to three main aspects:

- 1) interests and how the addressed topic affects,
- 2) capacity and motivation to contribute on the platform,
- 3) possible actions to address the various interests.

Furthermore, the Stakeholders Engagement Plan provides some tailor-made directions for engaging each identified stakeholders' category, creating a roadmap/strategy to involve them, answering the following questions: What needs? What key messages? How to deliver these messages? Which channels/events would work best?

The guidelines for stakeholders' mapping will not only address the traditional public and private sectors and civil society but also a wider group of interested parties from related domains, such as geographic and spatial systems, data analysis, meteorological data, urban development, urban environment, fields of health, security, technology transport, and construction. Therefore, the guidelines will comprise a chapter dedicated to the identification of possible partnerships to maximize the project's impact at the local/regional level. The Methodological framework for Stakeholders Engagement is delivered in M4, in order to give enough time for identifying and approaching stakeholders who will form the comprehensive list of relevant actors and initiatives in Harmonia (Deliverable D2.2-WP2) M7.

# 1. Introduction

## 1.1 About the Harmonia project

The Harmonia project aims to unite all the stakeholders around the common Climate Change (CC) issues, allowing them not only to understand the impact of CC on their local environment but through the proposed technological tool, to also visualize them concretely. This will enhance cities' preparedness to respond to specific predictions, such as floods or dust storms, and protect their residents and assets. This should make cities more resilient towards climate change induced risks. To achieve these goals, Harmonia is going to define the potential users and groups to be involved in the project. During the project, potential needs of legal and indicative support to risk prevention/resilience will be identified from EC/EP structures through actualization of regulations, directives, and other supportive documents.

This stakeholder engagement plan allows identifying:

- the local stakeholders,
- the level of input expected from them,
- the channels used to undertake this engagement,
- the timeframe of the process.

It presents the activities carried out in the first period of the HARMONIA project within WP2 (Systems specifications, use case requirements, and conceptual design) relating to potential stakeholder mapping and involvement.

This plan reveals the methodology behind Harmonia's Stakeholders and users identification, it connects the project's scope and outcomes with the target users (and collaborators) of those outcomes, identifies and characterizes the groups/types of stakeholders which should be involved (either as beneficiary or as provider) and then it creates a strategy to involve them.

On the one hand, this report aims to help the partners involved in the project by providing them a deeper understanding of the interests and influences of stakeholders and creating links to exchange information between them. Therefore, project partners, as well as the potential users for the advanced modelling tools will be able to easily create the initial community for the "User uptake Workshops" during which the potentialities of the database and the benefits of EO technologies will be described to the participants and activities will be organized for the co-creation of the common requirements framework.

On the other hand, it is a relevant part of the project development for the dissemination, communication, and exploitation of the project (WP8 / D8.2 Implementation of high impact communication activities Report) and a first solid basis for the citizens-data acquisition and integration (WP3 / D3.1 Citizens-based data acquisition & integration).



## 2. Overall approach and Methodology

### 2.1 The Public-private-people Partnership Approach

Considering the Harmonia project's interdisciplinary character and partners, The interdisciplinarity and multi-stakeholder partnership of Harmonia is informing the methodological approach of this deliverable, which integrates several techniques and practices for the purpose of reaching and engaging an ample range of different potential actors.

The methodology sets an overall horizontal understanding of the project and the stakeholder analysis with the assistance of a story design diagram adapted from McBride (2019). The adapted diagram (see Figure 1) provides the overall story of the stakeholder methodology and highlights its essential elements.

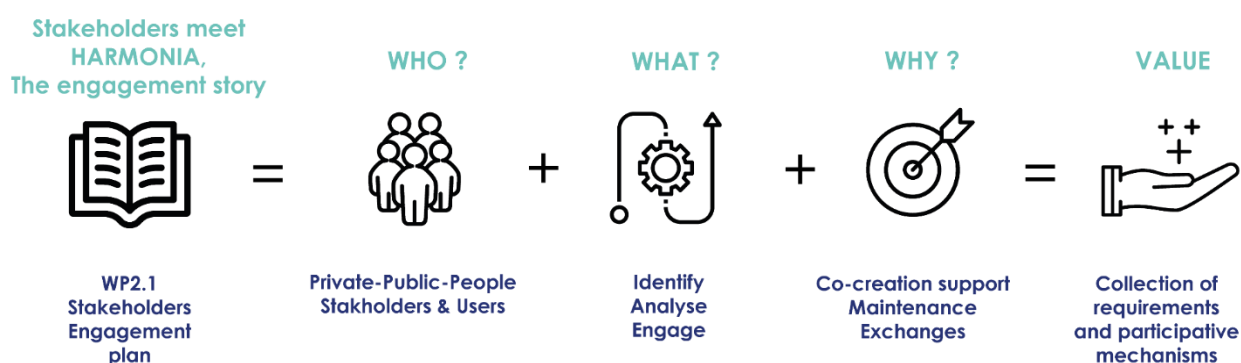


Figure 1 - Harmonia Stakeholder Story Diagram. Source: Adapted from McBride, 2019.

While the overall methodology is illustrated by a vertical diagram (see Figure 2) based on Reed (2009), proposed key methodological steps for stakeholder analysis are tailor-made for the project Harmonia.

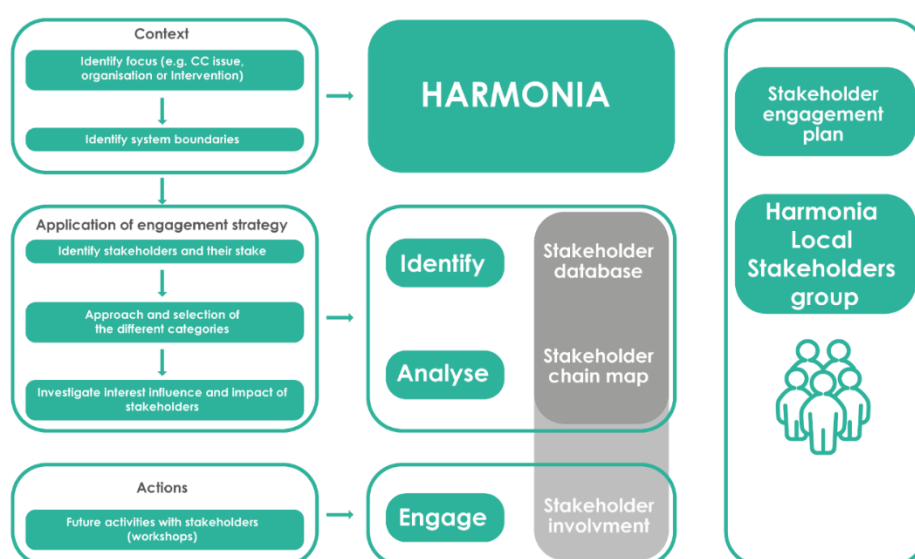


Figure 2- Harmonia SEP Overall Approach Diagram. Source : Adapted from Reed, 2009

The project sets up a unique constellation of stakeholders through the IRAP platform development, for which the concept of “Public-Private-People Participation” (PPPP/4Ps) was chosen based on the project specificities. Public-Private-People Participation is a comprehensive approach where all stakeholders, including government, donor agencies, private sector, and civil society choose to collaborate. The governance under this arrangement must create an enabling environment to achieve a high level of cooperation. It could be groups of governmental, non-governmental organizations, companies, and actors with different vertical and horizontal powers which have the role to ensure the understanding of the strategies, policies, and instruments connected to Climate Change issues, impact, and resilience. In PPPP, stakeholders find a common development pathway through setting up an integrated sustainable territorial approach, within a governance framework which is designed to accommodate different requests, and which is looking to break sectoral thinking or top-down initiatives.

Within the project, stakeholders’ participation is required on several stages: they are reached through the general dissemination actions and media, they provide data for the project (WP3), create user requirements, and they take part in the assessment of changes that occurred due to the Climate Changes issues at the local level and give their opinion on co-created solutions. To achieve this, the cities should be prepared to involve the stakeholders at different levels. This plan is an opportunity to start their involvement and the future approach to use “citizens - as -observatories”.

The following two parts “**Identify**” and “**Analyse**” and propose different stakeholders’ analysis practices, creating a stakeholders’ database and stakeholders’ network towards the establishment of a 4Ps Local Stakeholders’ group. In contrast, the “Engage” part describes the plan to involve and work with identified local stakeholders’ groups.

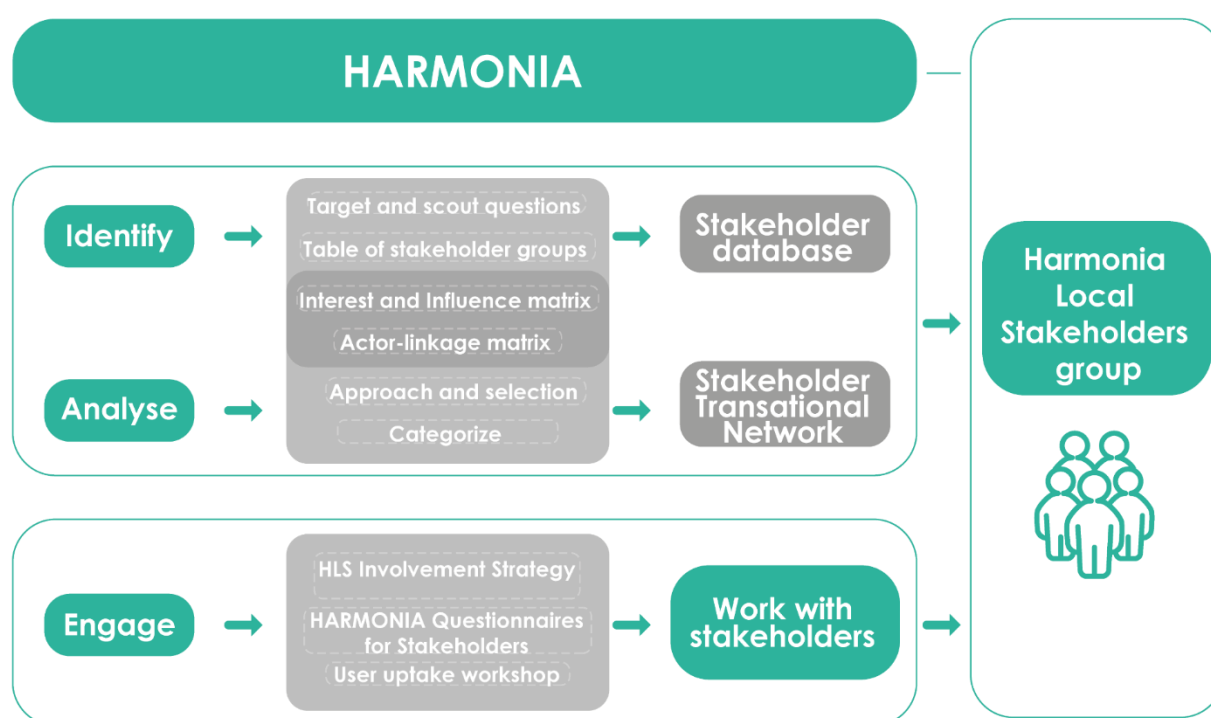


Figure 3 - Harmonia SEP Methodology Diagram

The overall structure of the Harmonia methodology (see Figure 3) illustrates how main parts relate to each other and how the intertwining of main tools leads to expected outcomes. The chapters “identify and analyse” are strongly interrelated through their proposed tools and feed into the proposed engagement practices. Therefore, all Harmonia partners can create

1. The initial strategic engagement approach
2. Envision local participation and transnational exchange.

The stakeholder engagement is an essential phase of each project that aims at getting sustainable, that is to be accepted by the local community that is going to be affected by the projects’ outputs.

## 2.2 Why do we Need a local engagement?

### *What is a local stakeholder group?*

Harmonia Local Stakeholder group is a tailor-made concept inspired by the successful experience of URBACT Local Support Groups (ULSGs) in the URBACT Program, which integrated a participative approach in urban policies by bringing together partners to collaborate on a specific issue and to exchange their experiences at the transnational level. Harmonia Local Stakeholders Groups (HLSG) are fundamental building blocks of the Harmonia Project. Every partner city is required to set up an HLSG to bring together all relevant local stakeholders related to the chosen climate challenges that the municipality wants to tackle (such as the decrease of urban heat island areas or coping with extreme weather events). These stakeholders will engage to participate in the development and implementation of the IRAP platform. Their support is of great importance in every step leading to the design of the platform, but it is particularly relevant at the beginning of the process. In fact, they will help the platform designers to perfectly focus on the local needs, essential conditions to start with a good approach leading to sustainability. They will help the designers to discover, understand, and define the issues (expressed through use cases) to be faced by the platform.

By bringing together partners to collaborate on specific issues and to exchange their experiences, needs, and ideas at the transnational level, the Local Stakeholders Group (LSG) guarantees a more rigorous and innovative result, through the enabling of proper locally-rooted challenges.

In each city/country there is a different mix of local stakeholders involved in topics of climate impact. At the outset, the city needs to identify the stakeholders who have an interest in IRAP platform development. The groups could include different representatives (See Figure 4). In fact, the cities represent that level of governance that keeps closer decision-makers and citizens, those who experience directly and immediately the effects of the decision, but even those that can help at identifying the challenges to prioritize.



Figure 4 - Categories of the audience

The following chapters on identifying, analysing, and engaging with stakeholders will provide more information about how to determine and review the composition of a Local Stakeholder Group.

### What does a Local Stakeholder Group (LSG) do?

The Harmonia Stakeholders Engagement Plan aims to foster an integrated and sustainable Harmonia community united around the common climate change issue. The main objectives of Harmonia Local Stakeholders Groups are to use the Harmonia network to define the local requirements and the main needs of technological tools capacities through different (User uptake) Workshop sessions and Harmonia work packages. The participatory approach to the development of the project will strengthen its capacity and ensure the local stakeholders develop efficient policies. Harmonia Local Stakeholders Groups activities include:

- Analysing local challenges and needs to define the specific requirements of each pilot city.
- Embedding and contributing the transnational exchange and learning process (practical knowledge, good practices...) from other cities in their network and beyond.
- Facilitating the exchange of experiences and learning among the city policy-makers, decision-makers, and practitioners;
- Communicating results at the project level, and disseminating lessons learned to the community.
- Assisting the developers and different partners to define and put into practice the future platform.
- Disseminating the good practice and the technological tools, existing and future;



Figure 5 - Complete view of the main role/activities that HLSG undertakes during the project life cycle. Source : Adapted from URBACT LSG Toolkit, 2013.

Harmonia achieves these points by establishing a comprehensive and inclusive stakeholders' network. Each city partner involves a maximum of partners in the local network, which will be used to identify and engage other stakeholders as an iterative process: a cascade effect that will consent to have a clear feedback from the involved urban areas.

After the collection of all these potential stakeholders, a compilation will be created and expressed with a chain mapping scheme, forming a "wider constellation of stakeholders", with different levels of implication (the circles). This concentric network will be the starting point of the WP2.1 Deliverable "User & stakeholders groups identification and collection of requirements".

## 3. Identify

The Stakeholders' identification strategy in the Harmonia project consists of 3 major steps:

1. Identification, which will create the initial community of the project.
2. Analysis, that will help to categorize this community.
3. Engagement, which consists of different engagement techniques and approaches for each category of the stakeholders.

The first step of the process, identifying the target audience through the use of scout questions, starts a stakeholder database and stakeholder network towards the establishment of Local Stakeholder Groups.

Stakeholders should be present as beneficiaries or as providers during the entire process of the project. Lastly, to create a preliminary list of relevant potential stakeholders for each project partner, two aiding tools were established. This chapter "**Identify**" is aimed at using posterior and prior knowledge of project partners to identify their local stakeholders.

### 3.1 Target audience and scout questions

During the preliminary dissemination plan, a target audience was elaborated (See Figure 6) which will serve as a support for each city's process.



Figure 6 -Preliminary target groups

To be able to identify stakeholders, several assisting tools can be used. One of them is a list of questions aiming to set up a mental guide for potential stakeholder consideration accompanied by another one, a table with an identified group of stakeholders relevant to the Harmonia project. With the aid of these tools, we can create a vast preliminary list of potential HLSG (table). Furthermore, the methodology provides an identification tool - mind-map template - aiming to provide a visualization technique for stakeholder mapping.

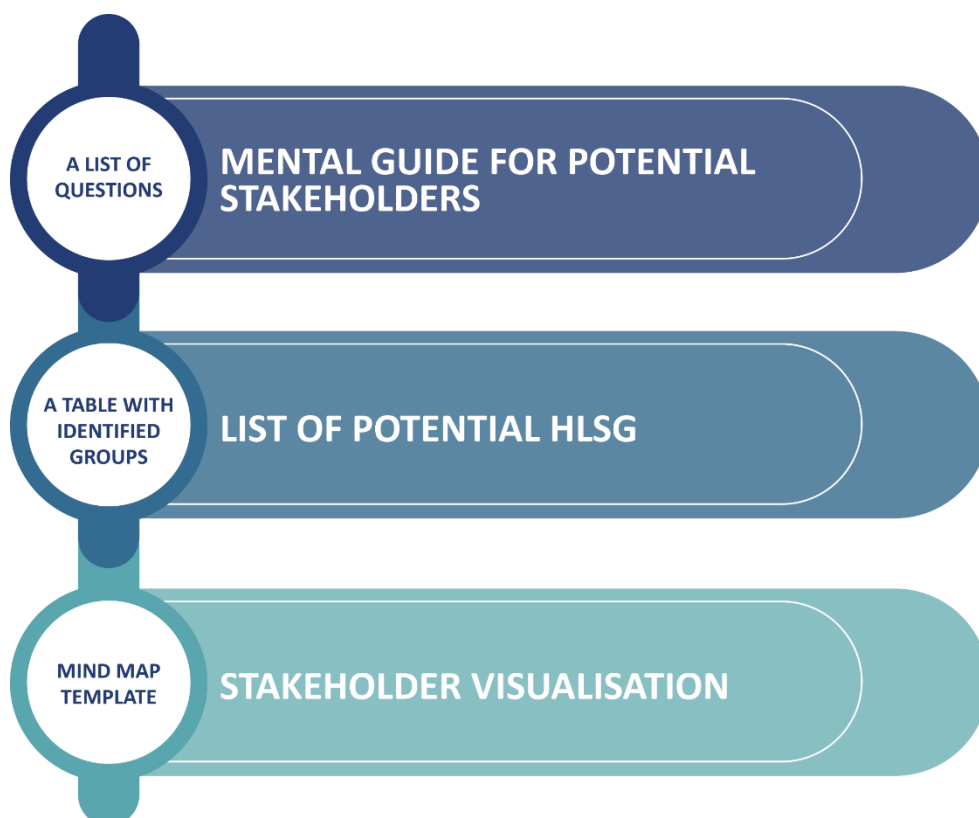


Figure 7 -Harmonia SEP Identification Methodology Diagram

To identify the group of potential stakeholders, these questions need to be answered:

**1. Who will be affected by HARMONIA project activities?**

*ex: Public (all generations, all genders, all countries), Cities, Institutions, NGOs, Government, local authorities, policymakers, urban planners; scientists (meteorologist, geologist, geographer..); Technological Field (remote sensing, computer system, communication), Research (Hospital and Health Research Center, Resilience and environmental research, Universities)*

**2. Who will be able to influence the outcomes of the project?**

*ex: Public Sector (Governments, authorities...) Private Sector (SME, Consulting Agency, Research Agency...) Spatial Agencies, Associations, Research and Sciences Institutions, University, Citizens, Scientists.*

**3. Who are the potential supporters of HARMONIA and who would be opponents or disinterested?**

*ex: Public sector, Local population, Educational institutions, Technological and Scientific field, and urban planners, Opponents or disinterested: people against data collection?*

**4. What partnerships might build around the issues involved?**



*ex: Partnership with data specialist, spatial agency and environment institute, Spatial Agency and Cities, Urban Planning and Technology fields.*

#### 5. Whose voices or interests on the subject might not be heard?

*ex: Citizens, Cities*

#### 6. Who will be responsible for managing the project outcomes (end users)?

*ex: Cities, organizations, associations, urban planners, policymakers*

#### 7. Who can facilitate or impede the outcomes through their participation or non-participation?

*ex: Citizens and Spatial Agency*

### 3.2 Stakeholder Groups Table

This table (see Table 1) is a secondary tool for stakeholder identification. After answering the scout questions, the list of stakeholders needs to be qualified based on their type. This classification will be used in the Analyse phase of the Stakeholder engagement plan.

Stakeholder group	Examples / Target group
<b>Public Sector /</b> <i>National, Sub-national, EU Level, International</i> <ul style="list-style-type: none"> <li>Government departments</li> <li>Politicians, policymakers and policy advisors</li> <li>Intergovernmental organizations</li> <li>Related organizations</li> </ul>	<ul style="list-style-type: none"> <li>Departments and public bodies for environmental monitoring, satellite data, community development, and climate change.</li> <li>Local authorities/ municipalities</li> <li>Pilot cities</li> <li>European Union advisors</li> <li>National environmental bodies and councils</li> <li>Research, Innovation and Environmental Ministry</li> </ul>
<i>Non-governmental organizations</i> <ul style="list-style-type: none"> <li>Organizations, Associations, Councils</li> </ul>	<ul style="list-style-type: none"> <li>Environmental organizations, creative organizations</li> <li>EU parliament interest groups eg. for Environment and Security, Public Health, etc</li> <li>Professional associations related to HARMONIA developments, eg. FIG, WMO, UN groups (GRAF) for citizens involvement, citizens right, citizens equality</li> </ul>



<ul style="list-style-type: none"> <li>• EU-International communities</li> <li>• EU foundation</li> </ul>	
<b>Private Sector /</b> <i>Business and industry</i> <ul style="list-style-type: none"> <li>• Technology</li> <li>• Environmental fields</li> <li>• Sciences</li> <li>• Innovation</li> <li>• Research</li> <li>• Professional groups</li> <li>• Profit research institutions</li> <li>• Related organizations</li> </ul>	<ul style="list-style-type: none"> <li>- SMEs, large commercial interests, remote sensing companies, urban planning industries</li> <li>- Real Estate Market, Insurance Companies, Investment Banks</li> <li>- Investors, technology importers, entrepreneurs</li> </ul>
<i>Specific fields</i> <ul style="list-style-type: none"> <li>• Research</li> <li>• Sciences</li> <li>• Computer Sciences</li> <li>• Urban Areas</li> <li>• Health,</li> <li>• Security, wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>- Academia, Research</li> <li>- Urban Planning, Urban Consulting</li> <li>- Agency for citizen cooperation</li> </ul>
<b>Private Sector /</b> <i>Non-profit organizations</i> <ul style="list-style-type: none"> <li>• Technology</li> <li>• Environmental fields</li> <li>• Sciences</li> <li>• Innovation</li> <li>• Research</li> <li>• Professional groups</li> <li>• Related organizations</li> </ul>	<ul style="list-style-type: none"> <li>- National bodies,</li> <li>- Telecom agencies</li> <li>- Mobility related organizations/agencies</li> <li>- Weather forecasting specialists</li> </ul>
<b>Educators /</b>	<ul style="list-style-type: none"> <li>- Non-profit professional organizations who have a general or specific interest and/or influence in the fields of research and innovation, environment, technology. <i>e.g. ICCS, INGV, FORTH, EARS</i></li> </ul>
	<ul style="list-style-type: none"> <li>- Schools, Colleges, Universities (in the fields of Social, Sciences, and humanities; Urban Planning)</li> <li>- Research Center/ Institute/ Research group</li> </ul>
<b>Media /</b>	<ul style="list-style-type: none"> <li>- Marketing agencies</li> <li>- Local and national media: newspapers, websites of organizations; scientific and technologic media, Environmental media</li> </ul>
<b>Civil society - People /</b>	<ul style="list-style-type: none"> <li>- People or communities who may have a general interest in the area and CC issues, potential users.</li> <li>- formal and informal community led groups of interest</li> <li>- local cultural associations</li> <li>- local activists (formally or informally organised)</li> </ul>

Table 1 - Potential Stakeholder Groups Table

## 4.Analyse

Once the list of potential stakeholders is created and classified, a further analytical step needs to be done finalised to categorize them more precisely.

In order to achieve this categorization, four tools were created for partners. The methodology proposes the use of two primary methods: the analytical categorization method to help project partners to reflect and analyse potential stakeholders and one method for investigating stakeholder relationships with the help of an actor-linkage table. Besides that, two visualization tools were provided as well: The interest and Influence matrix and Stakeholder Chain Map.

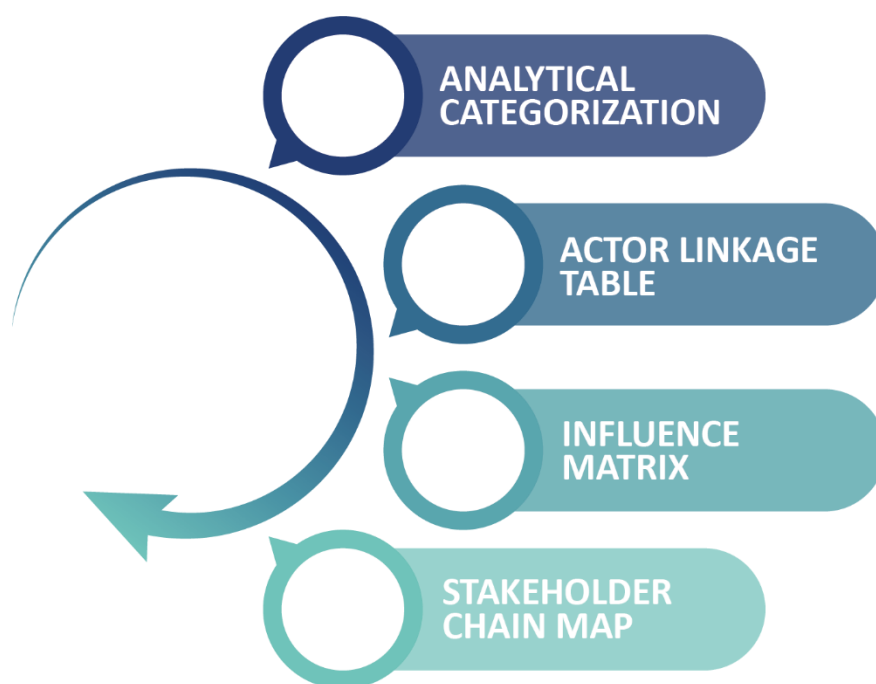


Figure 8 -Harmonia SEP Analyse Methodology Diagram

Stakeholder analysis is a simple process that ensures that the right territorial actors are involved and all of them can take the right place in the process and clearly express their interest (the stock they holds) in the planning and design process leading to the realization of the platform.

### 4.1 Interest and influence analysis Table

The stakeholder analysis table can be used to identify the interests and motivations of stakeholders, as well as possible actions to address these various interests.

The first column on the left refers to the categories of stakeholders that may have an interest (or 'stake') in the project and come from the stakeholder table categories. The following columns describe the stakeholders' involvement and influence. They should summarise the level of interest (see the interest scale table) and how each stakeholder is affected by Harmonia. They're invited to highlight their potential role and desire to bring elements to the project. Also, one column should focus on which aspect of Harmonia could provide a motivation/advantage for the stakeholder. Once this first part is completed carefully, reflect on what can be done to best define stakeholder interests. In particular, to think about the

level of influence, what can be done to maximize the engagement of those who are likely to support the plan, and to minimize/understand the resistance of those who may be more likely to block it. An Importance/ Influence matrix will deepen this aspect.

Categories	Name	Interest (High/Medium/Low) and How affected			Capacity and motivation	Influence (High/ Medium/ Low)		How the stakeholder may influence Harmonia Project	Other involvement	Key Contact	Level of implication (Core, Second, Third) *
e.g. Public Sector	National environmental bodies and councils	H	9	Economic growth Attract investment, Support local businesses	Control budget, strong network	H	10	Authority and governmental network.	Involved in 2 others project related to digitalisation and climate change impact	Name position	
	NGO related	H	8			M	7				
e.g. Educators	University of XX	M	7	Educational opportunities/ talentsassociated to local organisations	Create a well-being city, Youth involvement	M	7	Engagement and awareness to the local climate changes	Regular participation to environmental project in the area.	Name Position Mail Adress	

NB : This table is completed with some random examples,  
A Blank version will be provide to the partners.

\* This column should be completed after the Interest and influence matrix

Source : Original content by Urbasofia

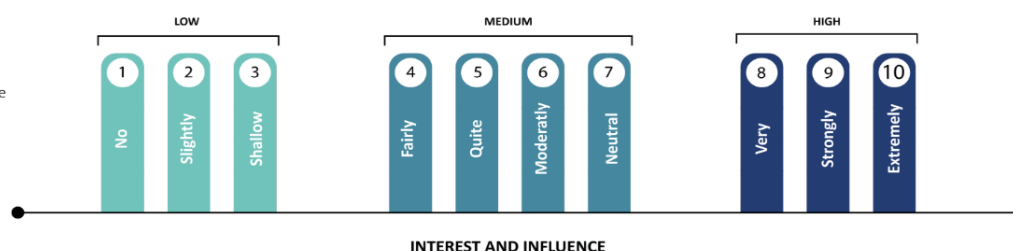
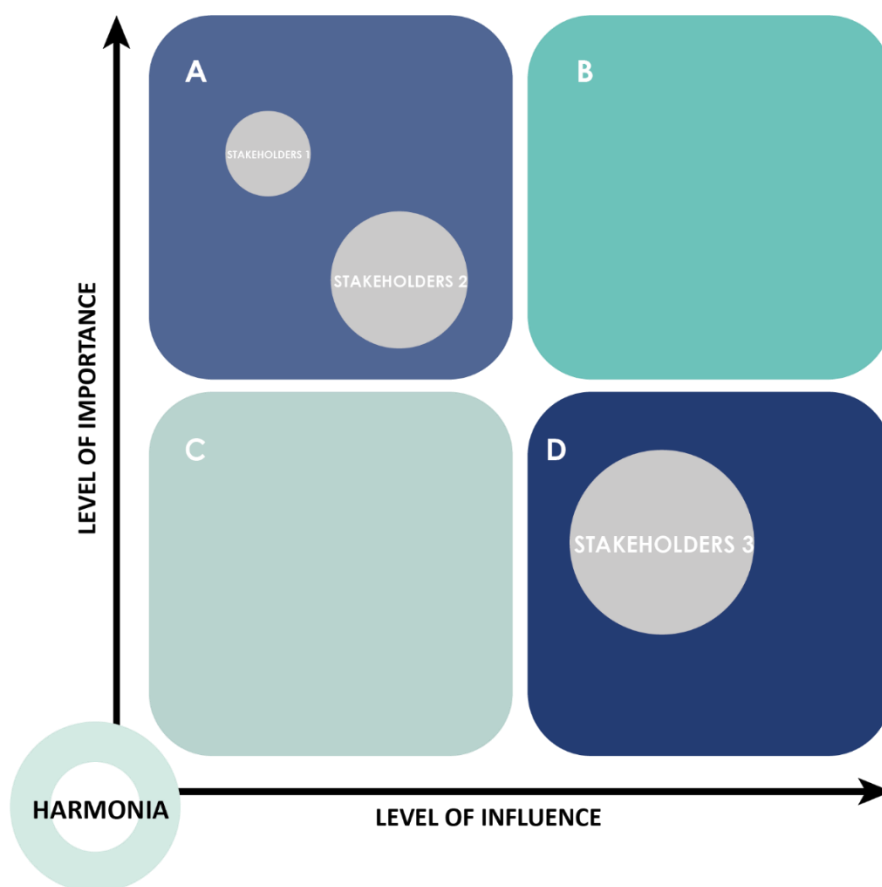


Table 2 - Interest and Influence Table

## 4.2 Interest and influence analysis matrix



### LEGEND



LEVEL OF IMPACT/INVOLVEMENT IN HARMONIA  
(HIGH/MEDIUM/LOW)

NB : The position of stakeholders on the matrix may evolve over time, due to different factors more or less directly connected to the challenge/ actions that are being developed. So it is important to bear in mind that it provides a picture at some point in time.

Source : Original content by Urbasofia

**A) High importance, low influence:** These are stakeholders of high importance in relation to the problems, but with low influence in the process. Nonetheless, they may gain influence and try to resist Climate change impacts. They require special attention if their interests are to be protected.

**B) High importance, high influence:** These stakeholders can be both significantly affected by the change and most able to do something about it, either supporting or opposing actions proposed. It is particularly important to engage these people, ensuring both that they understand what is going on and also creating a sense of ownership of what is being done.

**C) Low importance, low influence:** These are lower priority stakeholders who may nevertheless require limited monitoring or at least be kept informed throughout the process as it can be that their status evolves over time.

**D) Low importance, high influence:** These are the stakeholders with high influence, who can affect the outcome of the actions proposed but whose interests are not the target of the actions.

Figure 9 - Interest and Influence Matrix

The Interest and Influence matrix (See Figure 7) aims to provide two-level analytical categorisation of the potential stakeholders. Its main scope is to prioritize stakeholders, as well as to think about the right approach for each of them. Once the stakeholders have been defined (in the analysis table) they can be placed in the grid below following two criteria:

- Influence: how much power a stakeholder has to facilitate or impede the achievement of the project and its objectives?
- Importance: how much priority should the HLSG give to satisfying the needs and interests of the stakeholder?

### 4.3 Actor-linkage matrix

The Actor-linkage matrix (See Figure 8) requires project partners to list their identified stakeholders in rows and columns and investigate relationships between them such as the legend describes.

STAKEHOLDERS	Actor-Linkage Table Legend						
	1 (Government)	2 (NGOs)	3 (Private Sector)	4 (Educators)	5 (Media)	6 (Citizens society)	7 (...)
1 (Government)							
2 (NGOs)							
3 (Private Sector)							
4 (Educators)							
5 (Media)							
6 (Citizens society)							
7 (...)							

NB : This table is completed with some random examples, A Blank version will be provide to the partners.

Source : Original content by Urbasofia

Figure 10 - Actor-linkage Matrix

## 4.4 Chain Map

The Chain map (See figure 9) is a visualization method that creates a unique map for each project partner representing the local stakeholder group composed of the results of previous analysis methods such as interest influence matrix and actor linkage table. The proposed map with the current template will be used by URBASOFIA for the second deliverable of the WP2 in order to develop the HARMONIA community. The chain map is also a practical tool to identify the intensity of engagement defined from the interest/influence matrix with 3 levels of implications: The primary circle of stakeholders, the second and third circle of stakeholders.

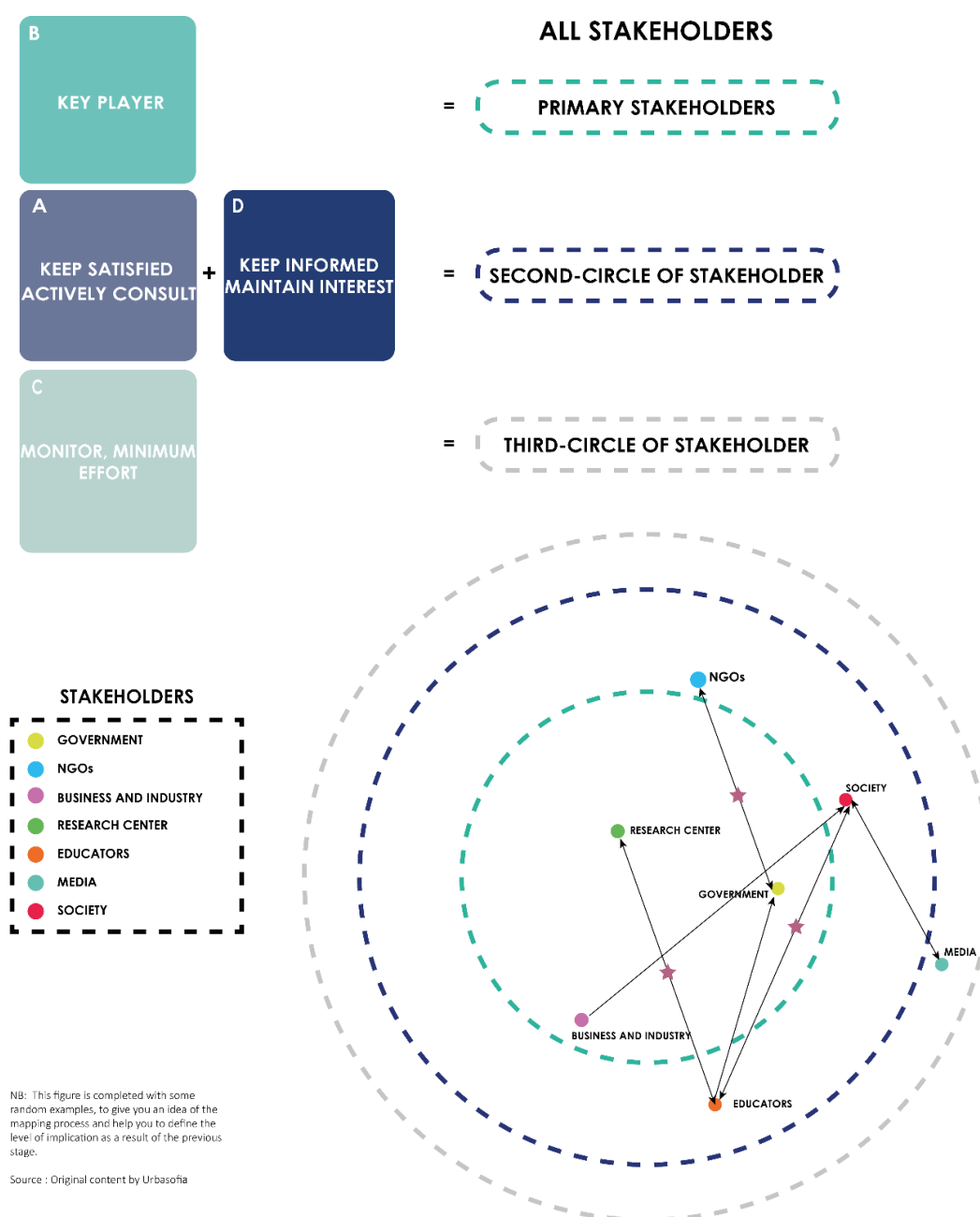


Figure 11 - Chain map template

## 5. Engage

After having identified the potential stakeholders of the project at the local level, having analysed their interests, influences, and relationship, the next step is their actual involvement in the project. Engaging the HLSG is a challenging task. Getting all relevant stakeholders to work together is the best way to provide a solid basis for the participatory approach of the project.

This step represents an overview of successful stakeholder engagements projects and provides tools to create HLSG game plan (engagement strategy and action plan).

The intensity of the engagement can be described based on the project timeline:

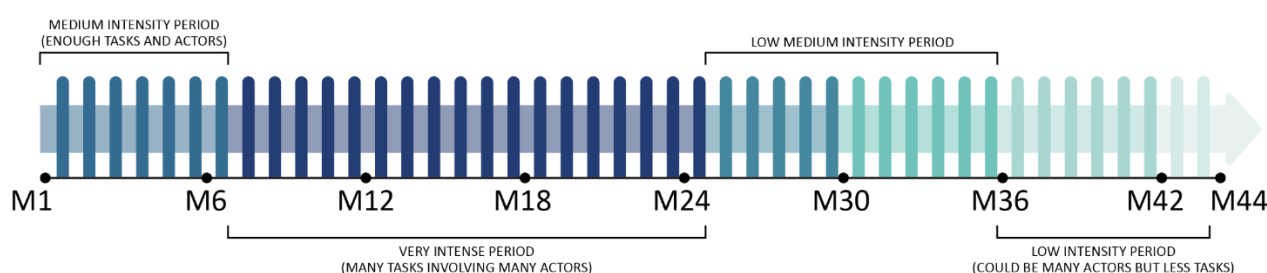


Figure 12 — Intensity of the stakeholders' involvement timeline

Based on the overall conclusive classification of the stakeholders, each of them will be described with a group (from sub-chapter 3.2 and 3.4): primary, secondary, or third circle stakeholders. Each of the groups is to be engaged differently.

### 5.1 Different levels of engagement

The table illustrates possible ways to engage with stakeholders classified in the 3 different categories.

#### *Primary stakeholders*

Key Stakeholder Type	Aims of the engagement	WPs/Tasks of interest	Engagement mechanisms*
Public Sector Private Sector Educators Media Civil society / People	- Collect an input regarding the list of the stakeholders, see if someone else from the network of selected stakeholders can be involved	—	Newsletters Interviews Questionnaires Proposals for procedures in local and state programs, Legal frameworks in support to risk prevention mechanism and applications;

<b>Public Sector</b> <b>Private Sector</b> <b>Educators</b> <b>Media</b> <b>Civil society / People</b>	- Collect inputs for consultation over the development and application of a Risk and Harms Mitigation Matrix (for appropriate stakeholders)	WP1 (T1.6)	Formal meetings Interviews Newsletters
	- Collect the expectations from the platform	WP2 (T2.1)	Questionnaires Newsletters Workshops Formal meetings Interviews Web communication through social media
	- Raising awareness of the stakeholders about CC issues and HARMONIA role in the process of coping with them		
	- Elaborate a list of potential users of the program		
	- Deepen the information requirements of the platform		
<b>Civil society/ People</b>	- Quantify the CC effects on urban areas from the population point of view (citizens as observatories) - Acquiring in situ spatial data	WP3 (T3.1)	Questionnaires Newsletters Workshops Formal meetings Interviews Web communication through social media  Software for a PC or a smartphone
<b>Public Sector</b> <b>Private Sector</b> <b>Educators</b> <b>Media</b> <b>Civil society / People</b>	- Engage with relevant customers/users whenever relevant for successful achievement of the activity's objectives	WP3 (T3.3)	Questionnaires Newsletters Formal meetings Interviews Web communication through social media
<b>Public Sector</b> <b>Private Sector</b> <b>Educators</b> <b>Media</b> <b>Civil society / People</b>	- Inform the stakeholders about risks, providing guidelines based on them	WP6 (T6.1)	Newsletters Formal meetings



<b>Public Sector</b> <b>Private Sector</b> <b>Educators</b> <b>Media</b> <b>Civil society / People</b>	- Identify the needs of the stakeholders regarding the implementation of CC indicators in view of fulfilling adaptation and mitigation measures	WP7 (T7.1)	Questionnaires Newsletters Workshops Formal meetings Interviews Web communication through social media
	- Identify a list of end-user requirements for the selected pilot cases		
<b>Public Sector</b> <b>Private Sector</b> <b>Educators</b> <b>Media</b> <b>Civil society / People</b>	- Raising awareness about CC issues and about HARMONIA platform	WP8 (T8.2, T8.3)	Workshops Newsletters Questionnaires Web communication through website and social media
	- Promoting the use of the HARMONIA service on different levels		

Table 3 - Primary stakeholders table

### **Secondary stakeholders**

Key Stakeholder Type	Aims of the engagement	WPs/Tasks of interest	Engagement mechanisms*
<b>Public Sector</b> <b>Private Sector</b> <b>Educators</b> <b>Media</b> <b>Civil society / People</b>	- Collect input regarding the list of the stakeholders, see if someone else from the network of selected stakeholders can be involved	—	Newsletters Questionnaires Web communication through social media
<b>Public Sector</b> <b>Private Sector</b> <b>Educators</b> <b>Media</b> <b>Civil society / People</b>	- Collect inputs for consultation over the development and application of a Risk and Harms Mitigation Matrix (for appropriate stakeholders)	WP1 (T1.6)	Newsletters Web communication through social media
	- Collect the expectations from the platform	WP2 (T2.1)	Questionnaires Newsletters Web communication through social media
	- Raising awareness of the stakeholders about CC issues and HARMONIA role in the process of coping with them		

	<ul style="list-style-type: none"> <li>- Elaborate a list of potential users of the program</li> </ul>		
	<ul style="list-style-type: none"> <li>- Deepen the information requirements of the platform</li> </ul>		
<b>Civil society/ People</b>	<ul style="list-style-type: none"> <li>- Quantify the CC effects on urban areas from the population point of view (citizens as observatories)</li> <li>- Acquiring in situ spatial data</li> </ul>	WP3 (T3.1)	Questionnaires Newsletters Web communication through social media  Software for a PC or a smartphone
<b>Public Sector Private Sector Educators Media Civil society / People</b>	<ul style="list-style-type: none"> <li>- Engage with relevant customers/users whenever relevant for successful achievement of the activity's objectives</li> </ul>	WP3 (T3.3)	Questionnaires Newsletters Web communication through social media
	<ul style="list-style-type: none"> <li>- Inform the stakeholders about risks, providing guidelines based on them</li> </ul>	WP6 (T6.1)	Newsletters Formal meetings
<b>Public Sector Private Sector Educators Media Civil society / People</b>	<ul style="list-style-type: none"> <li>- Identify the needs of the stakeholders regarding the implementation of CC indicators in view of fulfilling adaptation and mitigation measures</li> </ul>	WP7 (T7.1)	Questionnaires Newsletters Web communication through social media Proposals for procedures in local and state programs, legal frameworks in support to risk prevention mechanism and applications;
	<ul style="list-style-type: none"> <li>- Identify a list of end-user requirements for the selected pilot cases</li> <li>- Identify accepted risk prevention applications and monitoring tools (Use of functional units, ISO's, etc. legal frame)</li> </ul>		
<b>Public Sector Private Sector Educators Media Civil society / People</b>	<ul style="list-style-type: none"> <li>- Raising awareness about CC issues and about HARMONIA platform</li> </ul>	WP8 (T8.2, T8.3)	Workshops Newsletters Questionnaires Web communication through website and social media
	<ul style="list-style-type: none"> <li>- Promoting the use of the HARMONIA service on different levels</li> </ul>		

Table 4 - Secondary stakeholders table

### Third stakeholders

Key Stakeholder Type	Aims of the engagement	WPs/Tasks of interest	Engagement mechanisms
<b>Public Sector</b> <b>Private Sector</b> <b>Educators</b> <b>Media</b> <b>Civil society / People</b>	- Collect input regarding the list of the stakeholders, see if someone else from the network of selected stakeholders can be involved	—	Newsletters Questionnaires Web communication through website and social media
	- Collect expectations from the platform	WP2 (T2.1)	
	- Raising awareness of the stakeholders about CC issues and HARMONIA role in the process of coping with them		
	- Quantify the CC effects on urban areas from the population point of view (citizens as observatories) - Acquiring in situ spatial data	WP3 (T3.1)	
	- Inform the stakeholders about risks, providing guidelines based on them	WP6 (T6.1)	
	- Raising awareness about CC issues and about HARMONIA platform	WP8 (T8.2, T8.3)	

Table 5 - Third stakeholders table

## 5.2 Success Stories and tips for a good practice

### TIPS FOR GOOD PRACTICE

- 1 Identify stakeholders with different vertical and horizontal powers to ensure a multi-level approach
- 2 Investigate how these different stakeholders relate to each other, what is their information exchange and what synergies can be created through the collaboration of certain stakeholders
- 3 Correlate key stakeholders that can contribute to the project with each key stage of its development/ implementation process
- 4 Adapt in your language if it is possible
- 5 Develop the terms of references with composition, initial approach, structure, reporting, roles, calendar...
- 6 When approaching potential stakeholders, be convincing and realistic at the same time. Do not focus only on the responsibilities, but also on the benefits of being involved. Think laterally and widen participation
- 7 Leverage all media channels to communicate about the project and the events
- 8 Prepare the citizens' partnership strategy as soon as possible
- 9 A shared chain map will allow members to know what exchange they can create at any given moment during the IRAP development

Figure 13 — Tips for good practice

## About Workshop, Meetings, and other events

### ABOUT WORKSHOPS, MEETINGS, AND OTHER EVENTS

- 1 It's recommended to be clear about the objectives and focus of each meeting, so that the right HLSG members attend.
- 2 Workshops where participants are engaged in conversation and/or activity (propose a mix of different activities), rather than overwhelming presentations, are more likely to generate ideas and ownership of the outcome. It's also possible to get all members to explore and discuss the way meetings themselves will be organized.
- 3 It's better to determine the engagement format, one or several, regarding the scope of the purpose:
 

**Community planning events**

Carefully structured collaborative events in which all stakeholders, including the local community, work closely with specialists from all relevant disciplines to make plans for the future of that community or some aspects of it.

**Hands-on planning**

A method of community involvement where small groups make plans for the future using tabletop plans or flexible cardboard models

**Interactive displays**

Visual displays which allow people to participate by making additions or alterations to them
- 4 Could be useful to consider holding a 'virtual' preparatory meeting for HLSG coordinators 4-6 weeks before the meeting to brief them on planned content and discuss each potential participant
- 5 It's better to define the roles and responsibilities to transnational meeting participants
- 6 Written and verbal briefings to any experts presenting to the meeting, to assure that their inputs are concise and relevant
- 7 Language can be a significant barrier to meaningful interaction between Local Stakeholder Group members and Harmonia partners and must be considered in the event's preparation

Figure 14 — About workshop, meetings and other events

## Success stories



### CLARITY

CLARITY is a co-creation project based on the results of FP7 climate change to increase urban resilience and climate intelligence of large-scale infrastructure projects. The project provided an operational cloud-based climate service analysing risk and vulnerability to allow investigating risk reduction options using the open data available at the EU level such as EURO-CORDEX, Copernicus, Eurostat, etc. The project demonstration was implemented in four different countries Italy, Sweden Austria, and Spain in the context of climatic, regional, infrastructure, and hazards. The project partners developed two advanced screening web services: an "Advanced Urban Screening" service for professionals involved in urban/regional planning and "Expert Services" for urban traffic infrastructure performing offline with the exploitation of local datasets for further detailed research. Through the three years of process, example practices and selected datasets studied to build up the workflow. The co-design workshops have been carried out to conduct with local end-users and stakeholders in compliance with the needs of each location to improve the ability to develop a tool regarding the multiple climate change challenges.

As a result of the project, a rapid and inexpensive screening platform made decision-makers empowered to perform climate-proof and adaptive planning of risk-reduced options.



### Climate-fit.City

Climate-fit.City is an urban climate service for local decision-making in six cases across Europe: Antwerp, Prague, Vienna, Rome, Barcelona, Bern. Considering the increasingly extreme weather events, the project aims to enable climate services used easily and effectively by the public and private users by transforming the complex scientific data to usable local tools in an integrated perspective for emergency planning, urban planning, health, active mobility, and green infrastructure.

Climate-fit.City presents detailed climatic data considering services in diverse domains (Climate and Health, Building Energy, Emergency Planning, Urban Planning, Active Mobility, Tourism, and Cultural Heritage) with the collaborations of research centers, universities, and climate services by communicating climate impacts to citizens. The project provides services such as land use modelling on climate adaptation for heat waves, health service to demonstrate the risk of mortality during the warm days, the emergency planning service to detect extreme events, the regions which are exposed to extreme weather conditions, plans for future infrastructure, etc.

For building up the deliverables and raising awareness six workshops and training were organized. The project is disseminated by videos, training materials, marketing materials, and websites providing an interactive urban climate data platform and urban planning tools for climate change impacts. Climate.fit analyses a socio-economic impact assessment to support a revision of existing building and built environment policies at the national and the local levels.



### ThinkNature

ThinkNature is a multi-stakeholder dialogue platform from multi-disciplinary scientific expertise, policy, business, and society, as well as citizens. The project goal is to bring innovation and actions to bring more natural features and processes to cities, landscapes and seascapes. The project developed an Internet based communication platform to support the effective interaction of the various stakeholders for all NBS domains. ThinkNature is directed by sixteen stakeholders from the universities and research centres. Method of the dissemination is using a website, YouTube channels, developing a game app, training sessions of summer school. The outcome of the project is providing regulatory tools to deal with significant societal challenges, impacts of climate change with effective Nature-Based Solutions.

## 5.3 Working with Stakeholders

### ***Making Exchange happen***

To achieve effective results, local information should be presented to the consortium in the first stage of the project but also all along its evolutionary pathway. When communicating before a key stage, the project partners will have the possibility to adapt the process to stakeholders' needs, open questions and expectations, thus laying the basis for an effective, coherent, inclusive and long lasting engagement. During a key stage, the preliminary results are introduced to the Harmonia Stakeholder Group (HSG) and minor changes can still be made at this point, but this step is also relevant as it keeps the HSG aware and engaged. After a key stage stakeholders can see their ideas materialized and their concerns solved but also share their impressions. Each key stage is meant for building trust between the project's consortium and the stakeholders.

Besides, stakeholders will be constantly informed about the project's development and its results through communication and dissemination materials developed all along with the project. The results and information will be released through different channels according to the public or confidential level. The resulting list of engaged community members will be passed to WP8 for continued community management and extension.

All the local stakeholders will be contacted and asked to join a mailing list and to participate in a series of User Uptake Workshops.

### ***Build capacities through "user uptake" Workshop***

The SEP aims to create a roadmap and an associated action plan for the whole project, facilitated by a participatory planning process that will be implemented through several workshops as design thinking methods, while synergies between different types of actors will be created by bringing them together in focus group meetings and by challenging them to collaborate through practical exercises. The goal in the works with stakeholders is to expand the user base from the initial project users to 10 potential users/clients by the end of the project.

The rollout program focuses first on European users, and then on users further afield. The User Uptake program will conduct 10 user uptake workshops to raise awareness of earth observation in city planning/ hazard mitigation and 5 in-depth training sessions on the HARMONIA product benefits (WP 7, WP 8). In selected pilot sites upgraded data classification & assessment methodological approach will be applied in order to comply with national/local territorial and urban management legal practice, as well as master plans. Specific standards application will be encouraged.

## 6. Conclusion

### ***Expected results and current limitations***

The Stakeholders Engagement Plan supports Harmonia's consortium to achieve sustainable collaboration with all those territorial actors affected and interested by the project's outputs, but also to develop the IRAP Platform on real-life needs to provide high serviceability and usefulness. The focus of the engagement process will be on forming synergic relationships between a wide range of actors and developing a community around the co-conception of IRAP Platform, with a transparent dialogue with and between the stakeholders, to raise their level of understanding, awareness and inclusiveness in and for the project. The Harmonia project aims to achieve contribution at the local level from target groups representatives in all pilot countries. The aim is to reach, attract and engage all stakeholders, especially in the topics in which they can make a difference.

The HARMONIA project is developed to provide tools to predict Climate Change effects. Evidently, these climate changes will continually change, evolve, and certainly grow, thus cities' requirements/needs will also change. In this way, the platform should adapt, open and flexible, and the project should be in evolution throughout its development. In taking this into consideration, it is important to keep in mind that the groups and the stakeholders' influence/interest will be different and to be considered at every stage of Harmonia. Furthermore, due to the pandemic situation, the overall level of stakeholder engagement may be affected, and it may influence the expected results of the current Stakeholders Engagement Plan.

### ***Next steps***

The practical results of the methodological framework for stakeholders identification and engagement obtained through these activities will support each territorial/ thematic partner to set up their Local Stakeholder Group, necessary for the collection of requirements report (D2.2-M7).

Harmonia partners will act as trainers, embedding the knowledge, experience, lessons drawn from the transnational exchanges and the transnational exchanges.

The Local Stakeholder Groups will have the opportunity to interact with the international partners from Harmonia during different meetings and events.

The transnational workshops will bring together international experts and professionals in the field of climate change and data acquisition, together with the associated partner's network, to provide new approaches to Harmonia knowledge and to increase its capabilities to deliver an efficient platform.



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