

D.T.1.2.1 JOINT METHODOLOGY GUIDELINES FOR STAKEHOLDER MOBILIZATION AND ENGAGEMENT

PP5 -Vittorio Veneto Municipality



Version 3
02.11.2019



Index

| | |
|--|-----------|
| Framework Analysis..... | 3 |
| Step 1 Stakeholders Definition | 4 |
| Step 2 Stakeholders Analysis..... | 5 |
| Step 3 Stakeholders Engagement Planning..... | 7 |
| Step 4 Stakeholders Engagement Process | 10 |
| Step 5 Stakeholders Engagement Indicators | 15 |

Framework Analysis

Stakeholders engagement within the framework of Territorial Cooperation Projects is strictly connected to the definition of specific strategic objectives and clear identification of transnational and local expected results that the partners intend to achieve in the implementation of their project activities. For this purpose, a well-structured Stakeholders engagement plan must contain both information related to the general framework and definition of the targets to be reached, and the engagement strategies which are linked to a clear communication and dissemination action.

The STIMULART Joint methodology guidelines for stakeholder mobilization and engagement (D.T1.2.1) will provide general guidelines for identifying local SHs and implementing an engagement process overarching project duration, incl. knowledge sharing methods and communication activities, and exploring the possible benefits of stakeholder participation. It defines a general framework that can be adapted by each partner consistent with transnational and regional communication objectives. It provides information, to be used within the project, for local engagement actions.

Finally, it aims at defining responsibilities of partners in its implementation therefore it also contains performance indicators and monitoring and evaluation methods.

The first step of this document is to take into consideration the strategic objectives and key messages proposed within the STIMULART Project. In particular they have been considered the information contained in the following reference documents:

- Application Form;
- Project Communication Plan;
- CCIs framework analysis made by PP5 Vittorio Veneto Municipality;
- CE Programme Strategic Objectives.

The following engagement strategy is therefore integral part of the STIMULART Project strategic approach for the establishment and operation of LSGs (A.T.1.2) and shall be taken into considerations by the partners.

Specifically, the Stakeholder Engagement process within the STIMULART Project aims at enhancing the cooperation among local stakeholders (SHs) & PPs and involve key actors (CCIs; enterprises; sectoral agencies; higher education & research; NGOs; business support organisations). Key SHs will participate in local trainings, thematic workshops/study tours.

GENERAL PROGRAMME PRINCIPLES - The Central Europe Transnational Cooperation Programme (CE) is part of the European Territorial Cooperation Objective of the Structural Funds Policies (2014 - 2020), financed through the ERDF.

The specific Programme objective concerned by the project is objective 3.2: “To improve capacities for the sustainable use of cultural heritage and resources. Transnational cooperation will help improving capacities of the public and private sector dealing with the protection and sustainable use of cultural heritage and resources by supporting integrated approaches. This will allow for coordinating the preservation and management of cultural heritage and resources with sustainable growth. The development and implementation of strategies and policies for valorising cultural heritage and exploiting potentials of cultural and creative industries will trigger economic opportunities and employment at regional level.”

Step 1 Stakeholders Definition

Project background and specific objectives

In coherence with the CE Programme, STIMULART moreover focuses on cross-sectorial cooperation between CCIs and other public and private local stakeholders, in different sectors with the aim of stimulating sustainable and innovative growth in mid-size cities with sound economies but lacking capacities/skills to self-evolve (mature markets).

Innovative operational schemes supported by strategic alliances & network-based operation of CCI actors will create new entrepreneurial/managerial skills and support know-how transfer in relation to under-utilised infrastructure and urban spaces and new financing models combining resources, easing public sector burdens.

The Stakeholders engagement strategies follows a 5 steps approach:

- Step 1 Stakeholders Definition;
- Step 2 Stakeholders Analysis;
- Step 3 Stakeholder Engagement Planning;
- Step 4 Stakeholders Engagement Process;
- Step 5 Stakeholder Engagement Indicators.

As a general framework specific aim of the present document is to define common objectives and understanding of the key roles of the identified stakeholders in the project.

The first objective of the stakeholder mobilization and engagement process at local level is to raise the general awareness towards the project aim at activities and its potential impact in the region linked to urban regeneration processes through CCIs involvement.

To attract local stakeholders and key actors will also enhance their motivation to apply to the project activities and generate increased demand in participation in the piloting actions.

Generate a replicable and transferable knowledge and promote a multiplier effect in order to reach capillary a high number of subjects at local level is also a key element of the process.

Within the Central Europe Programme are moreover included several key horizontal principles that shall be considered by applying the local engagement process. These principles are:

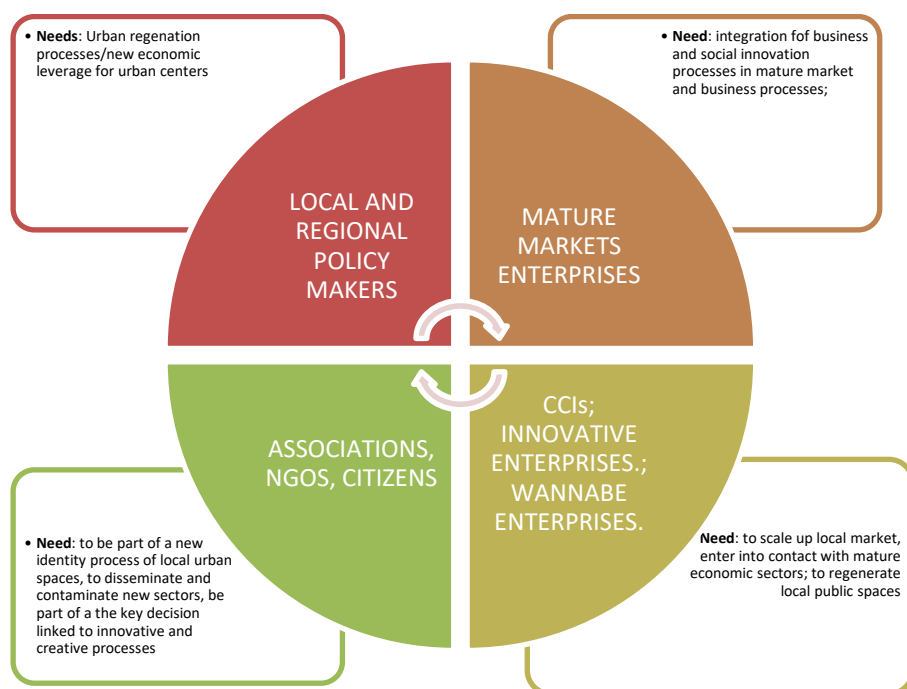
- Promotion of environmental, economic and social sustainable development;
- Promotion of equal opportunities and non-discrimination;
- Subsidiarity (in the programme context that would mean that problems are tackled, and projects are developed at the level where added value is guaranteed, and local or national solutions are no more effective than action taken at the transnational level).

Step 2 Stakeholders Analysis

The Project aims to support a multilevel cooperation process able to match very diversified targets and subjects. Each Project region shall therefore consider the importance to reach different key players at public and private level such as:

- Local and Regional Policy Makers;
- Local and Regional Decision Makers;
- Associations, NGOS;
- Mature Markets Enterprises;
- Innovative Enterprises, New Businesses, Wannabe Entrepreneurs;
- CCIs;
- Private Citizens;
- Local Motivators and Key Actors such as: Artists, Creatives, Etc.

A semi structured framework analysis of the very diversified pool of potential stakeholders to be involved proposed by this document suggest to consider these stakeholders as part of four different categories classified on the basis of their specific needs and potentialities in the process:



According to definition of the CULTURAL AND CREATIVE SECTOR (CCS) contained in the REGULATION (EU) No 1295/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013, CCIs are defined as:

all sectors whose activities are based on cultural values and/or artistic and other creative expressions, whether or not these activities are market-oriented, irrespective of the type of structure which implements them, and irrespective of the way in which this structure is financed. These activities include the development, creation, production, dissemination and preservation of goods and services which constitute cultural, artistic or other creative expressions, as well as related functions such as education or management.

The cultural and creative sectors include, inter alia:

- ✓ architecture,
- ✓ archives,
- ✓ libraries and museums,
- ✓ artistic craftsmanship,
- ✓ audiovisual media (including films, television, video games and multimedia content),
- ✓ the tangible and intangible cultural heritage,
- ✓ the design,
- ✓ festivals,
- ✓ music,
- ✓ literature,
- ✓ the performing arts,
- ✓ publishing,
- ✓ the radio
- ✓ the visual arts;

PP5, within the given definition choose a set of key sectors for CCIs to be involved in the STIMULART Project (see CCIs framework analysis made by PP5 Vittorio Veneto Municipality). The following list is therefore just an example of key sectors that might be involved in each partner's region to represent the CCS:

| | |
|---|---|
| <p style="text-align: center;">Key Sector 1 Cultural and Creative Handcraft</p> | <p style="text-align: center;">Key Sector 2 Communication, Media, Performing arts</p> |
| <p style="text-align: center;"><i>Artistic craftsmanship (furniture, household appliances, various objects, etc.), fashion (including clothes, shoes, jewellery, watches and various accessories, such as glasses, bags, etc.), design.</i></p> | <p style="text-align: center;"><i>Audio-visuals (including film and TV), video game and multimedia sector, music, performing arts (theatre, performing arts), publishing, radio, visual arts, festivals and events.</i></p> |
| <p style="text-align: center;">Key Sector 3 Food&Wine, Tourism, Leisure</p> | <p style="text-align: center;">Key Sector 4 Heritage Management</p> |
| <p style="text-align: center;"><i>Food and wine, hospitality and leisure time with an artistic / cultural / creative vocation</i></p> | <p style="text-align: center;"><i>Archives, libraries, museums, intangible heritage management practices, restorers</i></p> |

We recommend to define a limited number of key sectors to support coherence transnational actions and possible cross matching among partners.

Step 3 Stakeholders Engagement Planning

The STIMULART Project is built on previous relevant experiences and projects. The added value going beyond existing practices is given by the wide range of partners involved in the project and its capacity to merge different approaches and roles.

For this reason, the semi structured framework analysis described above shall be considered not only at local level but also at transnational level, taking into consideration:

- The local very diversified scenarios and different roles of the key players involved (in some areas actually might prevail the role of the public sector, in other the role of CCIs, or citizens etc.);
- The existing networks to be easily contacted by the partner at a very preliminary stage of the project implementation;
- The capacity of the involved key players and stakeholders to be part of a transnational process and be involved also in international activities and events.

The partnership shall act in close cooperation to support the process through the following proposed cooperation actions:

- Sharing of Local stakeholders' databases;

- Drafting of synthetic reports related to local event highlighting the key transnational cooperation elements: language skills;
- Creating a cross matching matrix of key elements arising from the local workshops: economic sectors involved; innovation potentials; replicability of existing best practices at transnational level.

The Engagement Strategy shall be focused on its specific elements and added value also in its communication approach:

To reach the above-mentioned objective the Project partners will adopt a specific strategic approach focus on a multilevel diversified action:

→ **EU and Transnational Public Decision Makers:**

Objectives:

- Discuss optimisation methods for the implementation of pilot actions;
- Evaluate the network possible extension.

Strategic engagement approaches:

Relationship at transnational level will be mainly managed by the LP and WP leaders. Possible synergies will be implemented by the partners on the basis of their relevant experience, previous contact. Communication with the Public decision makers will be planned and defined during the Steering Committee Meetings/Partner Meetings. In particular the following key actions will be discussed and defined within the Steering Committee:

- *Interim meetings between the LP/Partners and Key Institutional representatives at EU level;*
- *Participation to dedicated events;*
- *Invitation to specific project events/workshops.*

Results:

- Contribute to EU and transnational Policies for urban regeneration and CCIs;
- Contribute to the new EU Financial Framework 2021-2027.

→ **National/Regional/Local Policy Decision makers**

Objectives:

- Standardisation of EU and Regional legal frameworks;
- Promotion of administrative cooperation with the aim of improving national and regional strategic plan;
- Assess the impact of the project at national and regional level.

Strategic communication approaches:

Institutional stakeholders at national/regional and local level will be actively involved in the project activities. By approaching the proposed target groups the project aim at exploiting local priorities and specific needs. The Project will therefore adopt a multilateral communication strategy by stimulating exchange of information and field survey at transnational and regional level.

Specific key actions will be:

- Establishment of Local Stakeholders Groups;
- Open consultations;
- Networking activities with the active involvement of institutional partners;
- Local focused meetings.
- Delivery of local brief newsletters and communications.

Results:

- Integration of stakeholder's recommendations to sustain new policies' action in the next programming phase 2021-2027;
- Definition of benefits and priorities at local, regional and national level.

→ **Private stakeholders and business representatives**

Objectives:

- Assess the capacity of mature business sectors to integrate new skills and CCIs competences;
- Identify potential weaknesses and potentials in CE and EU areas;
- Communicate the benefits of an integrated approach.

More in general the involvement of private stakeholders will allow a better understanding and more effective impact of the project's proposed strategy;

- Identifying investment needs
- Planning decision for public and private investments.
- Promote PPPs Projects for Urban and Creative regeneration in medium sized cities.

Strategic communication approaches:

The concrete involvement of the private stakeholders will be a crucial step to the project implementation. Strategic communication approaches will be implemented on the basis of the objectives described above.

Specific key actions will be:

- Filed survey with questionnaires and workshops organisation;
- Open consultations;
- Seminars.
- Site visits.

Results:

- Integration of collected contributions in the final CCIs Action Plans;
- Collect feedbacks from the private stakeholders for a clear market analysis
- Involved a wide range of private stakeholders and aware them about the project benefits.

→ **Public at large/citizens**

Objectives:

- Communicate the benefits of the proposed project actions
- To stress the importance of an improved connection between CCIs and mature economic sectors for public urban regeneration
- Raise general awareness towards the CE programme and its activities and its potential impact in the region.

Strategic communication approaches:

- Key information about the project outcomes, events, and topics under discussion will be published in the project website that will be the main and overall tool of communication to the public;
- Public events and participation to local events;
- Communication through international and local press;

Results:

- Make the public at large more aware about the project benefits
- Involve the public in the social Innovation process.

Step 4 Stakeholders Engagement Process

The main objective of the stakeholder groups engagement is to contribute to the STIMULART strategy building process, enhance the cooperation and operational capacities of CCIs, sharing know-how, contribute to sustaining/spreading results & to properly implement pilots.

The STIMULART Project foresees the organisation of Local Stakeholders Groups involved in 6 rounds of LSG Workshops at each location, moreover local stakeholders will be also engaged during the study visits and participation to transnational events (such as for example the Walkshop that will be organised in Vittorio Veneto in November 2019). Local Stakeholders will be therefore involved in strategy development and the preparation and implementation of the pilot actions through the LSG workshops.

The local workshops will concerned 6 specific topics as follows:

- #1 Roll-out Gap Analysis WS results, collect mapping input;
- #2 **Entrepreneurial Competences Training**;
- #3 Roll-out Co-working Session, inputs for strategies;

- #4 Discuss CCI methods & tools;
- #5 Screening pilots;
- #6 Finalising Strategies, APs, CCI Repository.

And according to the project's structure, they are strongly linked to the definition and discussion at local level of the key deliverables reached within the project.

One transnational training action coordinated by RUNI will be organised in Vittorio Veneto with the involvement of local trainers (Thematic Group) to be trained. (D.T1.4 .4). Local trainings will be organised during the second LSG workshop. RUNI will be therefore also responsible for the assessment and monitor of the general outcomes reached through the local workshops and will collect information from the partners after each workshops' sections.

Proposed methodology for the local workshops

PP5 as task leader built up a proposed SH engagement methodology based in already gained experiences. In particular the proposal is to structure the Local Workshops according to the 'word café method' <http://www.theworldcafe.com/key-concepts-resources/world-cafe-method>.

The methodology consist in the organisation of very informal workshops with small groups' conversations activated by facilitators in a welcoming environment this facilitating the creation of synergies and contaminations among different sectors.

The methodology consists in a preliminary analysis and mapping of local stakeholders to be involved (STEP1); the Workshops organisation (STEP2) and a follow-up phase (STEP3).

STEP 1 – Setting up of a local database of key stakeholders to be involved ensuring the participation to the local workshops of:

- At least 5 CCIs
- Up to 5 'mature sectors' entrepreneurs (TRADITIONAL SECTORS) Industry (not CC) ref. CCIs framework analysis made by PP5 Vittorio Veneto Municipality
- Up to 5 Associations, NGOs
- At least 2 local policy makers in charge of the creative, economic sectors.

In order to structure the local database the partners may use the following tools:

- Open calls to select interested stakeholders: registration form to be proposed;
- Mobilisation of local business and intermediary services organisations;
- Local newsletters delivery to pre defined mailing lists.
- Organisation of local events and submission of an expression of interest form.

Total average number: from 10 participants to 25 participants each depending of the size of the involved cities and representativeness of the target.

Involvement of the identified targets in all the 6 workshops.

STEP 2 – Workshops organisation

Methodology:

- Word Cafe methodology: 2/3 hours of local workshop (MIN. 25 PARTICIPANTS)

Structure:

| | ACTION LINKED TO THE WPs (WPC) | LGs | Target | Target value (AF)* | Method. |
|---|--------------------------------|---|---|---------------------------|--|
| 1 | | #1 Roll-out Gap Analysis WS results, collect mapping input; | CCIs/Traditional enterprises/NGOS-Associations/Policy Makers | 25 participants per event | One day session (2/3 hours) |
| 2 | | #2 Entrepreneurial Competences Training; connected to DT.1.4.6 | CCIs/Traditional enterprises/NGOS-Associations/Policy Makers– Regional and National Policy makers involved | 25 participants per event | Two days session (4+4 hours) + follow up |
| 3 | | #3 Roll-out Co-working Session, inputs for strategies; | CCIs/Traditional enterprises/NGOS-Associations/Policy Makers | 25 participants per event | One day session (2/3 hours) |
| 4 | | #4 Discuss CCI methods & tools; | CCIs/Traditional enterprises/NGOS-Associations/Policy Makers | 25 participants per event | One day session (2/3 hours) |
| 5 | | #5 Screening pilots; | CCIs/Traditional enterprises/NGOS-Associations/Policy Makers – Regional and National Policy makers involved | 25 participants per event | One day session (3 hours) + follow up |
| 6 | | #6 Finalising Strategies, APs, CCI Repository. | CCIs/Traditional enterprises/NGOS-Associations/Policy Makers | 25 participants per event | One day session (2/3 hours) |

STEP3 – Proposed tools:

- **STIMULART WORKSHOP MONITORING FORM**
- **STIMULART WORKSHOP ASSESSMENT SHEET**

** Total average number: from 10 participants to 25 participants each depending of the size of the involved cities and representativeness of the target.*

Proposed participatory approach methodology:

- A. Key opening introduction by the moderator (internal or external);
- B. Initial Brainstorming session with use of flipchart to fix ideas and key words;
- C. Small Multi-stakeholders Groups creation: divide stakeholders into small groups of 3. Hand out small cards to each groups and ask to brainstorm together and come up with meanings for the topic under discussion. Ask them to write these down on the cards. Collect the cards and group or cluster them under similar topics. Try to find major headings for each group or cluster.
- D. Debriefing: the debriefing of this activity can be combined with the debriefing of the next steps proposed by the moderator.
- E. Making a list of conclusions reached by the LG.

IMPORTANT! To make photos with the brainstorming results.

WHAT'S NEXT?

After each local workshop a key challenge is to keep the stakeholders motivated and involved in the process. For this reason we suggest to create a sort of very **short local newsletter** to be regularly delivered to the mailing list of involved SH members, in order to keep them informed about the project, the on going processes and key results gained. Periodical unformal meetings might also take place. Another solution could be to create a **local facebook page (private facebook group) to share ideas and inputs (links, best practices)**.

Target groups and stakeholders will be involved within the project on the basis of different communication approaches linked to their level of involvement and final result to be obtain. The possible approaches can be summarised as described in the following chart made in the basis of methodology approach for stakeholders' engagement proposed by the UNDP in its document "Stakeholders engagement manual" Volume II, 2005. Within the Project different tools will be used with the main objective of reaching the describe targets and involve them in the project with different roles.

The communication tools described below will therefore be managed case by case since the proposed target groups could have different level of involvement throughout the project implementation with reference to specific objectives or themes.

| Level of involvement | Involvement strategy | Communication Strategy | Relation | Result |
|----------------------|---|---|--|--|
| Informing | Newsletters, Bulletins, Brochures, Reports, Websites. Public speeches, conferences, public events. Site visits. Press conferences, publicity, lobbying. | One-side direction: stakeholders are not invited to reply or to give feedbacks. | Short or long term relation: "we'll keep you informed" | To inform and form the stakeholders |
| Monitoring | Media, web and internet analysis. Possible focused interviews to the stakeholders. | One-side direction: stakeholders opinion is monitored without open debates or dialogue. | No relation | To monitor the stakeholders point of view |
| Negotiating | Public-Private Partnership and other Multilevel governance approaches | Limited on both sides: strongly connected to formal defined ex ante conditions and objectives. | Relationship built upon formal/contractual terms | To work together is a specific formal relation where objectives and frame work conditions are defined ex ante. |
| Consulting | Surveys. Focus groups. Evaluations. Individual meetings and interviews. Public events and workshops. Permanent Forums. Open discussions, feedbacks on-line. | Limited on both sides: stakeholders are invited to give feedbacks and reply to specific questions and themes proposed. | Short or long term relation: "we'll keep you informed, we'll take into consideration your suggestions and feedbacks, we'll inform you about our decisions" | To obtain information and feedbacks from the stakeholders to support internal decision making process. |
| Involving | Forum multi-stakeholder. Consulting Committees. Consensus building processes. | Bilateral and multilateral: all the involved subjects get new information and are | Medium-long term involvement: "We'll work with you to ensure that your | To work closely with the stakeholders to ensure their involvement and to |
| Cooperating | Common projects and objectives, multi-stakeholders initiatives or actions. | Bilateral and multilateral: all the involved subjects are part of a negotiated decision process and work together to take common decisions. | Long term relation | To be partners, part of a network in order to develop common solutions and shared action plans. |
| Authorising | Stakeholders are part of the Governance structure. | Formal communication flows with stakeholders internal (part of governance structure) or external (delegated to take decision) to the decision making process. | Long term relation "We'll implement what you will decide" | To delegate decision making processes related to one specific objective, to the stakeholders. |

According to the strategic document attached to these guidelines and proposed by the Municipality of Vittorio Veneto as an example of local approach for stakeholders' involvement, the possible involvement of the different targets described above ensuring a multilevel approach, in the project is particularly important and crucial for the project implementation. For this reason, the stakeholders' engagement will be ensured in the following activities:

| | Involvement of CCIs in the WPT1;WPT2; WPT3activities (level 3=all targets; level 2= only key targets identified at local level; level 1=only CCIs) | | | | | | |
|---------|---|---|---|---------------------------------------|-------------------------------|----------------------------|------------------------------------|
| | <i>GAP analysis and CCI Mapping</i> | <i>Best Practices collection</i> | <i>CCI Repository (database)</i> | <i>Stakeholders activation</i> | <i>Training action</i> | <i>Pilot Action</i> | <i>Strategy development</i> |
| Level 3 | X | X | X | X | X | X | X |
| Level 2 | X | X | | X | X | | X |
| Level 1 | X | | | | X | | |

Risks/Threats in the engagement process

Step 5 Stakeholders Engagement Indicators

In order to measure the successful implementation activities mentioned within this document and to document the outcomes of the Engagement process, the following indicators and relative target value will be used:

| | Number | Indicator | Source |
|--|------------------|--------------------------|-----------------|
| Targets reached | 25 per workshop | Number of participants | Attendance list |
| Feedback questionnaires collected | 25 per workshop | Number of questionnaires | Questionnaires |
| Personal case reports on key members of Local Stakeholder Groups | Min 1 per region | N° reports | Reports |
| Workshops assessment form filled | 6 per region | N° | Reports |

The Municipality of Vittorio Veneto is in charge of WP2 activities within the STIMULART Project. It bears the responsibility for the coordination of the proposed CCI local Strategies. However, all the PPs are involved in the decisions concerning these tasks. Moreover, each partner will take care about national, regional or local engagement actions, will support both the Municipality of Vittorio Veneto and the LP, providing them all the information related to local stakeholders (database), local events, local articles and other relevant information.

STIMULART EVENT MONITORING SHEET

DESCRIPTION: TECHNICAL WORKSHOPS n°...

MAIN GOALS: ...

DATE AND LOCATION: ...

KEY TOPIC: ...

NUMBER OF PARTICIPANTS:

- CCIs
- NGOS/ASSOCIATIONS:
- TRADITIONAL SECTORS/TRADE AND BUSINESS ASSOCIATIONS:

DOCUMENTARY EVIDENCE:

- I. AGENDA AND INVITATION LETTER
- II. ATTENDANCE LIST
- III. PICTURES
- IV. FEEDBACK SHEETS (OPTIONAL)
- V. BRIEF ASSESSEMENT REPORT

STIMULART EVENT ASSESSEMENT SHEET

SUMMARY

DESCRIPTION: TECHNICAL WORKSHOPS n°... (topics tackled and links to deliverables/outputs)

RESULTS ACHIEVED: ...

NUMBER AND TYPES OF PARTICIPANTS/TARGET GROUPS

DATE AND LOCATION: ...

KEY INDICATORS: N° QUESTIONNAIRES COLLECTED ...

HAS THE TARGET AUDIENCE BEEN REACHED: YES/NO

COMMENTS AND REMARKS

EXPECTED EFFECTS AND FOLLOW UP

.....