STEP UP Training Materials
Glasgow Learning Network

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Stakeholder Analysis and Engagement Guidebook:
Approaches and Tools

STEP UP

Glasgow
Ghent
Gothenburg
Riga

STEP UP brings together excellence in energy and urban planning from four European cities to achieve a greater sustainability impact

Contents

Introduction to STEP UP training materials

These materials have been produced by the EU FP7 STEP UP project (Strategies Towards Energy Performance and Urban Planning), which runs from 2012 to 2015. STEP UP brings together excellence in energy and urban planning from four European cities – Ghent, Glasgow, Gothenburg and Riga – to develop enhanced Sustainable Energy Action Plans (SEAPs) and innovative city projects that integrate energy, transport and ICT to achieve a greater sustainability impact.

As part of the project, each STEP UP city is working with a wider Learning Network of cities to maximise impact by replicating STEP UP activity in local city contexts, transfer skills, and promote the sharing and dissemination of city experiences and knowledge. This includes the production of training materials and courses for professionals working on sustainable city planning in Learning Network cities.

Who is this guidebook for?

This guidebook has been designed by the Glasgow STEP UP partners (University of Strathclyde, Glasgow City Council and Scottish Power) for the Glasgow Learning Network of cities, and any other cities or Local Authorities interested in conducting stakeholder analysis and enhancing stakeholder engagement activities as part of their sustainability and low carbon planning.

The guidebook is designed to allow professionals working on improving sustainable city planning to learn from and apply skills and knowledge on conducting stakeholder analysis and engagement to their own local contexts.

Stakeholder analysis and engagement is a critical component of successful and effective city planning, and whilst the focus of STEP UP and this guidebook is on energy planning and the development of SEAPs, many of the approaches and tools included here may also be valuable for professionals in other Local Authority departments interested in improving approaches to identifying, prioritising and engaging stakeholders in relation to other City activities and plans.

How to use this guidebook

This guidebook is divided into key sections to help you find the information most relevant to your own city. It can be used as a step-by-step guide to conducting stakeholder analysis and developing a stakeholder engagement plan for your city; or, it can be used to supplement and revisit existing engagement activities by providing examples of good practice from STEP UP cities, key tools and recommendations. The guidebook also provides a brief overview of the STEP UP approach to producing enhanced SEAPs.

More information about STEP UP can be found at
www.stepupsmartcities.eu

Stakeholder engagement and sustainable city planning

Achieving effective sustainable city planning and development requires strong support from city leaders and commitment from a variety of public and private stakeholders.

This engagement should:
+ start at an early stage;
+ involve ongoing collaboration and communication; and
+ foster good working relationships with key stakeholders.

Bringing together multiple stakeholders and projects offers many benefits to cities, creating opportunities for integrated solutions that can:
+ improve economic viability;
+ maximise positive social and environmental impacts;
+ increase availability of public and private investments;
+ reduce deployment risks;
+ speed up delivery; and
+ enable new projects.

Sustainable Energy Action Plans

Through the Covenant of Mayors[1] (CoM) initiative, cities across Europe are voluntarily committing to increasing energy efficiency and adopting renewable energy technologies. By signing up to the CoM, cities pledge to meet or exceed the EU 20% CO_2 reduction target by 2020 and to produce a Sustainable Energy Action Plan (SEAP) for their city. A SEAP is a key city document which details how this target will be met, setting out a programme of actions and measures that will be implemented.

Much of a city's area-wide CO_2 emissions are produced by industry, business and citizens. Therefore, successfully implementing energy actions identified in the SEAP requires strong support for, and active commitment towards, a low carbon vision for the city. This makes engaging both public and private stakeholders from an early stage critical for cities working towards effective sustainable city planning.

STEP UP project

The STEP UP project takes an integrated approach to energy planning, innovative project design and implementation by addressing three key themes together:

+ Energy and technology;
+ Economics; and
+ Organisation and stakeholders.

Through these themes, the STEP UP cities – Ghent, Glasgow, Gothenburg and Riga – have been working to significantly enhance their initial SEAPs. STEP UP aims to demonstrate that integrated planning achieves better energy outcomes and environmental, social and economic benefits, compared to traditional energy planning approaches.

Conducting stakeholder analysis and producing stakeholder engagement plans was the first stage in the STEP UP approach to producing enhanced SEAPs. To find out more about the other stages in the STEP UP approach, visit the STEP UP website (**www.stepupsmartcities.eu**) or take a look at the STEP UP guidebook to developing an enhanced SEAP, available online from May 2015.

[1] Covenant of Mayors (CoM), www.covenantofmayors.eu

STEP UP cities: Approaches to stakeholder analysis and engagement

For all four STEP UP cities, this has involved revisiting existing stakeholder analyses from their initial SEAPs, as well as identifying additional stakeholders and building more detail into their engagement plans. Beyond this, the local context greatly impacts on a city's approach to stakeholder analysis and engagement – previous experiences and good practice, existing stakeholder forums and institutional structures may all influence how a city decides to build positive, ongoing relationships with stakeholders.

Ghent:
Engage active, empowered individuals

In Ghent, the empowerment of individuals has been the focus of stakeholder activities and has been central to the approach taken to develop the city's enhanced SEAP. Existing transition arenas – thematic platforms providing an informal discussion space for a diverse range of interested parties to come together and work towards a common goal – have been utilised to involve local stakeholders in all stages of SEAP development. Ghent's bottom-up approach helps share responsibilities for the creation and implementation of the SEAP between the City and its stakeholders, with commitment declared through the signing of Ghent's Climate Charter.

Gothenburg:
Engage with networks that have significant influence

Gothenburg has taken a focus on building cooperation and fostering engagement with key stakeholders and existing networks within the city which have considerable influence, including private sector companies and academia. In specific innovative city projects, such as RiverCity[2], citizen involvement has also been fostered during vision development and has been linked with educational projects in schools.

Riga:
Utilise structured approaches to stakeholder engagement

In Riga, key stakeholders are invited to participate in various bodies with a formal mandate to contribute to the SEAP process in the long term. Alongside this, the City Council has adopted a list of institutions and personnel that are engaged and responsible for actions, ensuring political responsibility for the work and allowing politicians to work with other parties in order for key stakeholders to influence decision-making.

Glasgow:
Use a stakeholder prioritisation matrix to map stakeholders

In Glasgow, a prioritisation matrix tool was used to map stakeholders and develop a detailed stakeholder engagement plan, following deep analysis of stakeholders to better understand their interests, priorities and influence. Innovative stakeholder and citizen surveys have been used to understand the priorities and interests of a large number of stakeholders, and the process of identifying strengths and weaknesses in the previous SEAP, as well as key challenges and opportunities for the city, has been supported by workshops held with key stakeholders.

For links to more information on the approaches taken by STEP UP cities, see the 'Further information and resources' section at the end of this guidebook.

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[2] RiverCity Gothenburg: Vision (2012): http://alvstaden. goteborg.se/wp-content/uploads/2012/12/rivercity_vision_ eng_web.pdf

SEAP Governance

Once a city's SEAP is developed and approved, it will contain a number of actions to be implemented in the city to meet the carbon reduction target set earlier. Therefore, an important aspect to consider from an early stage is SEAP governance. How will the SEAP be steered? How will decisions be made about the delivery of SEAP actions and who will they be made by? Through the CoM commitment, cities are required to report on SEAP progress and monitor impact, making governance and reporting mechanisms critical to delivering on the ambitions of the SEAP.

Sustainable Glasgow Board members include:

Glasgow City Council

University of Strathclyde

Chambers of Commerce

Green Investment Bank

Scottish Government

Scottish Enterprise

Overall city sustainability strategy

Sub groups to focus on delivery in sectors / specific actions

Figure 1
Structure of Sustainable Glasgow Board

Good practice example: Sustainable Glasgow

In Glasgow, the Sustainable Glasgow[3] Board provides the governance mechanism for the SEAP. Sustainable Glasgow is the overarching strategic programme of work (including Carbon Management and City Energy) within Land and Environmental Services in Glasgow City Council. It was created in 2009 during the development of the initial SEAP for the city and has continued to enable buy-in and support for the enhanced SEAP.

The Board combines public and private interests across Glasgow, reflecting the breadth and scale of key issues affecting the city, and is chaired by the Leader of Glasgow City Council. Board members act as representatives of different sectors, with sub-groups focussing on specific themes and actions as shown in Figure 1. For example, the University of Strathclyde acts as a representative of academia as a whole and the Chambers of Commerce represent commercial and industrial interests.

The Board meets every three months and has been regularly updated on the progress made in developing the enhanced SEAP. The Glasgow STEP UP partners see this to be good practice and see establishing and reporting to a stakeholder forum to be an important part of the overall SEAP process.

Ghent, Gothenburg and Riga all have governance structures to help steer their SEAP implementation and maintain momentum in the delivery and monitoring of actions, as detailed below.

Ghent's Climate Alliance
+ Builds on established transition process within the city;
+ Shares responsibility for the creation and implementation of the enhanced SEAP between the City and stakeholders;
+ Stakeholders declare their commitment through signing the City's Climate Charter, with over 1,200 companies, organisations and individuals signed up so far.

Gothenburg SEAP Steering Committee
+ Steering committee meets every two months;
+ Members include CEOs of local energy company and municipal housing companies as well as directors of city administrations related to environmental issues.

Riga SEAP Steering Group
+ Leads on SEAP implementation in the city;
+ Members of the Steering Group are approved by the Council and comprise key stakeholders within the city, including ICT organisations and representatives from twenty grassroots organisations.

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[3] www.glasgow.gov.uk/index.aspx?articleid=3377

Stakeholder analysis and engagement – a step-by-step approach

This section provides a step-by-step guide to conducting a stakeholder analysis and producing an engagement plan, summarised in Figure 2 below. The suggested approach and key tips are based on Glasgow's experience of involving and building good relationships with key stakeholders.

Stage 1: Identifying stakeholders

List the relevant stakeholders for your city. There is no definitive approach to ensuring that all stakeholders are identified as every city is different, but some good practice points to follow are outlined below:

Mindmap

Get together a group of people from your council/organisation who are already involved in sustainable city planning and ask them to write down stakeholder suggestions on individual Post-it notes. Stick the Post-it notes on a whiteboard or flipchart, in a list or mindmap. Tell your colleagues not to worry about how influential the stakeholders are at this stage, just collect as many ideas as possible.

Think about relevant sectors

Once initial ideas have been mapped, think through relevant sectors to make sure you've covered all key areas. Try to fill in any gaps where you can. This may include: European partnerships, national or regional networks, local administrations, local and regional energy agencies, energy suppliers and utilities, financial sector, innovation players, ICT companies, transport and mobility, institutions, industry and commerce, academia, employment agencies, NGOs, tourism sector, citizens. An example list of stakeholders to consider is included in Annex A, but this is by no means exhaustive.
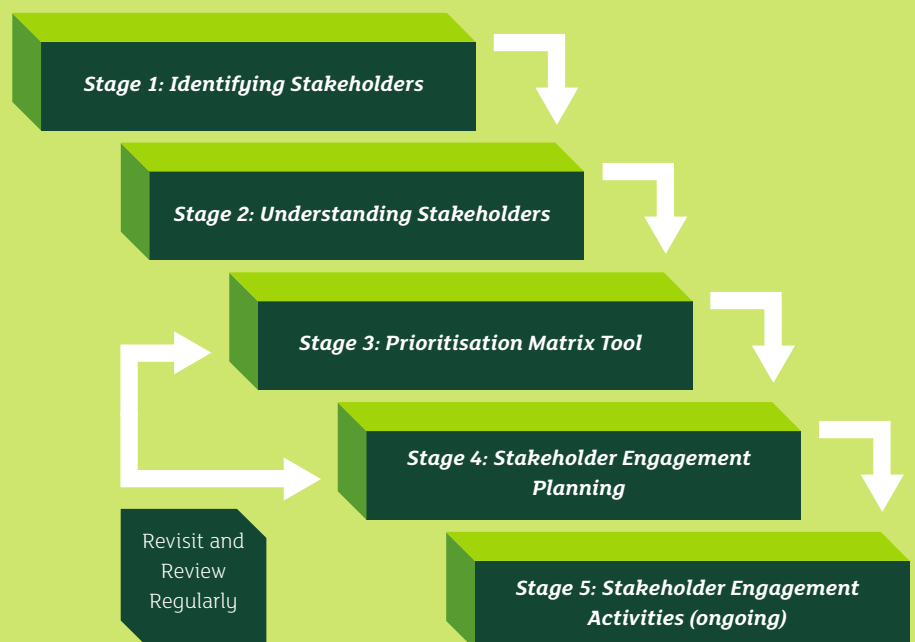
Use previous/existing stakeholder activities

Consider if there are additional stakeholders who have been identified through, or are involved in, other city initiatives. You may want to consult some existing contacts and get further ideas from them for other stakeholders who you may want to involve.

Gain different perspectives

Try to include people from relevant departments outside your own in these discussions – for example, if your sustainability team works within environmental services, invite a few colleagues from transport, housing or economic development who can provide a different perspective.

Figure 2
Key stages of stakeholder identification, analysis and engagement planning

Stage 1: Identifying Stakeholders

Stage 2: Understanding Stakeholders

Stage 3: Prioritisation Matrix Tool

Stage 4: Stakeholder Engagement Planning

Stage 5: Stakeholder Engagement Activities (ongoing)

Revisit and Review Regularly

Stage 2:
Understanding stakeholders

For effective stakeholder involvement, it is important to understand not only who the stakeholders are, but also their interests, the nature of their organisation and their interactions with other stakeholders. Whilst this may be possible in part through desk-based research, it will be much more useful to contact stakeholders directly. This can be achieved in any combination of communications, such as:

+ Private meetings;
+ Telephone interviews;
+ Connecting through forums or events; and
+ Online surveys (useful to reach a large number of stakeholders).

This is particularly important for stakeholders who you have not worked with in the past, or who are unlikely to be aware of the city's sustainability agenda. Wherever possible, make use of existing contacts to help you identify the relevant people in organisations where your team does not have an existing connection.

Before engaging with new contacts, think about the focus or ambition of the organisation and how your sustainable city planning work relates to them – this will help you gain their interest, set up an initial meeting or call, explain the relevance of your anticipated stakeholder involvement and foster good communications for the future.

Stage 3:
Using the stakeholder prioritisation matrix tool

Once your team is confident that it has identified and understood the relevant stakeholders for your city, the stakeholder prioritisation matrix allows you to map stakeholders according to their power and interest in the sustainable city planning agenda of your city. The purpose of this is to identify the key stakeholders most important for you to establish and maintain good working relationships with, but also those who will be highly influential in the success of your initiative.

Using a matrix tool provides a structured and thorough way of mapping and categorising priority stakeholders. To use the matrix in Figure 3, place stakeholders within a category according to their power and interest in the SEAP process (or other sustainability initiative within your city). A handout for participants in stakeholder analysis workshops is included in Annex B, and a prioritisation matrix template is available on the STEP UP website (see Training Courses pages[4]).

This tool allows stakeholders to be categorised into one of four key stakeholder groups:

Key player (high power and interest)
Focus your engagement efforts on stakeholders in this group. Involve them in governance and decision making bodies, create good channels of communication and consult with them regularly.

Meet their needs (high power; low interest)
Engage and consult with this group of stakeholders on key areas of interest. Try to increase their level of interest during the project so that they become key players.

Show consideration (high interest; low power)
Keep these stakeholders informed and consult them on areas of interest. Stakeholders in this category may be potential supporters or ambassadors for your project.

Least important (low interest and power)
Inform this group via general communications, such as newsletters, mail shots and website information. Follow up on enquiries or feedback received from this group to increase their interest in the project.

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[4] If using the hard copy version of this guidebook, please visit the STEP UP website (www.stepupsmartcities.eu) for the online version in which hyperlinks are available.

High

Power

Low

| Meet Their Needs | Key Player |
| Least Important | Show Consideration |

Low   **Interest**   **High**
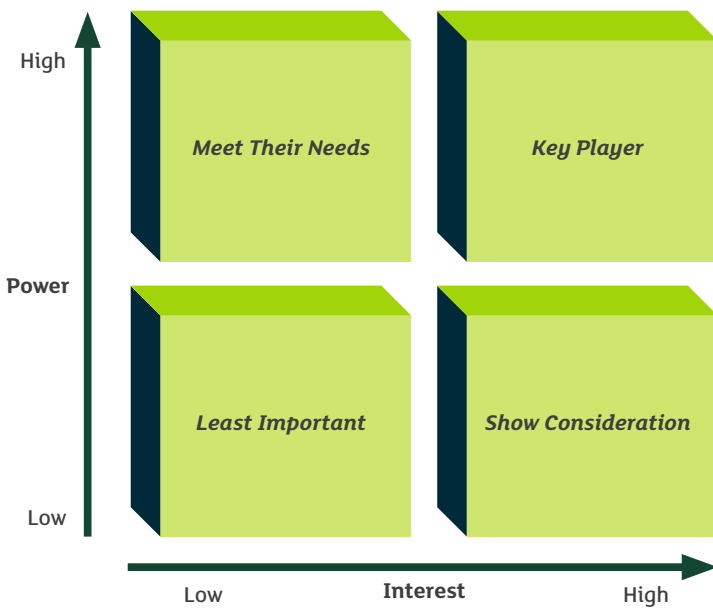
Figure 3
Stakeholder prioritisation matrix tool

Tips for using the matrix

Work in small groups
Try dividing your team into small working groups. Give each a copy of the matrix and a list of identified stakeholders to discuss and categorise. It can be a good idea to use a whiteboard or flipchart with stakeholders written on Post-it notes, to allow organisations to be easily moved around.

Discuss different outcomes
After groups have categorised the stakeholders, come together as one group. Discuss the differences and similarities between the matrices and decide where to place the stakeholders.

Colour-code
Once all stakeholders are positioned in the matrix, think about how likely it is each stakeholder would respond positively to any approach made to engage them in your city initiative. This may help you to focus your efforts when developing a stakeholder engagement plan (see below). A clear 'traffic light' example could be:
+ Green: supportive and in favour of the project;
+ Amber: neutral;
+ Red: likely to be a blocker to the project.

Stage 4:
Creating a stakeholder engagement plan

Having identified the most interested and important stakeholders, create a plan for engaging these stakeholders. If you have limited time and resources available, you may want to focus on priority stakeholders, or group those in the 'least important' category for example. The aim of this plan should be to achieve stakeholder participation in, active ownership of and long term commitment to your city's SEAP, or for engagement in a particular project or city initiative.

To achieve this, the plan should list stakeholders and show when, how and why the city plans to communicate and engage with each stakeholder. Identifying appropriate communication channels is critical to effective, ongoing stakeholder involvement. It can be useful to create this plan as a spreadsheet to allow for easy categorisation and for updates to be made as necessary. An example of some useful headings to include in your city's engagement plan is shown in Figure 4.

A full Excel template which can be used to input your own city stakeholder information is provided on the STEP UP website (see Training Courses pages[5]). This spreadsheet includes additional headings to help you consider what type of involvement each stakeholder is likely to have, at what stage(s) in SEAP development and implementation this will take place, and what the engagement is trying to achieve.

Figure 4

Example of a stakeholder engagement plan

Stakeholder sector	Stakeholder	Stakeholder sub-group	Matrix category	Likelihood of engagement	Type of Communication	Stage(s) in SEAP development / implementation
Below are some examples for how to complete an engagement plan for your own stakeholders.						
Local Authority	XX City Council	Department	Key Player	Green	Face to face, e-mail	Throughout
		Partnership	Meet their needs	Green	Face to face, e-mail	Throughout
Energy sector & Regulation	Energy Suppliers	XX	Key player	Amber	Face to face, e-mail	Throughout
		XX	Key player	Red	Face to face, e-mail	Planning
	Regulator	Ofgem	Meet their needs	Amber	Newsletter, event, media	Initial development
Education	XX University		Show consideration	Green	Face to face, e-mail	Initial development

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Communication approaches will vary depending on the local context and background in your city. Engaging with internal, external and international stakeholders means a variety of different communication methods will likely be needed, including:

Information and education tools
Such as brochures, newsletters, advertisements, exhibitions and site visits.

> **Good practice**
>
> *Riga produces a specialised brochure about its SEAP, quarterly e-newsletters are sent to over 300 stakeholders and events are announced on the Riga Energy Agency website and via social media channels. Events are also streamed and made available online at a later date to engage an even wider group of stakeholders.*

Involvement and feedback tools
Such as telephone hotlines, websites, public meetings, teleconferences, surveys, staffed exhibitions and focus groups. Successful workshops and public meetings have been held across all STEP UP cities and city websites have been highly useful in advertising events and providing updates and feedback to stakeholders.

> **Good practice**
>
> *Glasgow has hosted stakeholder workshops in which participants have analysed the city's initial SEAP, highlighting strengths and weaknesses and recognising the opportunities for the city in developing an enhanced SEAP. Stakeholder surveys have also been very effective in gaining responses from large numbers of both organisations and citizens, with input provided on city visions and targets and indicating encouraging interest in staying involved as the enhanced SEAP develops further.*

> **Good practice**
>
> *All cities are applying established indicators to evaluate the impact of particular communication tools, such as head counts at seminars, surveys and website and social media traffic.*

Extended involvement
Including community advisory committees, board membership and citizens' juries.

> **Good practice**
>
> *Ghent uses 'transition arenas' to maintain and increase the empowerment and engagement of stakeholders in climate and energy issues through its Climate Alliance.*

> **Good practice**
>
> *Gothenburg is engaging with its Youth City Council, a youth representative group that has some influence on decisions in Gothenburg. In this way, links are made between the SEAP and the city's Climate Strategy Programme and larger audiences are engaged.*

Engaging with internal, external and international stakeholders means a variety of different communication methods will likely be needed

Stage 5:
Ongoing stakeholder engagement activities

Having created your plan for stakeholder engagement, you now need to follow through on planned communications, meetings and stakeholder activities throughout the development, implementation and monitoring of your SEAP.

Tips for creating an effective stakeholder engagement plan and ongoing engagement

Gain input
For stakeholders most critical to the success of a SEAP or city project, you may want to organise a workshop or meeting to provide stakeholders with a clearer idea of what the initiative will achieve and why it matters to them.

Sell the benefits
As noted above, stakeholders will need to understand why they should engage – what's in it for them. Make sure that engagement and communications approaches are tailored to specific stakeholders so that they can understand the benefits; this in turn should help ensure their ongoing support and involvement.

Re-engage past stakeholders
Workshops or meetings can also be a good opportunity to re-engage any key stakeholders who may have been involved in similar initiatives in the city previously but have since become disengaged. This is the city's chance to foster their interest, their participation and also demonstrate that the initiative has momentum and a clear timeframe.

Reach out to a wider audience
Online public consultations and surveys are a less time-consuming and wider-reaching alternative to face-to-face meetings which can be used to ask organisations and citizens for their views on SEAP issues such as vision, carbon reduction targets and SEAP development. Such surveys can also be sent to community groups and citizens to encourage their participation in determining a low carbon future for the city.

Use social media to raise awareness
Social media channels and online web portals can be very effective in increasing awareness of surveys and for providing reminders of closing dates to gain maximum publicity and participation.

Revisit and review
Stakeholder influence, interests and likelihood of engagement are dynamic and will change over time, as will the nature and activities of your project. Revisit your prioritisation matrix every few months with colleagues and talk through any suggested changes. This also presents an opportunity to add in any new stakeholders, or remove those that are no longer seen to be relevant. Use these changes to review and update your stakeholder engagement plan, and to add in any additional communication channels or opportunities that have emerged since the plan was first designed.

Recommendations for effective stakeholder analysis and engagement

Experiences from STEP UP cities have led to a number of learning points that may be helpful as you consider how to conduct stakeholder analysis and develop an engagement plan as part of your SEAP process.

Benefits and opportunities of engaging stakeholders

+ Engaging stakeholders ensures SEAPs, or other projects and initiatives, are aligned with city opportunities and needs;
+ Establishing strong partnerships facilitates the delivery of smart and sustainable cities over the long-term, reducing risks to the development and implementation of SEAPs and allowing cities to create more ambitious projects.

Common challenges amongst STEP UP cities, and potential solutions

+ Keeping stakeholders active and engaged: however, this is essential to maximise delivery of all opportunities both within cities and through national and international cooperation:
    + Plan stakeholder engagement into all stages of the SEAP process;
    + Where possible, build cooperation based on common interests or mutual ambitions.
+ Balancing the interests of various groups with differing priorities for the long-term benefit of a sustainable community:
    + Engage different groups of stakeholders at different stages of the process and via different tools that suit their needs and interests – consider the particular skills and resources that key stakeholders can offer.
+ Finding sufficient resources for stakeholder engagement activities and communications, especially in times of Local Authority budget cuts:
    + Be innovative in your communications approaches – this may involve adopting new channels of communication, or using existing communication channels in new ways;
    + Social media channels can be effective in raising awareness of updates, events or stakeholder surveys to a wide audience.

Further recommendations

+ Take opportunities to strengthen engagement with sectors and groups of stakeholders where this has previously been weak – the result will be a more comprehensive and effective SEAP;
+ Build in self-assessment to stakeholder analysis and engagement plans – visit them on a regular basis as stakeholder relations develop;
+ Tailor your stakeholder approaches to suit your local context, city visions and priorities and history of stakeholder engagement;
+ Bear in mind potential sensitivities of stakeholder prioritisation – you may only want to share the details with those who are working closely on SEAP development.

Tailor your stakeholder approaches to suit your local context

Further information and resources

STEP UP

Downloadable resources, project updates from different cities and examples of other aspects of sustainable city planning and implementation in practice: **www.stepupsmartcities.eu**

Some specific relevant sections of the website include[6]:

Glasgow's activities
+ Stakeholder and organisations survey
+ Citizen survey
+ Stakeholder workshop

Ghent's activities
+ Stakeholder workshops
+ Stakeholder approach

Gothenburg's activities
+ Citizen involvement in RiverCity initiative

Riga's activities
+ SEAP public consultation events

Covenant of Mayors

Read existing SEAPs for cities across Europe, download a copy of the 'How to Develop a Sustainable Energy Action Plan' guidebook and view frequently asked questions from other Covenant signatories: **www.covenantofmayors.eu**

Scottish Cities Alliance

The Scottish Cities Alliance (SCA) is working with Scotland's cities to transition to a smart and low carbon economy, and supports STEP UP in promoting knowledge exchange and learning between Scotland and a network of cities across Europe: **www.scottishcities.org/low-carbon-economy**

Sustainable Glasgow

Keep up-to-date with projects, events and sustainable city news in Glasgow: **www.glasgow.gov.uk/index.aspx?articleid=3377**

Sustainable Scotland Network

The Sustainable Scotland Network (SSN) has a range of information, resources and events designed to support the public sector in action on sustainable development: **www.keepscotlandbeautiful.org/ssn**

University of Strathclyde's new Masters course in Global Sustainable Cities

This is an innovative programme focussed on tackling major urban opportunities and issues. Find out more about full- and part-time options at: **www.strath.ac.uk/courses/postgraduatetaught/globalsustainablecities**

[6] If using the hard copy version of this guidebook, please visit the STEP UP website for the online version in which hyperlinks are available.
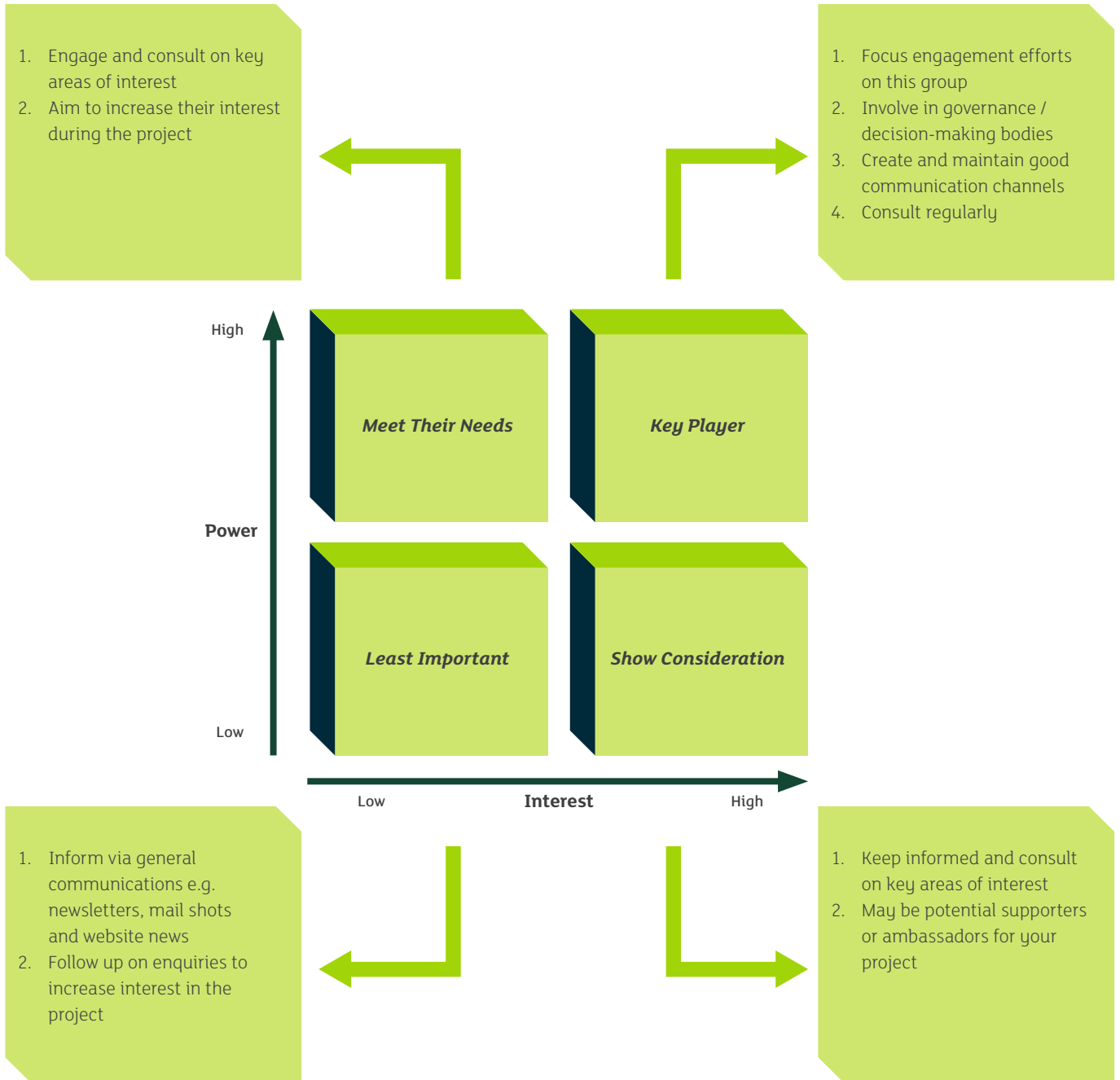
Annex A
– *key stakeholder sectors*

Sector	Examples of stakeholders
European partnerships	Eurocities, Energy Cities, Smart Cities and Communities Stakeholder Platform
National/regional administrations and networks	Scottish Cities Alliance Energy and Climate Change Directorate, Scottish Government DECC
Local administrations	Transport, Housing, Economic Development, Land and Environmental Services Departments, local politicians
Energy suppliers and utilities	Public/private energy and utilities companies
Financial sector	Green Investment Bank
Innovation players	Urban think tanks, institutes and centres for sustainable city development
ICT companies	Public/private ICT providers and companies
Transport and mobility	Public transport providers Cycling and pedestrian organisations
Institutional stakeholders	Chambers of Commerce Architectural, engineering, town planning and other professional organisations City advisory boards e.g. housing
Industry and commerce	Multinational companies Energy intensive companies
Academia	Universities and research institutes Adult education institutions
Employment agencies	Economic Development Department of Local Authority Economic partnerships
Not-for-profit sector	NGOs Civil society representatives
Tourism	Tourism agencies
Citizens	Citizens organisations, individuals

Annex B – stakeholder prioritisation matrix (handout)

1. Engage and consult on key areas of interest
2. Aim to increase their interest during the project

1. Focus engagement efforts on this group
2. Involve in governance / decision-making bodies
3. Create and maintain good communication channels
4. Consult regularly

High

Meet Their Needs

Key Player

Power

Least Important

Show Consideration

Low

Low   **Interest**   High

1. Inform via general communications e.g. newsletters, mail shots and website news
2. Follow up on enquiries to increase interest in the project

1. Keep informed and consult on key areas of interest
2. May be potential supporters or ambassadors for your project

Our partners