GreenHeritage

The impact of Climate Change on the Intangible Cultural Heritage

Deliverable D5.2
GreenHeritage Stakeholder Analysis

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EXECUTIVE SUMMARY

The purpose of the Stakeholder Analysis (SA) is to support the identification and tailor engagement of the diverse stakeholders throughout the **GreenHeritage** project.

Stakeholder analysis is conceptualized as a recurring and circular activity throughout the entire life of the project. Therefore, the report constitutes a living document that defines a common methodological strategy for stakeholder identification and mapping and a database that will be updated during the project's lifetime with internal upgrades.

The stakeholder mapping strategy and database provide a single point of reference for the selection of Quadruple Helix stakeholders for the organization of policy dialogues expected under Task 5.2 and a key asset for targeted communication and dissemination activities to exploit the project outcomes as planned in the dissemination strategy (see GreenHeritage deliverable D5.1).

1. Introduction

1.1. Document organization

The present document is organized into the following sections:

2.Stakeholder definition and identification

3.Stakeholder analysis and mapping

4.Stakeholder database

5.Conclusions

6.References

7.Appendixes

1.2. Reference Documents

Document name	Reference number
GreenHeritage – Annex 1: Description of Work	Grant Agreement nr. 101087596
Green Heritage Deliverable D5.1_ Dissemination plan	Green Heritage Deliverable D5.1
Green Heritage Deliverable D.1.7_ GreenHeritage Privacy and Open Data policy and procedures	Green Heritage Deliverable D.1.7

1.3. Acronyms and Abbreviations

Acronym	Description
ELO	European Landowner's Organisation
EU	European Union
GA	Grant Agreement
ICCROM	International Centre for the Study of the Preservation and Restoration of Cultural Property
ICLEI	Local Governments for Sustainability
ICOM	International Council of Museums
ICOMOS	International Council on Monuments and Sites
NEMO	Network of National Museum Organisations
NGO	Non-Governmental Organization
PEARLE	Performing Arts Employers Association League Europe
PO	Project Officer
SA	Stakeholder Analysis
URL	Uniform Resource Locator
SME	Small Medium Enterprise
ST21	European Heritage Strategy for the 21st century

2. Stakeholder definition and identification

Stakeholders are those actors (individuals or groups) who have an interest in a particular decision (e.g., policy, product, or project) either as individuals or representatives of a group. This includes those actors who (can) influence a decision, as well as those affected by it (Hemmati, 2002).

In climate change adaptation studies, the term stakeholder usually refers to policymakers, scientists, administrators, communities, and managers in those economic sectors that are most at risk (Conde & Lonsdale, 2003), which reflects the definition of Quadruple Helix stakeholders, i.e., representatives from science, industry, government, and civil society (Carayannis, Elias & Campbell, 2009).

The active participation of diverse stakeholder groups is of paramount importance for the climate adaptation process. Given the wicked nature of sustainability problems (Cuppen, 2012), relevant and diverse stakeholders possessing different types of knowledge need to be brought together to define and probe the boundaries of a problem as well as to identify the most appropriate measures for climate adaptation (i.e., innovations that anticipating climate-related hazards attempt to prevent or minimize potential damage).

Such measures require being feasible and effective, while at the same time being favourably receipted and socially accepted by different publics. Thus, meeting their needs, expectations and concerns means ensuring their support for the implementation of adaptation policies and solutions (Reed et al., 2009).

However, stakeholder engagement activities must be carefully designed and implemented to exploit this diversity and ensure meaningful and effective engagement. In this regard, stakeholder analysis or mapping is a key step for carrying out a reasoned selection and adopting tailored engagement activities.

Stakeholder mapping in climate adaptation projects may be challenging due to the diverse nature of climate impacts and the specificities of contexts, ranging from biophysical characteristics to cultural features. Therefore, the Stakeholder Analysis report elaborates a common framework to define the different interests at stake that are relevant for supporting the knowledge production activities across the project, i.e., from problem scoping to solution finding.

This requires asking who the stakeholders are regarding the cultural heritage domains, what stakeholders are likely to influence or be impacted by the decay or loss of elements of cultural heritage, and how their knowledge and power might be strategically used and integrated when developing adaptation measures. Therefore, the first step for effective stakeholder engagement is represented by understanding the stakeholder characteristics and needs, prioritizing their potential involvement and identifying those stakeholders who might be impacted but neglected.

2.1 Identifying the diverse range of stakeholders: stakeholder identification and categorization

The European Heritage Strategy for the 21st Century (ST21) defines heritage stakeholders including public authorities across different scales (local, regional, national and European), professionals, non-governmental organizations, the volunteer sector, and civil society.

Accordingly, **GreenHeritage** will involve quadruple helix stakeholders, i.e., stakeholders from science, policy, industry, and society, throughout its implementation (see D5.1).

To identify stakeholders across countries and sectors of society in a coherent and inclusive way, a common methodology is needed to ensure consistency among country partners and case studies.

Due to the nature of the project, three levels of stakeholders need to be differentiated.

First the European/supranational stakeholders, i.e., interest groups present or active beyond the borders of specific countries, regions and case studies, with a direct or indirect influence on the cultural heritage domain more broadly.

Second, the national stakeholders, which are relevant for each partner institution.

Third, the local stakeholders, which depend on the identified case study.

National and local stakeholders can include a wide range of interest groups, and thus stakeholder mapping requires locally sensitive expertise in terms of familiarity with the context and its cultural and socio-political background.

Here the key critical and reflective questions used to identify the stakeholders are presented:

- Who will be possibly affected by the loss or decay of (intangible) cultural heritage?

- Who is responsible and can have the interest and capacity to influence the scoping and solution finding?

- Who are the potential supporters and partners of our project?

- What voices or interests on the subject may be excluded or marginalized in the process?

- Who will be responsible for managing project outcomes and implementing solutions?

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- Who can facilitate or hinder the project outcome and implementation of adaptation measures?

To more effectively guide the process of identifying and categorizing quadruple helix stakeholders, preliminary categories and subcategories of stakeholders have been identified (see Table 1 providing a categorization of stakeholder groups and subgroups with examples of European stakeholders).
These stakeholder categories can be defined as:

1. **Governmental actors**, including policymakers, public bodies, and political authorities across various scales of governance that have accountability in cultural heritage or environmental management, e.g., cultural heritage ministries, mayors of municipalities hosting cultural heritage sites, cultural heritage protection units, etc.
2. **NGOs and civil society**, including non-profit, volunteer and civil society organizations active in the field of nature and cultural heritage conservation, or citizen groups and communities that may be directly impacted by the loss or decay of cultural heritage such as communities that depend on or whose (economic) identity is strongly intertwined with material elements of cultural heritage, e.g., tourists and tourism-based communities whose livelihood and identity strongly relies on a specific natural site or resource.
3. **Business /economic actors**, including those economic sectors, labour unions, or professional orders having a direct connection with elements of cultural heritage, e.g., small and medium enterprises, art and crafts, agriculture, and tourism and hospitality sectors.
4. **Professional groups,** including professionals in the science, education, and management fields of the environment and cultural heritage, whose primary end is not financial gain.
5. **Media and communication,** including all those agencies and groups (e.g. national and local media, content creators' communities - photographers and video-making - or communication agencies) that can raise the attention on cultural heritage and ecological state.

Stakeholder groups	Subgroups	Examples
Governmental actors	• Government Ministries and departments • Local authorities/municipalities • Tourism bodies	• ICLEI - Local Governments for Sustainability
NGOs and civil society	• Cultural heritage • Land/environmental management • Creative arts • Local associations preserving traditions • Local communities • Youth groups • Grassroots initiative	• Europa nostra • Culture Action Europe • Civilscape • International Council on Monuments and Sites (ICOMOS) • The Future is Heritage
Business/economic actors	• SME • Creative industry • Art & Craft • Agriculture • Tourism & hospitality • Donors, banks and foundations • Landowners • Unions	• European Landowner's Organisation (ELO) • European Historic Houses Association • Performing Arts Employers Association League Europe (PEARLE)
Professional groups (science, education, and management)	• Scientific research • Education (Universities and Schools) • Nature reserve managers • Museums	• Uniscape (European Network of Universities Dedicated to Landscape Studies) • Network of National Museum Organisations (NEMO) • International Council of Museums (ICOM) • International Centre for the Study of the Preservations and Restorations of Cultural Property (ICCROM) • Architects' Council of Europe
Media and communication	• Local or national media • Digital communication/ content creators (photograph and video-making) • Communication agencies	• Google Arts & Culture

Table 1. Preliminary categorization of stakeholder groups and subgroups with some examples

2.2 Stakeholder identification method

The strategy for stakeholder identification in **GreenHeritage** consists of five main steps and activities (see Figure 1) that will guide the continuous identification and analysis of stakeholders throughout the project lifetime once the case studies and the elements of intangible cultural heritage will be geographically and thematically defined.
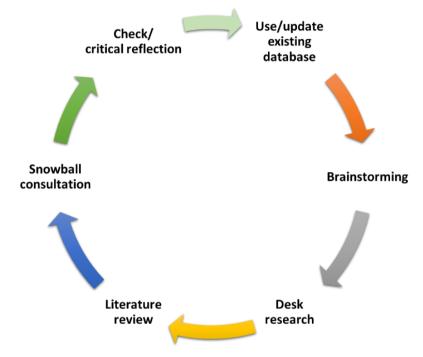

Figure 1. The stakeholder identification iterative strategy

2.3 The six-step strategy

I.   **Use and update existing lists/databases**, e.g., from previous projects, to identify well-known or easily recognized stakeholders (usual suspects) based on pre-existent knowledge of the national context.

II. **Internal brainstorming/participatory mapping** within the project teams to identify and categorize additional actors active in the field, which can help identify new stakeholders based on the identified categories.

III. **Desk research and exploration of networks** (thematic, sectorial, and geographical).

IV. **Literature review**, searching from similar cases, research projects or relevant initiatives (e.g., educational, awareness raising) including papers, conferences, reports, or workshops (e.g., Halmevik et al., 2022).

V.   **Snowball approach**, contacting and/or discussing with groups of key actors and stakeholders asking them to suggest any relevant stakeholder that can be interested or impacted by the project and the topic.

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VI. **Critical reflection and appropriate mitigation actions**, by checking and critically reflecting on the stakeholders identified to ensure that inclusiveness and representativeness are considered at earlier stages during the project (see Box 1 below).

Box 1

'USE CAUTION': ENSURING INCLUSIVENESS AND REPRESENTATIVENESS OF INTERESTS AND KNOWLEDGE SYSTEMS

Ideal engagement processes should fit with substantive, normative and instrumental rationales to improve the quality of assessment and decisions, enhance their legitimacy, and lead to increased understanding, knowledge and decision-making capacity of the diverse actors involved (Fiorino, 1989; Stern & Dietz, 2008).

Accordingly, ensuring inclusiveness and representativeness is fundamental to avoid as much as possible that the project activities underrepresent, overrepresent, or completely neglect particular societal groups and knowledge systems. Indeed, not all stakeholders have the same 'visibility' or opportunities to participate and contribute. This means that their identification using mainstream channels can be difficult, or that the existing explicit and implicit barriers to access are not considered, which in turn can negatively influence the outcome at play.

Factors to be considered include among others gender, ethnicity, age, expertise/awareness, education level, geographical location/proximity, governance levels, or belonging to other minority and marginalized groups.

These are critical factors for ensuring that the diversity of knowledge and interests, as well as the potential barriers to meaningful participation in the production of action-oriented knowledge, are recognized.

In turn, this means considering how externalities from climate change or adaptation measures can impact groups' capabilities (e.g., limiting access to natural resource-based livelihoods).

Consulting with organizations, such as local or national NGOs or civil society organizations, can be an effective way to identify, reach out, and work with local communities.

With this in mind, a checklist has been developed with specific questions that encourage reflection and appropriate actions (see Annex 1).

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3. Stakeholder analysis/mapping

As stakeholders do not all have the same interests, needs, power or influence, it is important that beyond identification and categorization, a stakeholder analysis is performed. This means assigning to the identified stakeholders some characteristics or scores that should inform the selection process in engagement activities, e.g., prioritizing particular stakeholders in the organization of policy roundtables or tailoring dissemination and awareness-raising activities to targeted populations (cf. GreenHeritage deliverable D5.1).

A combination of basic criteria that can inform the engagement strategy based on the position of stakeholders in a visual map has been used to analyse stakeholders.

One of the primary methods to assess stakeholders, the power-interest grid (Freeman, 1984), which defines the stakeholders' "stake" in a certain project, decision, or area, based on the two variables of power and interest has been adapted.

3.1   The power/influence-interest grid

This method allows grouping and visualizing stakeholders considering their role or potential impact. It categorizes the stakeholders according to:

o   their level of power, intended as the capacity to influence the assessment, decision-making, and implementation of adaptation measures to climate impacts on cultural heritage, through e.g., political connections, social reputation and influence, economic resources, access to expertise and technical capacities, etc.
o   their level of interest, intended as stakeholders' level of engagement, awareness or concern on the topic and their desire or right to be involved.

The grid of Figure 2 has been obtained by ranking the power and interest of stakeholders and triangulating these measures.

On the y-axis, the potential or existing power of the stakeholder is evaluated. On the x-axis, the interest level of the stakeholder is evaluated, defined as the potential or existing stakes, benefits or impacts it can get or receive.

Plotting the stakeholder in the power/interest grid gives researchers a direct hint of their significance, determining "clusters" of stakeholders, also defined as targeted groups, orienting the selection of stakeholders for specific engagement activities and tailoring dissemination according to their level of power and interest.

The four quadrants of the grid can define four categories of stakeholders:

1.   **Low power, low interest**: these stakeholders are usually defined as secondary or potential stakeholders rather than actual ones. Usually, they need to be kept informed throughout the project. Considering the nature of the **GreenHeritage** project they can be considered a target for specific dissemination activities to increase their awareness and interest.

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2. **Low power, high interest**: these stakeholders should be actively involved and supported to ensure their participation in the project and access to spaces of knowledge production.
3. **High power, low interest**: these stakeholders should be carefully consulted and monitored throughout the project as they have a high power and capacity to influence. The project should seek to raise their interest and transform them into players.
4. **High power, high interest**: these stakeholders can be defined as primary stakeholders or players. They are critical for the success of the project and should be integrated in a strategic, sustained, and effective way ensuring meaningful engagement and collaboration across the project lifetime.
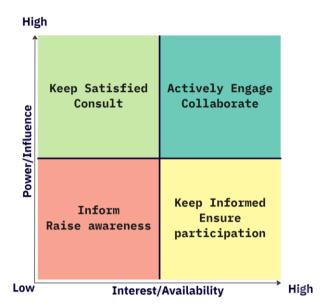

Figure 2. Stakeholder categorization according to the power-interest grid

3.2 Methodological steps

To rank the two dimensions we rely on a few guiding questions to understand stakeholders' needs, interests, and perceived risks and opportunities regarding the protection of cultural heritage.

• What financial, professional or emotional interests do they have in the outcome of the project? Are they positive or negative?

• How can they or their network benefit from and contribute to the results of the project?

Accordingly, to attribute the stakeholders to the four "categories", a four-point scale is used to identify the amount of power and interest a stakeholder might have:

Power

4	High power to influence scoping, decision-making and implementation of adaptation measures
3	Some power to influence scoping, decision-making, or implementation of adaptation measures
2	Little power to influence scoping, decision-making, or implementation of adaptation measures
1	No power to influence scoping, decision-making, or implementation of adaptation measures

Interest

4	High interest - high level of engagement and concern on the topic, and high desire or right to be involved
3	Some interest – medium level of engagement and concern on the topic and desire or right to be involved
2	Little interest – little interest, concern, right and desire to be involved
1	No interest – disengagement and lack of awareness

The values 1 and 2 represent the low corresponding quadrants, while the values 3 and 4 represent the high corresponding quadrants.

Once allocated the stakeholders according to the dimensions of interest and power, a differentiated approach will be established to communicate with stakeholders, for example inviting all stakeholders with high interest and high power to workshops and policy roundtables.

4. The stakeholder database living document

Through stages 1 to 4 of the outlined stakeholder mapping strategy, the GreenHeritage project will manage a living document referring to a database of stakeholders having an interest or influence in the nexus of cultural heritage and environmental management.

A template for stakeholder identification, categorization, and analysis has been prepared. The GreenHeritage Stakeholders database uses the EU-Survey tool (https://ec.europa.eu/eusurvey/home), which enables secure data management, and will be accessible to the consortium members to organise the GreenHeritage project activities.

In line with the Privacy and Open data policy and procedures (see GreenHeritage deliverable D1.7), only the partners of the **GreenHeritage** project have access to the data of this database.

The database is organised considering the transnational, country-level (i.e., Belgium, Greece, Italy, Latvia and Spain), and local-level stakeholder groups and gathering the following stakeholders' information.

Administrative and general information

- Stakeholder name: Name of the organization or group
- Stakeholder description: Short description/bio of the organization or group
- Website and social media account: Website URL, LinkedIn URL, Twitter account, Facebook account, Other links (specify)
- Contact information (main contact person): Name, Family name, E-mail, Address, Phone number

Project information

- Stakeholder level: Specify whether the stakeholder is at the Transational or Country level. In the second case specify if it can be considered a country or case-study/subregional-level stakeholder. In the case of the Country level, it is important to specify the Country. In the case of case-study/subregional level, specify the case study.
- Category type: Specify the stakeholder category based on the five identified categories
- Subcategory: Specify the stakeholder category based on the twenty-five subcategories identified or add a new one

Stakeholder analysis information

- Power: Rank the stakeholder's level of power from 1 (lowest) to 4 (highest)
- Interest: Rank the stakeholder's level of interest from 1 (lowest) to 3ì4 (highest)
- Further notes/comments: Provide comments from a qualitative analysis of stakeholders' needs, interests, concerns, etc.

The structure of the GreenHeritage stakeholders database defined using EUSurvey is presented in *Annex 2*.

The database of stakeholders will be constantly updated and refined according to the iterative nature of the strategy and the funnel logic of the project embedded in the probing of intangible cultural heritage elements, case studies, and related potential climate impacts. The strategy can be updated accordingly in a living document of the GreenHeritage project.

5. Conclusions

A stakeholder analysis is a key tool for a project like **GreenHeritage**, which strongly focuses on engagement and dissemination activities aimed at raising awareness and co-creating action-oriented knowledge to adapt to the direct and indirect impact of climate change and preserve intangible cultural heritage (cf. Collins & Ison, 2009).

The six-step methodological strategy for stakeholder identification represents a key tool for detecting groups, organizations, and institutions having a stake in the preservation of intangible cultural heritage while ensuring the recognition, representativeness and inclusiveness of interests across different sectors of society that otherwise might have been overlooked.

On the other hand, the power-interest grid method for stakeholder analysis is key for clustering and visualizing stakeholders in a way that can inform the different **GreenHeritage** engagement activities according to the characteristics of stakeholders. This includes engaging those stakeholders having a high interest in the topic and a high capacity to influence assessment, decision-making and implementation of adaptation measures in the co-creation activities, or tailoring the dissemination activities to target groups accordingly (e.g., awareness-raising activities with stakeholders having low interest or concern on the topic).

In this regard, stakeholder analysis should be viewed as a circular activity throughout the lifetime of the project. Therefore, the report constitutes a living document that defines a common methodological strategy for stakeholder identification and mapping and a database that will be updated with internal upgrades as the project progresses in its funnel logic.

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7. Annexes

Annex 1: Checklist for stakeholder inclusiveness and representativeness

Issue (non-exhaustive list)	Guiding Questions	Status (rank from 1 (insufficient) to 3 (satisfying)	Further comments on barriers to identification and participation, and mitigation actions
Gender	Are gender-specific interests represented/addressed?		
	Are gender-specific conditions acknowledged? E.g., access to public spaces		
	In case of barriers to participation and underrepresentation of gender interests, what actions can be taken?		
Age	Are the interests of the youth generation represented?		
	Which specific age segments are covered?		
	Are the interests of elderly citizens represented?		
Expertise and education level	Are professionals specialized in the environmental and cultural heritage sectors represented?		
	Are the interests and voices of laypeople considered?		
	Have the views of the local, regional or national scientific communities, included?		
Ethnicity	Are all the local ethnic groups considered and represented?		
	Are the interests of all linguistic groups represented?		

Geographical location/ proximity	Are the interests of the people living in the area/cultural heritage site represented?		
	Are the interests of the people not living in the area but potentially impacted represented? E.g., tourists		
Level and sectors of governance	Are the representatives from various levels of governance represented?		
	Are the investors from the public or private sectors considered or represented?		
	Is the diversity of sectors relevant to the case represented? E.g., agriculture, tourism, building, etc.		
	Are trade unions and workers' voices considered?		
Minority, marginalized, or invisible groups	Have minorities with some interest in the topic been identified? Are their interests considered?		
	Are groups with apparently no major interest but potentially affected by the topic identified? Are they included? E.g., people whose livelihood depends on elements threatened by climate impact or adaptation measures		

Annex 2: The structure of the GreenHeritage stakeholders' database

GreenHeritage stakeholders database

GreenHeritage stakeholders database

* Stakeholder name (Name of the organization or group)

> EC

* Stakeholder description

> European Commission

Stakeholders' categories

* Governmental actors
- ● Government Ministries and departments
- ○ Local authorities/municipalities
- ○ Tourism bodies
- ○ Other

If other, please specify

>

NGOs and civil society
- ○ Cultural heritage
- ○ Land/environmental management
- ○ Creative arts
- ○ Local associations preserving traditions

○ Local communities
○ Youth groups
○ Grassroots initiative
○ Other

If other, please specify

[   ]

Business and economic actors
○ SME
○ Creative industry
○ Creative industry
○ Art & Craft
○ Agriculture
○ Tourism & hospitality
○ Donors, banks and foundations
○ Landowners
○ Unions
○ Other

If other, please specify

[   ]

Professional groups
○ Scientific research
○ Education (Universities and Schools)
○ Nature reserve managers
○ Museums
○ Other

If other, please specify

[   ]

Media and communication
○ Local or national media
○ Digital communication/ content creators (photograph and video-making)
○ Communication agencies

If other, please specify

[   ]

* Stakeholder website url

> Https://

Primary Contact

Name, Family name

E-mail

Address

Phone number

Stakeholders Social network accounts

LinkedIn account

Twitter account

Facebook account

Other social network accounts

Stakeholder geographical scale

- ○ Transnational
- ○ National
- ○ Local

Describe the immaterial cultural heritage case study (experience) for the local stakeholders

Level of Power
- ○ Very low - 1
- ○ 2
- ○ 3
- ○ 4 - Very high

Level of Interest
- ○ Very low - 1
- ○ 2
- ○ 3
- ○ 4 - Very high

Notes