



# STAKEHOLDERS AND TARGET GROUPS

D7.1 Deliverable

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Deliverable administration				
No & name	<b>D7.1 Stakeholders and Target Groups</b>			
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Description of the related task and the deliverable. Extract from DoA	<p><b>T7.2 Stakeholder engagement (GEN) M1 – 60</b></p> <p>UNaLab partner cities will be actively involved in this task, led by GEN, in order to engage and communicate with all targeted stakeholders and create impact. An important part of the project's communication and dissemination effort is related to other frameworks and existing initiatives but also policy and industry stakeholders that are expected to have a considerable interest for the outcomes of the project. The exact number and nature of these stakeholders as well as the means for the dialogue with them will be finalised (detailed) during the compilation of the dissemination strategy. A contact database of different target groups will be established, including experts working on related EU level and international initiatives (e.g. City Protocol); local authority officers/experts and decision-makers; relevant local authority networks; European-level media outlets; and, European institutions. A continuous process of stakeholder management is planned:</p> <ul style="list-style-type: none"> <li>• Multiplier programme - Professional networks are linked to the UNaLab project through a targeted multiplier programme. Through partnering cities, specific collaborative partnerships will be fostered with identified federations, associations and networks, in order to maximise the reach of the communication and dissemination activities to reach as many potential collaborators and target audiences at European, national and city levels. UNaLab partners' existing networks will be fully exploited in order to maximise the networking and knowledge sharing efforts around the UNaLab outcomes. UNaLab partner cities will engage existing networks to establish the NBS Network of Cities, comprised of up to 45 cities from Europe and around the world. NBS Network cities will be invited to partake in regular exploitation workshops and receive insights directly from UNaLab front-runner cities. Furthermore, the partnership will actively scan and integrate European projects and their results in the field of NBS from e.g. INTERREG, LIFE+, FP 7 and Horizon 2020, notably the SCC Nature Based calls as well as the Smart Cities projects such as CITYkeys and the Lighthouse projects.</li> <li>• Interaction with other H2020 and related Nature-Based Solutions Initiatives – UNaLab will freely share knowledge gained in the project and specifically engage with other H2020 NBS projects and related initiatives. The UNaLab project will share project information via a linked site on the OPPLA electronic NBS marketplace and will use the OPPLA and ThinkNature NBS platforms to publicise events and project outcomes. UNaLab will also partner with other successful projects in the H2020 SCC-2016 and related calls for dissemination activities, including: Nature4Cities; Naturvation; GrowGreen; and, Urban Green UP.</li> <li>• Local stakeholder engagement - To disseminate results locally, cities will develop specialised actions (online webinars, collaborative spaces) in cooperation with the ULLs, to directly engage with local citizens and communicate project and NBS outcomes. Local activities will include liaising with existing events organised by the municipalities, schools, and colleges to promote the project and the cities' action and will also link to social media content. These will be developed at different levels of complexity in front-runner and follower cities. In addition, representatives of selected local industries will be engaged in the NBS co-creation process via participation in co-creation workshops, including brainstorming and discussing sustainable exploitation and replication pathways.</li> </ul> <p>This task outputs D7.1. GEN leads this task with support from EIN, TRE, ERRIN and follower cities. In addition, this task will co-operate with other SCC-02 projects</p>			

and will provide regular information of the progress, outputs and potential alignment of activities to task T1.7.			
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## About UNaLab

The UNaLab project is contributing to the development of smarter, more inclusive, more resilient and more sustainable urban communities through the implementation of nature-based solutions (NBS) co-created with and for local stakeholders and citizens. Each of the UNaLab project's three Front-Runner Cities – Eindhoven (NL), Genova (IT) and Tampere (FI) – has a strong commitment to smart, citizen-driven solutions for sustainable urban development. The establishment of Urban Living Lab (ULL) innovation spaces in Eindhoven, Genova and Tampere supports on-going co-creation, demonstration, experimentation and evaluation of a range of different NBS targeting climate change mitigation and adaptation along with the sustainable management of water resources. The Front-Runner Cities actively promote knowledge- and capacity-building in the use of NBS to enhance urban climate and water resilience within a network of committed partner cities, including seven Follower Cities – Stavanger, Prague, Castellón, Cannes, Başakşehir, Hong Kong and Buenos Aires – and the Observers, Guangzhou and the Brazilian Network of Smart Cities. Collaborative knowledge production among this wide network of cities enables UNaLab project results to reflect diverse urban socio-economic realities, along with differences in the size and density of urban populations, local ecosystem characteristics and climate conditions. Evidence of NBS effectiveness to combat the negative impacts of climate change and urbanisation will be captured through a comprehensive monitoring and impact assessment framework. Further replication and up-scaling of NBS is supported by development of an ULL model and associated tools tailored to the co-creation of NBS to address climate- and water-related challenges, a range of applicable business and financing models, as well as governance-related structures and processes to support NBS uptake. The results of the project will be a robust evidence base and go-to-market environment for innovative, replicable, and locally-attuned NBS.

## Partners



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## 1 EXECUTIVE SUMMARY

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The UNaLab Stakeholder Engagement deliverable is designed as a guideline to assist the UNaLab Consortium in identifying, mapping and engaging stakeholders linked to the nature-based solutions (NBS) sector. This deliverable aims to give relevant information on how to manage stakeholders' engagement, starting from a list of stakeholder categories.

Deliverable 7.1 is linked with deliverable 7.2 “Dissemination and communication strategy”, as the target groups for the project's communication and dissemination activities are based on the stakeholders already identified within the engagement process.

Stakeholder engagement is preparatory and connected with activities foreseen in WP2 and WP5, as different stakeholder groups will be involved in workshops and events organised by the UNaLab project. They will move forward activities and, with a facilitator's support, they will engage with the Living Labs.

The stakeholder categories will evolve in the course of the project and will be adapted to the project's needs.

## 2 INTRODUCTION

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The UNaLab Stakeholder Engagement deliverable is designed as a tool to assist UNaLab project partners in identifying, mapping and targeting local, regional, national, European and international stakeholders linked to the NBS sector. The NBS solutions will be tested in pilots developed in the front-runner cities: Tampere (FI), Eindhoven (NL) and Genova (IT).

The UNaLab Stakeholder Engagement deliverable is public and cities will use it as a guideline to establish the stakeholder engagement process. All UNaLab cities will have a stakeholder engagement plan and will set up instruments to involve the stakeholders. In this process, front-runner cities should take into account previous stakeholder engagement experiences to ensure successful results. This deliverable will be shared with the seven follower cities to help them in their stakeholder selection and involvement.

Nature-based solutions will demonstrate how to enhance cities' climate and water resilience. The implemented NBS will minimise and reduce the risks of floods and natural disasters in the front-runner cities. Within the framework of the UNaLab project, the front-runner cities will develop “urban living lab” (ULL) demonstration areas together with local stakeholders. These ULLs will be developed within the activities of WP2. Each front-runner city will have a dedicated facilitator for their ULL who will receive specialised training.

Each city consists of different ecosystems, which have different levels of complexity and which are interconnected in different ways. NBS are relatively new applications and should, when they are being developed, involve the overall citizen ecosystem of a given city. The broad use of NBS foresees the engagement of multiple stakeholders, as drivers of the process who are involved at different stages.

It must be noted that the knowledge and awareness of certain topics may vary from city to city and even within stakeholders of the same city. Even within the group of UNaLab partners, there are different levels of knowledge when it comes to nature-based solutions.

Stakeholder engagement is essential to ensure the success of UNaLab, as the project foresees the development of citizen-driven solutions and the use of methods that allow co-creation with stakeholders. The involvement of local stakeholders also ensures that the most fitting nature-based solutions are put into practice in a certain area.

Stakeholder engagement is an integral aspect to consider for all kinds of organisations around the globe. The same is also true for the UNaLab Consortium which is composed of institutional, business and research partners.

A successful stakeholder engagement strategy contributes to the success of a project, while it also improves and simplifies the decision-making process of public administration and businesses. Further, stakeholder engagement will improve the performances and allows reaching the most ambitious goals.<sup>1</sup>

The most important challenge is to invest in the stakeholder relationship governance process.

### 3 AIMS AND OBJECTIVES

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Deliverable 7.1 is intended as a tool to assist front-runner and follower cities in identifying, targeting and engaging stakeholders in the field of NBS.

The aims of this deliverable are:

- Provide a definition of relevant stakeholders and a first list of stakeholder categories;
- Produce a stakeholder engagement strategy;
- Define criteria which will form the basis for a database of NBS stakeholders who may have an interest in UNaLab.

### 4 STAKEHOLDERS DEFINITION

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“Stakeholders are not just members of communities or non-governmental organisations. They are those individuals, groups of individuals or organisations that affect and/or could be affected by an organisation’s activities, products or services and/or associated performance with regard to the issues to be addressed by the engagement.”<sup>2</sup>

This stakeholder definition can be adapted as follows for the UNaLab project: “stakeholders are any single person or groups that can relate to the project and its results.” Stakeholders are individuals or groups who are interested in NBS and/or in the areas in the cities which will be affected by the UNaLab project’s activities. Stakeholders may be people that don’t have any prior knowledge about NBS, but they are inhabitants of or people with interest in the UNaLab pilots’ areas. Others, may be stakeholders skilled in NBS but without any link to the pilots’ territory. Starting from these two examples of stakeholder groups, it is evident how complex an exhaustive stakeholder identification will be within UNaLab project.

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<sup>1</sup> AccountAbility (2005) *Stakeholder Engagement Manual*

<sup>2</sup> AccountAbility (2015) *AA1000 Stakeholder Engagement Standard*

## 5 STAKEHOLDERS' ENGAGEMENT STRATEGY

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Stakeholder engagement is the process through which a public or private organisation engages people that affect or are affected by an organisation's decisions or activities. Stakeholder engagement improves the accountability within a project, while also supporting the decision-making processes. The UNaLab project cannot disregard the stakeholder engagement process: it is fundamental to the project's success. In fact, the 'Description of Activities' foresees citizens' and stakeholders' involvement in order to develop citizen-driven solutions and to support co-creation with stakeholders.

Stakeholder engagement is a continuous process that lasts during the project's whole lifetime and which can always be adjusted when taking into account input from various stakeholders. Stakeholders themselves can also take on an active role and encourage the involvement of others. Moreover, stakeholders can take the initiative and ask to be involved in a project by getting in touch with the partners.

Stakeholder engagement is especially important for the activities of the front-runner cities, in developing their ULLs for the implementation of NBS, and for the follower cities when developing their NBS roadmaps. As the goal of the cities is to develop locally attuned and co-created NBS, different stakeholders' input and ideas play a significant role, not only in the planning and implementation process, but also in the monitoring and in potential future up-scaling processes. Different stakeholder groups can bring knowledge and ideas to the different processes, which the cities may not have considered or known about. By engaging stakeholder groups in the different stages of the project, the cities ensure that the planned NBS are implemented and monitored in the best way possible. The value that each mapped stakeholder group can bring to the UNaLab project are further elaborated on in Table 1 in chapter six.

It is vital that the stakeholder engagement strategy is set up at the start of the project, for it to be aligned with UNaLab's main objectives from the very beginning. As stated above, the levels of engagement of the different stakeholder groups may change and/or evolve in the course of the project. As much of the UNaLab project's activities rely on the active involvement of the different stakeholder groups, especially the activities in the front-runner and follower cities, it is imperative to ensure a high level of stakeholder engagement throughout the project. Naturally, the activities during the project vary in intensity and in nature, which affects the involvement of certain stakeholder groups. The planning and implementation of NBS may interest some stakeholder groups more, whereas others are more interested in the monitoring and the actual results deriving from the implemented NBS.

To keep the different stakeholder groups engaged in the processes and activities of the UNaLab project, it is imperative that the project partners, especially the cities, take an active role. It is important to keep the different stakeholder groups informed of the processes and activities and to engage them in the different stages. All interested stakeholder groups should regularly be informed about their possibilities to participate and engage with the project's activities, taking into account their specific interests, the nature of the stakeholder group in question, and the platform for reaching them.

There cannot be a single stakeholder engagement plan for the whole UNaLab Consortium, as different competencies and approaches might be required to involve different stakeholder groups, such as politicians, suppliers, associations and others. The stakeholder engagement approach is also based on previous experiences of the front-runner cities. Due to the different expertise, skills and knowledge of each of the project partners in the UNaLab Consortium, each

partner will have to develop their own methodology for involving stakeholders. Partners with more experience in stakeholders engagement are encouraged to support and give advice to other project partners. A variety of techniques and methods can be used to support the involvement processes. In the UNaLab project, the Consortium is relying on EASW and Design Thinking as selected techniques, including for the Urban Living Lab set up (WP2).

A comprehensive and efficient stakeholder engagement strategy brings different benefits:

- Enables social and sustainable development, giving people the opportunity to speak with the institutions;
- Allows better risk management;
- Raises the profile of UNaLab, while also boosting the visibility of the partners in the project;
- Creates awareness of the overall resources of the project (knowledge, people, economic and technological development);
- Builds trust among citizens of a given city/county.

In both the EASW and the Design Thinking methods, the groups get together to understand a problem, find solutions, and test them. The stakeholders engaged are, in both cases, policy makers, technical experts, entrepreneurs and businesspeople, local citizens and designers. For the EASW method, the focus and attention are mainly on sustainable development, encouraging public debate, while creating a balanced relationship between society, technology and the environment. The Design Thinking method is more oriented towards identifying the needs of stakeholders. Both methods, however, focus on mutual learning and shared creation.

The aim of the stakeholder engagement is to identify practices and forms of coordination, as can be seen in other work packages (WP2 and WP5). This approach was seen as useful for the UNaLab project to clarify the objectives and to identify priorities and needs. As there are multiple objectives in a project, that can sometimes be contradictory as well as vague (Majone and Wildavsky 1978), this approach was chosen. Stakeholder engagement is based on the fact that data are co-constructed and constantly negotiated between the actors involved as a means of capturing complex, multi-layered and nuanced understandings of the action.

The evaluation of the stakeholder engagement should be in line and adapted to the methods that the cities have chosen for their stakeholder engagement. To evaluate whether the involvement of the key stakeholder groups was successful and what impact the stakeholders had on the process and the decisions, many factors should be considered. The evaluation should take into account both quantitative factors, such as the number of stakeholders from each stakeholder group, gender balance, an even representation of different age groups, etc. However, it should also put great emphasis on qualitative factors, such as the direct and indirect impact the stakeholders had on the processes, activities and decisions taken.

## 5.1 Engagement: recommendations

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When starting a stakeholder analysis, one must always consider the purpose of the stakeholder engagement. In addition, before preparing a stakeholder map, in-depth stakeholder profiling must take place. The organisation in charge of managing stakeholder engagement must have a clear picture of who the relevant stakeholders are, not only as group but also as individuals.

The starting point can be to write down a list of stakeholders who are in contact with one's own organisation for other purposes. Afterwards, one can move on to stakeholders who have a direct interest in the UNaLab project and in NBS. If the organisation has doubts about the whole field of action of stakeholders, it is useful to directly contact the stakeholders. To initiate stakeholder engagement, the people and groups of interest could receive an e-mail with a description of the UNaLab project. Stakeholders can also be invited to a UNaLab presentation event.

To identify stakeholders, it is considered useful to start with past experiences, by analysing which group(s) that have participated in other initiatives in the past. However, it is important to bear in mind that stakeholders may come from an entirely new sector. In fact, it is very much encouraged to engage stakeholders with diverse backgrounds and who come from different geographical areas, as the project thrives on diversity.

Thereafter, a selection of stakeholder categories is proposed. This list should be based on groups that have been engaged in other projects in the past, but, however, adapted to the UNaLab context. This list is by no means exhaustive, in order to allow each partner to adapt it to their own scenario and reality.

Stakeholders may be involved in different ways, depending on the stakeholders' characteristics:

- Direct contact and events;
- Formal letters;
- E-mails;
- Phone calls;
- Traditional media (magazines, newspapers);
- Social media (Facebook, Twitter, LinkedIn).

It is important that the stakeholder engagement is rooted in the project processes and policy-making of each partner's administrative structure. This underlines the relevance of the internal stakeholder involvement. The internal stakeholder involvement is essential to guarantee the stakeholder engagement of the external ones. It is important to include all the relevant internal stakeholders that can influence the processes and the results in a meaningful way.

## 5.2 Factors to take into account

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Stakeholder engagement is a demanding process that requires both financial resources and workforce. In order to ensure effective stakeholder engagement, it is necessary to take different factors into consideration. The following are the most significant:

- Lack of time;
- Linguistic barriers;
- ICT skills;
- Resources to travel;
- Special needs of people with disabilities.

It happens that some stakeholders are not able to participate in an activity due to obstacles. In UNaLab, one of the most important barriers the Consortium has encountered is linked to the lack of knowledge of NBS (technologies, structures, definition, etc.). To tackle this issue, information material was given to stakeholders before any given meeting. Stakeholders can have different points of view on the same topics, however, as long as the organisers are aware of existing discords, it can be beneficial for fruitful discussions.

The stakeholder groups of a local public administration are very broad and it is difficult to make choices that “maximize the value” for all the stakeholders, without creating conflicts of interest.

Stakeholders have different level of engagement availability:

- Adverse
- Unknown
- Without interest
- Involved through a formal process
- Collaborative
- Competitive

There is also the “weak” stakeholder, the people that do not have the tools and competencies to explain their interests.

It is of utmost importance to understand and manage stakeholders’ expectations as well as provide all relevant information in an accessible, timely and clear manner. Engaging facilitators, especially at events and in workshops, is considered useful for intensifying stakeholder engagement. The facilitator could be from the organisation, but it is preferred to involve an external intermediate that can be independent. In UNaLab, the presence of facilitators was already foreseen at certain workshops and meetings linked to WP2 and WP5. The facilitator involvement is facilitated by ENoLL and Eindhoven, who are responsible for these activities. Moreover, a local facilitator is trained for each front-runner city to stimulate stakeholder debates during specific workshops. Each front-runner city, within WP2 activities, will have a dedicated facilitator trained on EASW methodology. During the first months of the UNaLab project, several workshops with local stakeholders will be organised in the cities.

## 6 UNALAB STAKEHOLDERS MAP

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Table 1 “UNaLab Stakeholders Categories” below illustrates the stakeholder sectors that have been identified, accompanied by a brief description. Stakeholder groups identified in Table 1 will need to be adapted to the local environment of demonstration and implementation projects. It is possible that other categories could be added at a later stage, depending on the project’s development and partners’ needs.

The Stakeholder Mapping could be undertaken following these steps:

- General screening of actors, gathered in an overview of existing stakeholders, identifying their roles and decision making/implementation capacities. The actors will be split into PESTLEGS categories following their belonging: Political, Economic, Social, Technological, Legal, Environmental, Governance and Spatial.
- Identification of the present stakeholders which have the “driver role” in the NBS development linked to the UNaLab project. At this stage, these stakeholders could be the most involved in the UNaLab pilot neighbourhoods.
- Identification of the stakeholders’ involvement gaps.
- Identification of the stakeholders that can support the deployment of NBS at more wide level.

The Stakeholder Mapping can be continuously updated and used as reference document.

PESTLEGS:

- Political: Citizenship Committee, Members of the City Council.
- Economic: Chamber of commerce; Banks; Investment Funds; ESCOs.
- Social: Citizenship Associations, NGOs.
- Technological: Energy Agencies, ICT developers.
- Legal: National Government, EU.
- Environmental: Environmental Agencies, Environmental Associations, Consumer Associations.
- Governance: Local Government, Local Administration.
- Spatial: Architects, Designers, Engineers, Environment Companies.
- Other: Research, Schools, Universities, Consultants, Citizens.

It is suitable to also involve the stakeholder categories that do not have an immediate interest in the topic, but that can carry out a significant role for the strategic purposes (attractive stakeholder).

There is not a complete stakeholders’ list, but there are different categories (connected to the topic) that can be considered to identify stakeholders:

- Accountability
- Influence
- Affinity
- Representation
- Dependence
- Initiative

There is also the “weak” stakeholder, the people who do not have the tools and competencies to explain their interests.

Communicating the results it is not enough, it is necessary to also communicate and share the reference values and policies that will be implemented on the territory and for the local community. In the planning phase, the economic, financial and social impacts of the different policies must be clear since the beginning of the stakeholder engagement process.

The UNaLab project manager (or someone centrally located within the project) from each front-runner city is considered the starting point to identify relevant stakeholders, based on their centrality in the network developed around the UNaLab project. The methods and types of stakeholder involved in the front-runner cities have been described in D.D.2.

Tampere’s stakeholders were contacted through social media, magazines, meetings, knowledge and word of mouth and with a pre-questionnaire map of the NBS in Vuores. Target groups were residents, schools, kindergartens and teachers, NGOs and students, private professionals and researchers, public professionals and citizens.

In Eindhoven, the target groups were professionals - representatives of local government, provincial government, NGOs, professional organisations, and an energy company.

In Genova, citizens, neighbourhood groups, schools’ representatives, technicians (from the region, from the municipality’s companies, and independent professionals), companies and academy were involved.

Stakeholders Category	Description
<b><i>Decision-makers and authorities</i></b>	
Local authorities, decision-makers and public administration officials	<p>Local decision-makers and politicians may decide: the choice of the location; the degree of stakeholders’ involvement; and the level of financing for the project.</p> <p>Local decision-makers may also facilitate the transferability of a project to other city areas.</p> <p>Public administration officials can influence the inter-organisational communication and knowledge-sharing.</p>
Regional authorities and decision-makers	<p>The regional level is the level between local and national stakeholders.</p> <p>In Italy, regional decision-makers produce laws that can influence the process of naturalisation of a site.</p>

	<p>They could decide to invest money in NBS projects and sustain their development.</p> <p>In Finland, the land use on a large scale is fixed in regional land use plans.</p> <p>Regional decision-makers can facilitate the transferability of a project to other regional areas.</p>
National authorities and decision-makers	<p>The national level can influence the procedures and laws allowing the NBS processes.</p> <p>It can facilitate the exchange of best practices and their transferability at national level.</p> <p>National level can influence the amount of resources that can be invested in an NBS project.</p>
EU decision-makers	<p>The EU, with its decisions and regulations, influences NBS and naturalisation projects at a high-level.</p> <p>The EU can decide to allocate more funding to NBS projects and sustain the development of these solutions.</p>
<b><i>Sectoral organisations</i></b>	
Professional organisations/associations	Professional organisations/associations act to safeguard the interests of individuals/freelancers engaged in professions related to the NBS projects (urban planners, architects, building/green area/transport/city infrastructure designers, engineers, construction companies...)
Research organisations	Research organisations, such as universities or research institutes, conduct studies and research in the NBS field.
<b><i>Public companies</i></b>	
Water and maintenance companies	Areas for NBS transformation could be managed, under several aspects as water and green spaces, by public companies. Involving public companies in the process brings different skills and specific knowledge on the demo sites.
<b><i>Associations</i></b>	

Local associations	<p>Local associations, as the representatives of citizens, have an important role in the co-creation aspect of the UNaLab project.</p> <p>Local associations will be also involved in the living labs, which will be organised by the project.</p>
Trade associations	<p>Trade associations represent the interests of companies and SMEs. They may also be involved with the demo-sites, which is why it is important to allow them to participate in the process.</p>
<b><i>Business and finance</i></b>	
SMEs	<p>UNaLab also seeks to involve SMEs and start-ups with interests in NBS in this discussion. Technical discussions and new points of view can be advantageous to the project.</p>
Companies	<p>Apart from SMEs, bigger companies will also be engaged in the stakeholder process, as they will bring a different business perspective into the mix. UNaLab will pay special attention to construction companies as well as housing companies, representing citizens.</p>
Banks and financial institutes	<p>Financial aspects (Public-Private Procurements...) could influence the project development and sustainability. Involving banks and financial institutes as UNaLab stakeholders, could be useful to cooperate and to start to simplify the investments in NBS projects.</p>
<b><i>Networks and initiatives</i></b>	
Networks and international initiatives	<p>Specific partnerships aim to maximise the collaboration and to target audiences at European, national and city levels.</p> <p>Collaboration with NBS networks aims to share knowledge and efforts.</p> <p>Network and initiatives UNaLab could join:</p>

	<ul style="list-style-type: none"> <li>• City Protocol Society <a href="http://cityprotocol.org/">http://cityprotocol.org/</a></li> <li>• Urban Agenda – Partnership on Sustainable Use of Land and Nature-Based Solutions <a href="https://ec.europa.eu/futurium/en/urban-agenda">https://ec.europa.eu/futurium/en/urban-agenda</a></li> <li>• Eurocities <a href="http://www.eurocities.eu/">http://www.eurocities.eu/</a></li> <li>• Global Covenant of Mayors for Climate &amp; Energy <a href="http://www.globalcovenantofmayors.org/">http://www.globalcovenantofmayors.org/</a></li> <li>• Green Digital Charter <a href="http://www.greendigitalcharter.eu/">http://www.greendigitalcharter.eu/</a></li> <li>• EIP – SCC <a href="http://ec.europa.eu/eip/smartcities/">http://ec.europa.eu/eip/smartcities/</a></li> <li>• EU Smart Cities Information System <a href="http://www.smartcities-infosystem.eu/">http://www.smartcities-infosystem.eu/</a></li> <li>• Reference Framework for Sustainable Cities <a href="http://ec.europa.eu/environment/europeangreencapital/">http://ec.europa.eu/environment/europeangreencapital/</a></li> <li>• Green Button <a href="http://www.greenbuttonalliance.org/">http://www.greenbuttonalliance.org/</a></li> <li>• C40 Cities Climate Leadership Group <a href="http://www.c40.org/">http://www.c40.org/</a></li> </ul>
Other EU Projects	<p>Collaboration and interaction with other EU projects (H2020 NBS) allow to share best practices, competencies and to reach a more extended stakeholder group. It may be of interest to collaborate with the following projects:</p> <ul style="list-style-type: none"> <li>• Nature4Cities <a href="https://www.nature4cities.eu/">https://www.nature4cities.eu/</a></li> <li>• GrowGreen <a href="http://cordis.europa.eu/project/rcn/210514_en.html">http://cordis.europa.eu/project/rcn/210514_en.html</a></li> <li>• Urban Green UP <a href="http://cordis.europa.eu/project/rcn/210521_en.html">http://cordis.europa.eu/project/rcn/210521_en.html</a></li> <li>• Naturvation</li> </ul>

	<a href="http://naturvation.eu/">http://naturvation.eu/</a>
<b>Citizens</b>	
Local citizens	Local citizens can provide valuable input and ideas, as they may have an interest in NBS or in the area affected by the implementation.

*Table 1 – UNaLab Stakeholder Categories*

## 7 STAKEHOLDERS CONTACT DATABASE

A first stakeholders' contact database will be published only among the UNaLab Consortium's partners. Information gathered in the database will be regularly updated during the entire project lifespan. The tool to manage the database must be user-friendly, easy to update and share, which is why one of the possible solutions could be a spreadsheet with one sheet for each partner.

The UNaLab Consortium will establish, if the contacts database will be shared amongst all partners, and if so, in what way. The stakeholders' database could possibly be put on the VTT website with password protection. It will also have to be discussed, whether the full contact data or only certain parts will be shared (e.g. only data of organisations/companies and not of individual representatives).

Naturally, stakeholders will have to formally agree (GDPR Reg. 2016/679) to their data being used as well as to video/photo coverage at stakeholder meetings.

## 7.1 Stakeholders contact database sheet - Example

N r.	Organi sation	Name	Surname	E-mail	Phone	Location	Stakeholder category -Local Authority/SME Association ...	Web site	Social Network	Objectives	Interest	Vision	Knowledge of NBS (High/Mediu m/Low)	Network/ Initiative	Comments	References	Conclusion
1																	
2																	
3																	
4																	
5																	
6																	
7																	
8																	
9																	
10																	
11																	
12																	
13																	
14																	
15																	

Table 2 – Stakeholder Contact Database Sheet