TOURAL

Multidimensional model of tourism verticals driving the sustainable balanced growth among rural & remote grids and urban clusters of rural regions, fostering macro-regional cooperation

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Executive Summary

The present document is the deliverable D2.3 - "Stakeholders' Engagement Plan (v1)" of the TOURAL project, funded by the European Commission's European Research Executive Agency, under its HORIZON Coordination and Support Actions programme.

The primary objective of this deliverable is to provide a comprehensive report on the stakeholders' mapping, engagement strategies, and structured feedback mechanisms established within the TOURAL project. It outlines the initial framework for stakeholder interaction, focusing on identifying key participants, understanding their roles, and setting the stage for meaningful collaboration. This first version aims to offer insights into the foundational aspects of stakeholder engagement, creating a pathway toward actionable, well-coordinated efforts.

This document lays the groundwork for the development of the final Stakeholders' Engagement Plan (D2.4), which will build upon the current version. The final plan will elaborate on stakeholder profiles, cooperation potentials within and beyond regional boundaries, shared and individual interests, as well as goals. Moreover, it will include tailored actions designed to enhance collaboration, track progress, and address conflicting interests by proposing effective mitigation strategies.

As the first iteration, this document reflects the project's commitment to a structured and adaptive engagement process. It emphasizes the importance of stakeholder inclusivity and provides the framework necessary for fostering robust partnerships and achieving TOURAL's long-term objectives of promoting sustainable, collaborative tourism solutions.

List of Symbols and Abbreviations

Abbreviation	Meaning
CCT	Cultural & Creative Tourism
CST	Cultural Science Tourism
EU	European Union
KAC	Knowledge Awareness Centre
SLT	Silver Tourism
UCCST	UCNHT-CCT-CST-SLT
UCH	Underwater Cultural Heritage
UCNHT	Cultural & Nature Heritage Tourism
UW	Underwater

1 Introduction

Project TOURAL focuses on a multidimensional approach to UCNHT-CCT-CST-SLT tourism (in short UCCST) in rural and remote areas of Adriatic-Ionian and Black Sea areas. UCCST tourism is an abbreviation which consists of multiple tourism niche sectors:

- underwater tourism (UW),
- cultural & nature heritage tourism (UCNHT),
- cultural & creative tourism (CCT),
- cultural science tourism (CST), and
- silver tourism (SLT).

Through a multi-level approach, the goal of deliverable D2.3 is to develop a map of the stakeholders of the UCCST tourism in the area covered by the project and based on that create the stakeholder's engagement plan.

1.1 Deliverable Scope

At this stage, the deliverable D2.3 - "Stakeholders' Engagement Plan (v1)" is still in its draft form, as key data for further stakeholder mapping and proposing an engagement plan is missing. Data will be obtained through Living Labs (T2.3) in the first half of 2025. After that, additional interviews will be conducted as needed to collect relevant information and data.

Deliverable D2.3 "Stakeholders' Engagement Plan (v1)" is only the first phase of the other deliverable - D2.4 "Stakeholders' Engagement Plan (vFinal)".

The purpose of deliverable D2.4 Stakeholders' Engagement Plan (vFinal), which is planned to be completed in the second half of 2025, is to present elaborated stakeholders' profile, to point out possible cooperation potential (intra/extra region), interests and goals, as well as proposed tailored actions.

The goal is also to point out possible problems and challenges in potential cooperation process between different stakeholders.

Since tourism is an interdisciplinary branch of the economy, the scope and quantity of stakeholders involved is comprehensive, so includes tourism entities, NGOs, local/regional/national authorities, representatives of local communities/society, educational institutions, universities, etc.

The deliverables D2.3 and D2.4 provide input to other project activities and deliverables whose implementation and realization will occur in the upcoming period.

1.2 Deliverable Structure

The deliverable D2.3 - "Stakeholders' Engagement Plan (v1)" consists of six chapters with thematically related subchapters:

Chapter 1 describes deliverable scope and deliverable structure.

Chapter 2 presents the methodology used in creation of the deliverable.

Chapter 3 brings process of identification and stakeholders mapping.

Chapter 4 provides elaboration of stakeholders' engagement plan at different levels.

Chapter 5 summarizes the document in a common conclusion.

Chapter 6 lists the sources of data used in the deliverable with hyperlinks to the sources of data.

Annex I. presents the questionnaire used in the process of the identification of stakeholders.

2 Methodology

The document consists of two complementary activities. The first step is a stakeholder analysis with mapping, followed by the development of stakeholder's engagement plan.

The stakeholder analysis was created based on data obtained from three sources: 1) desk research of online sources according to the topic and focus of the project; 2) online questionnaire which was conducted as part of the activity T2.1. and deliverable D2.1; 3) during workshops with stakeholders (Living Labs - T2.3) will be defined relevant stakeholders through pre-defined questions with the participants. A sample questionnaire is attached as Annex 1.

The online survey questionnaire was created using Microsoft Office Forms. The survey was available to participants from March 25 to May 15, 2024. The link to the survey was sent to the TOURAL project partners through the joint mailing list (list-toural@iti.gr). Project partners could answer the questionnaire themselves or forward it to relevant stakeholders. A total of 17 responses were received (Table 1), 16 of which were responses from project partners (15 institutions out of 20, as 2 responses were from PP Atlantis). One response was received from an institution that is not a project partner - National Institute for Economic Research, Academy of Economic Studies of Moldova.

Table 1: Participants in online survey

Number	Name of the institution	Country
1.	Zadar County Development Agency ZADRA NOVA	Croatia
2.	Association LAG DD, Tulcea County	Romania
3.	European Federation of Rural Tourism RuralTour	France
4.	Organization of the Black Sea Economic Cooperation (BSEC)	Türkiye
5.	BOURGAS REGIONAL TOURIST ASSOCIATION	Bulgaria
6.	Civil Organization "Kinburn"	Ukraine
7.	National Ecological Centre of Ukraine (NECU)	Ukraine
8.	National Institute for Economic Research, Academy of Economic Studies of Moldova	Moldova
9.	Municipality of Alonissos	Greece
10.	Balkan Heritage Foundation	Bulgaria
11.	ATLANTIS	Greece
12.	Conference of Peripheral Maritime Regions (CPMR)	France
13.	ITACA, Associazione per lo Sviluppo Locale	Italy
14.	Atlantis Consulting S.A.	Greece
15.	Municipality of Nessebar	Bulgaria
16.	Aix-Marseille University	France
17.	Provincia di Teramo	Italy

The participation in the research was voluntary. Furthermore, the data of the respondents were collected only for the purposes of additional explanations and will not be publicly available. Questionnaire can be found in the corresponding deliverable 2.1 Identified Good CCT Practices & Stakeholders Cooperation Level in Adrion & Black Sea. The questionnaire consisted of 26 questions, and all questions were open type structured. The first three relate to demographic characteristics (name, contact, institution they present) of the participants, while other questions were thematically oriented according to the research objective. From questions 23 to 25, the focus was on tourism stakeholders - detecting stakeholders at the regional and national level and their

cooperation. Answers that are key to D2.3 are analysed and presented in this document, along with the data collected using the desk method.

The third source is questionnaire to identify and classify stakeholders (Annex 1). The research will be conducted during Living Labs (T2.3) in all pilot sites.

Identified stakeholders will be presented through Stakeholder's map on the pilot sites level and one on the project level.

2.1 Planned outcomes of stakeholder's engagement plan

The stakeholder engagement plan for the TOURAL project is tailored to achieve meaningful and measurable outcomes across its focus regions (pilot site), supporting sustainable tourism development and fostering strong partnerships. In each location, the plan emphasizes building an inclusive network of engaged stakeholders, upskilling and reskilling them through training, and promoting macro-regional cooperation to align local efforts with broader objectives.

- ***North Sporades***

The North Sporades plan aims to increase the number of regional tourism stakeholders to **20**, up from **8**, forming a foundation for collaboration and innovative tourism strategies. Through **6 training workshops**, starting from zero, the project will train **60 stakeholders**, equipping them with essential skills for sustainable tourism. Participation in **10 macro-regional cooperation actions** will further enhance stakeholder collaboration. Additionally, **6 annual community engagement campaigns**, up from **2**, will promote environmental stewardship and shared responsibility.

- ***Province of Teramo***

In the Province of Teramo, the focus is on expanding stakeholder involvement to **60** from the baseline of **20** and conducting **4 workshops**, training **40 stakeholders** in sustainable tourism practices. Macro-regional cooperation will increase to **8 actions**, and **6 annual community campaigns** will address biodiversity protection, marine litter removal, and conservation of local wildlife, including the Fratino bird and the Regional Reserve of 'Calanchi.'

- ***Island of Pag, Village Šimuni***

The engagement plan for the Island of Pag seeks to increase stakeholder involvement to **120**, up from **25**, and train **150 stakeholders** through **6 workshops**. With a significant boost in macro-regional cooperation actions from **2 to 20**, the region will also develop multi-destination tourism products. Community involvement will be strengthened through **6 annual campaigns**, promoting collaboration and environmental conservation.

- ***Nessebar***

Nessebar's stakeholder plan aims to expand engagement to **120 stakeholders**, up from **25**, and train **150 stakeholders** through **6 workshops**. With **20 macro-regional cooperation actions**, the plan focuses on aligning efforts with broader strategies. Community campaigns, increasing to **6 per year**, will address coastal cleaning, biodiversity conservation, and the protection of archaeological and cultural heritage through citizen science initiatives.

- ***Danube Delta LAG (Tulcea County)***

In the Danube Delta, the focus is on increasing stakeholder engagement to **35** from **5** and conducting **3 or more workshops**, training **100 stakeholders** in sustainable tourism practices. The region will participate in **5 macro-regional actions** and organize **2 annual citizen science campaigns** to encourage biodiversity and environmental conservation efforts.

- ***Mykolaiv Oblast, Kutsurub Rural Region***

The Kutsurub Rural Region plan aims to grow stakeholder engagement to **13**, up from **5**, and conduct **7 workshops** to train **40 to 50 stakeholders**. Participation in **13 macro-regional cooperation actions** will align local initiatives with regional frameworks. Community campaigns will increase to **5 annually**, addressing waste sorting and environmental conservation, promoting sustainability among stakeholders and the community.

Across all regions, the TOURAL project's stakeholder engagement plan is designed to create robust, inclusive, and collaborative frameworks that align local efforts with regional and macro-regional strategies. By fostering partnerships, enhancing skills, and promoting active participation, the project lays the groundwork for sustainable tourism development that benefits communities and ecosystems alike. These collective efforts will ensure a resilient and thriving tourism sector, leaving a lasting positive impact on the regions and their stakeholders.

3 Identification and stakeholder's mapping

ISO 26000 norm defines stakeholders as "an individual or group that has an interest in any decision or activity of an organization". In the context of TOURAL project and its focus on UCCST tourism, numerous stakeholders are relevant to the project and the planned project goal to empower the offering to the market multi-destination and multidimensional tourism products.

TOURAL project consortium consists of 20 partners from Greece, Bulgaria, Romania, Italy, Croatia, France, Türkiye and Ukraine. Part of the partners is, among other activities, responsible for coordinating and implementing activities that will take place in the six pilot sites of the project.

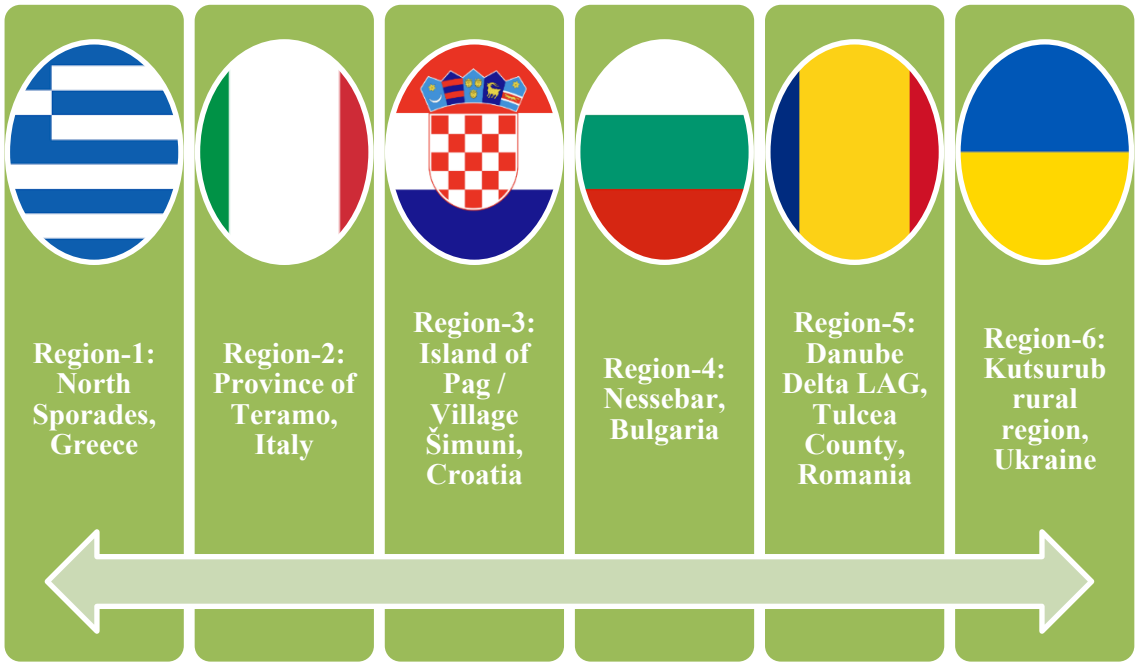

Figure 1: TOURAL pilot site sites

Trough online questionnaire which was part of the activity T2.1. and deliverable D2.1., participants identified stakeholders. Most of them operate at multiple levels - local, regional and national.

The most important tourism stakeholders *(the order is arbitrary, not based on importance or influence):*

- Relevant national ministries (Tourism, Culture, Environmental Protection, Sea/Maritime Affairs)
- State Agencies for Tourism Development
- Local and regional self-government (regions, counties, cities, municipalities, districts, oblasts)
- Local/regional/national tourist boards/organisations/committee
- Destinations management and product management company
- Chamber of Commerce, Industry and Crafts
- NGO in tourism and culture
- Universities and secondary education institutions
- Institutions in culture

- Institutions for nature protection (national parks, nature parks, protected habitats)
- Tourism business (accommodation providers, travel companies, catering, agencies, excursion support, etc.)
- Producers of craft products (wineries, cheese factories, souvenirs and handmade goods, etc.)
- Companies that manage public transport (train, bus, tram, ferry, boat)
- Specialized unions and associations (hotel owners' association, associations of cities and municipalities with the aim of promoting a specific area or product…)
- Local action groups
- Local and regional population
- Tourists / Visitors

Considering the high tourist activity in the Adrion Macro-region and Black Sea Basin and its significant economic importance, it is not surprising large number of recognized tourism stakeholders.

The first step is to identify relevant stakeholders for each of the pilot sites after that comes the analysis phase. Based on that, a model that is replicable in other environments will be create.

Stakeholder identification and analysis are prerequisites for developing a stakeholder's engagement plan.

3.1 Identification of pilot sites stakeholders

The goal is to identify all stakeholders who have influence and interest in the development of tourism in the pilot sites. These are not only local stakeholders, but also stakeholders from other levels - regional and national - because decisions made at those levels affect the pilot sites.

Through the desk analysis and the previously mentioned questionnaire, certain stakeholders have been identified. Through further activities, the list will be revised and supplemented.

Table 2: Preliminary identification of stakeholders

Pilot Site	Stakeholders
Region-1 North Sporades Greece	• Tourist committee of the Municipality • The Hotel Owners Association The tourism professionals (apartments, restaurants and cafeterias, bars, diving centres, local shops, tour operator offices etch) • Region of Thessaly • Ministry of Culture • Ministry of Tourism • Travel Consultants Mazi IKE
Region-2 Province of Teramo Italy	• Chamber of Commerce, Industry and Crafts of Chieti Pescara Gran Sasso Chamber of Commerce SAGA - Abruzzo Airport Managing Authority • Municipalities National parks, regional park and marine protected area LAGs and FLAGs • Tourism consortia, business networks and cooperatives DMCs – Destinations Management Companies PMC – Product Management Company

Pilot Site	Stakeholders
	• ENIT (National Agency of Tourism) • U.N.C.E.M. (National Union of Mountain Communities)
Region-3 Island of Pag / Village Šimuni Croatia	• Zadar County • Municipalities and Cities • Tourism workers (accommodation facilities, restaurants, services) • Agricultural producers • NGO • Zadar Airport • University of Zadar • High school • Local communities • The Ministry of Tourism and Sport of Republic of Croatia • Ministry of Culture and Media of Republic of Croatia • Croatian National Tourist Board • Visitors and tourists
Region-4 Nessebar Bulgaria	• Municipalities Tourist NGOs • Natural Park • Universities • Secondary Scool for Tourism in Burgas and Nessebar • Burgas Airport • Companies participating at the value chain. • Local Initiative Fishing Group Nessebar-Mesembria • Via Pontika Festa Association • Local sports associations and clubs • Nessebar Painters' Society • Neesebar Teachers' Club • Association "For Obzor" • Schools and Kindergartens • Museums, community centres and other cultural institutions on the territory of the municipality • Representatives of local and regional media • Municipal experts and specialist • Citizens and inhabitants of the municipality • The neighbouring/adjacent municipalities as a partners in a projects or other initiatives; • Ministry of Tourism, National Tourist Organisations • Government bodies
Region-5 Danube Delta LAG, Tulcea County Romania	• Tulcea County Council • Administration of Danube Delta Biosphere Reserve (ARBDD) • Local institutes acting in researching and development fields (Eco-Museal Reseach Institute - Tulcea, National Institute for Danube Delta Research and Development - Tulcea) • Regional Agency for Development (South-East Region) • Association for Intercommunity Development – I.T.I. Danube Delta, Tulcea

Pilot Site	Stakeholders
	• Representatives of national / governmental bodies acting in tourism field • Accommodation facilities (hotels, floating hotels and other types of ships, urban and rural pensions, villas, cabins, bungalows, hostels, holiday villages or camping sites, boarding houses, and youth camps) • Local and regional business (travel companies, accommodation, catering, transport companies) • Producers of craft products (local wineries, cheese factories, souvenirs and handmade goods, etc) • Local initiative fishing groups (FLAG DD, others acting on Northern-Dobroudja territory) • Agricultural producers • Private travel consultants • Non-governmental organizations on LAG DD territory /Danube Delta area • Communes and towns – public authorities • Residents of LAG DD • Representatives of local and regional media • Visitors and tourists
Region-6 Kutsurub rural region Ukraine	• Residents of the Kutsurub rural territorial community (main service providers and beneficiaries of the project) • Residents of Mykolaiv Oblast (visitors and recreationists) • Local authorities (Kutsurub rural territorial community, Mykolaiv district state administration, Mykolaiv regional military administration) (replenishing budgets of various levels, creating tourist and recreational infrastructure, and attracting investment) • National Historical and Archaeological Reserve "Olbia", NNP "Biloberezhya Svyatoslav" (preservation of territories and objects of natural, historical and cultural heritage) • Local and regional business (travel companies, accommodation, catering, transport companies, excursion support) (creation of new jobs, filling budgets) • Producers of craft products (local wineries, cheese factories, souvenirs and handmade goods). • The public (public figures and organizations) (control, monitoring and expert evaluation of decisions). • Specialized unions and associations (protection of interests, promotion of development through support of entities in providing financial, informational, and advisory assistance). • Scientific and educational institutions (higher and secondary education institutions). • Public authorities (Ministry of Culture and Information Policy of Ukraine, Ministry of Environmental Protection and Natural Resources of Ukraine, State Agency for Tourism Development of Ukraine, National Academy of Sciences of Ukraine). • Organizations and associations of tourism entities (National Tourist Organization of Ukraine (NTOU), Association of Travel Industry Leaders of Ukraine, All-Ukrainian Association of

Pilot Site	Stakeholders
	Guides, Association of Incoming Tour Operators of Ukraine, Ukrainian Association of Travel Agencies, Ukrainian Adventure and Ecological Tourism Association, All-Ukrainian Association of Gastronomic Tourism, Hospitality Industry Association of Ukraine, Ukrainian Federation of Employers in Tourism, Union of Rural Green Tourism of Ukraine and others). • Scientific and educational institutions (conducting scientific research and practices) • Non-governmental organization

Direct workshops with stakeholders - Living Labs (T2.3) will be held in all pilot sites by the end of May 2025. As the activity will take place in the local language, the project partner-coordinator will be asked to define relevant stakeholders through pre-defined questions with the participants.

Preliminary list of questions for Living Lab participants:

1. Who benefits from tourism?
2. Who is affected by tourism and how?
3. Who makes tourism decisions?
4. Who can drive change in the tourism sector?
5. Are the stakeholders interconnected and how?

In addition to identifying stakeholders, additional questions will be asked to rate their impact and importance on a scale of 1 to 5. A sample questionnaire is attached as Annex 1.

3.2 Stakeholder's map

After identifying stakeholders, a graphic presentation (Stakeholder Map) will be created for each of the pilot sites and one on project level.

When creating the map, key segments will be included - along with stakeholders, their prioritization and importance, connections and influences.

The proposed approach is to use two techniques for the visual presentation of the stakeholder map:

- Power/Interest matrix (Mendelow matrix)
- Ecosystem map

Power/Interest matrix is also called Mendelow's Matrix after its creator. Mendelow's Matrix was created in 1991 to analyse individual stakeholders by measuring their interest and power.

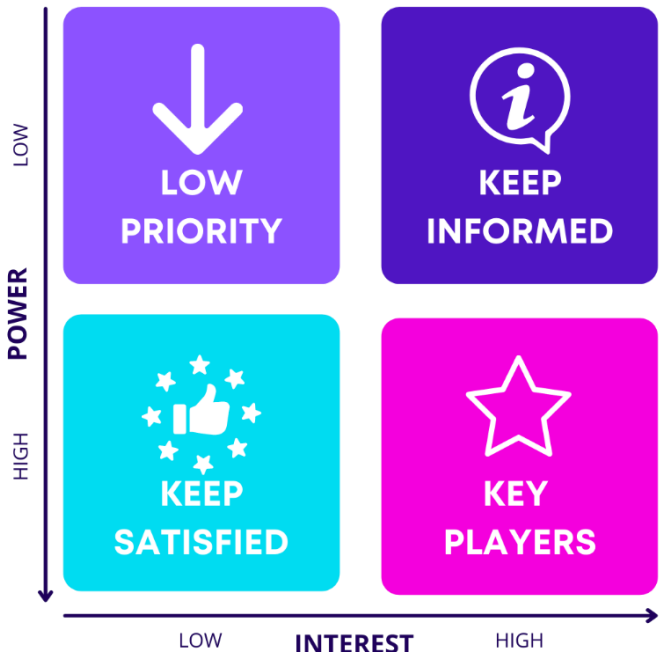

Figure 2: Stakeholders' power/interest matrix (Mendelow matrix)[1]

High Power/High Interest:	Stakeholders in this quadrant are crucial players requiring close collaboration due to their significant influence and vested interest in the subject matter
High Power/Low Interest:	While these stakeholders possess substantial power or authority, they may not be directly invested in the subject's outcomes. It's crucial to maintain their satisfaction without inundating them with excessive communication.
Low Power/High Interest:	Stakeholders here may lack significant power but hold a strong interest in the subject's outcomes. Engaging them effectively can garner support and address potential concerns.
Low Power/Low Interest:	These stakeholders have limited influence and interest in the subject. While they may not necessitate intensive engagement, keeping them informed fosters transparency and goodwill.

Figure 3: Quadrants of Mendelow matrix[2]

[1] Source: https://www.professionalacademy.com/blogs/mendelows-matrix-marketing-theories/

[2] Source: https://www.interreg-central.eu/news/enhancing-stakeholder-engagement-through-the-power-interest-matrix/

Ecosystem map is another tool useful in identifying and mapping stakeholders based on the sector they belong to and on their level of importance, therefore, it will be used in stakeholder mapping for the purposes of this Deliverable.

Ecosystem map looks like a spider web with concentric circles. Centre circle is most important, and that is the area of most important stakeholders. Each larger (wider) circle outwards means less important stakeholders.

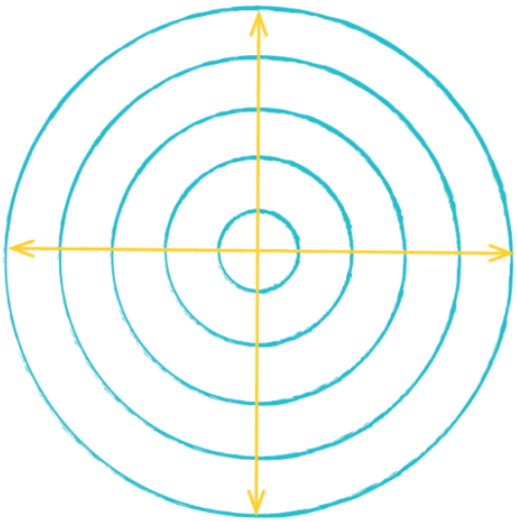

Figure 4: Stakeholders' ecosystem map[3]

An additional segment of this way of displaying stakeholders is that their connections and interconnections can be displayed in lines.

Stakeholder's map for both techniques will be created through Miro, an online collaborative platform designed for team-based brainstorming and interactive planning. All partners will have free access to the platform and will be able to be content co-creators.

3.3 Action plan for stakeholder mapping

In summary, the stakeholder mapping process will proceed through the fine steps.

[3] Source: https://urbact.eu/toolbox-home/implementing/stakeholders-ecosystem-map

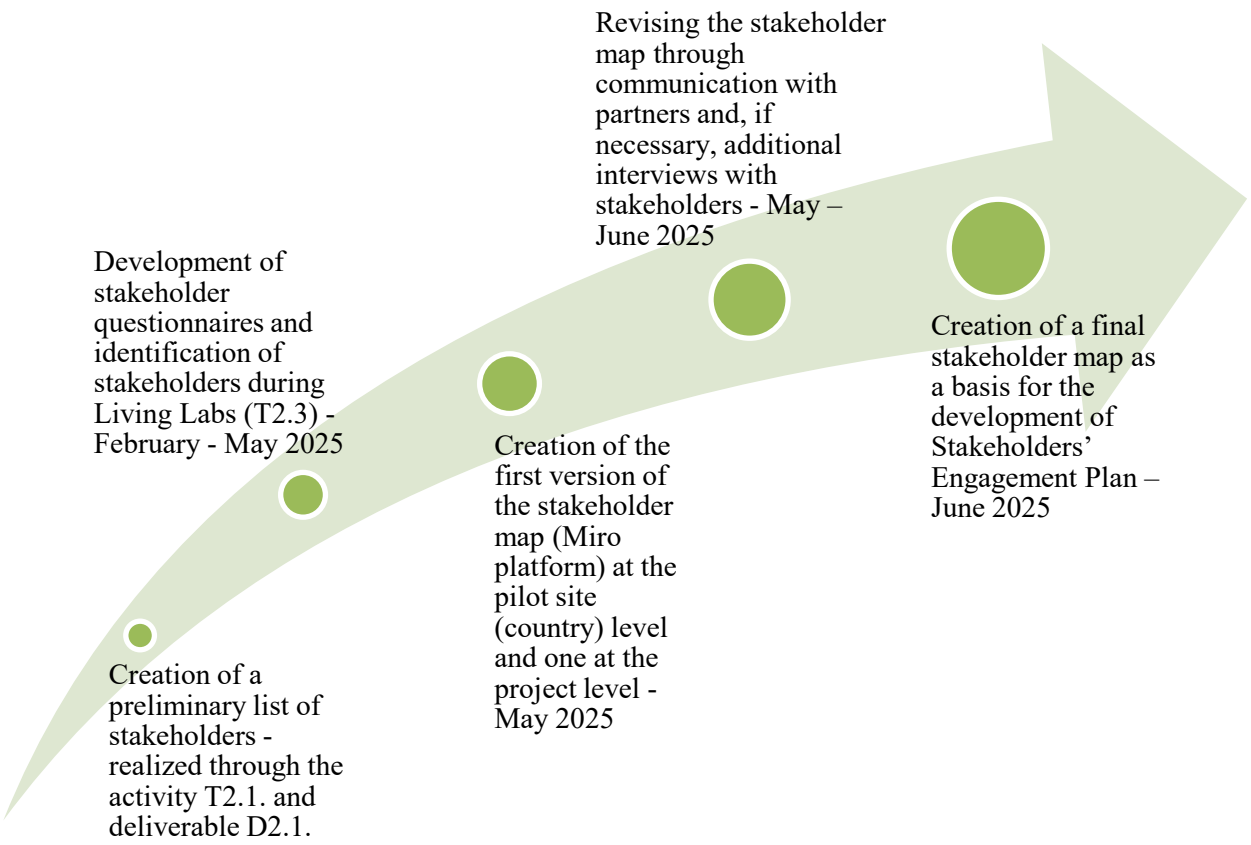

Figure 5: Process of stakeholder mapping

4 Stakeholders' Engagement Plan

Role of Stakeholders' Engagement Plan is to provide guidelines in the inclusion and activation of relevant stakeholders, who through their engagement increase the efficiency of the entire process - whether it is a tourist offer or some other topic.

Through stakeholder engagement, the dissemination of project activities and the sustainability of results are jointly ensured.

Except for analysis of stakeholders, the same Mendelow axis can be used to propose guides for stakeholder engagement.

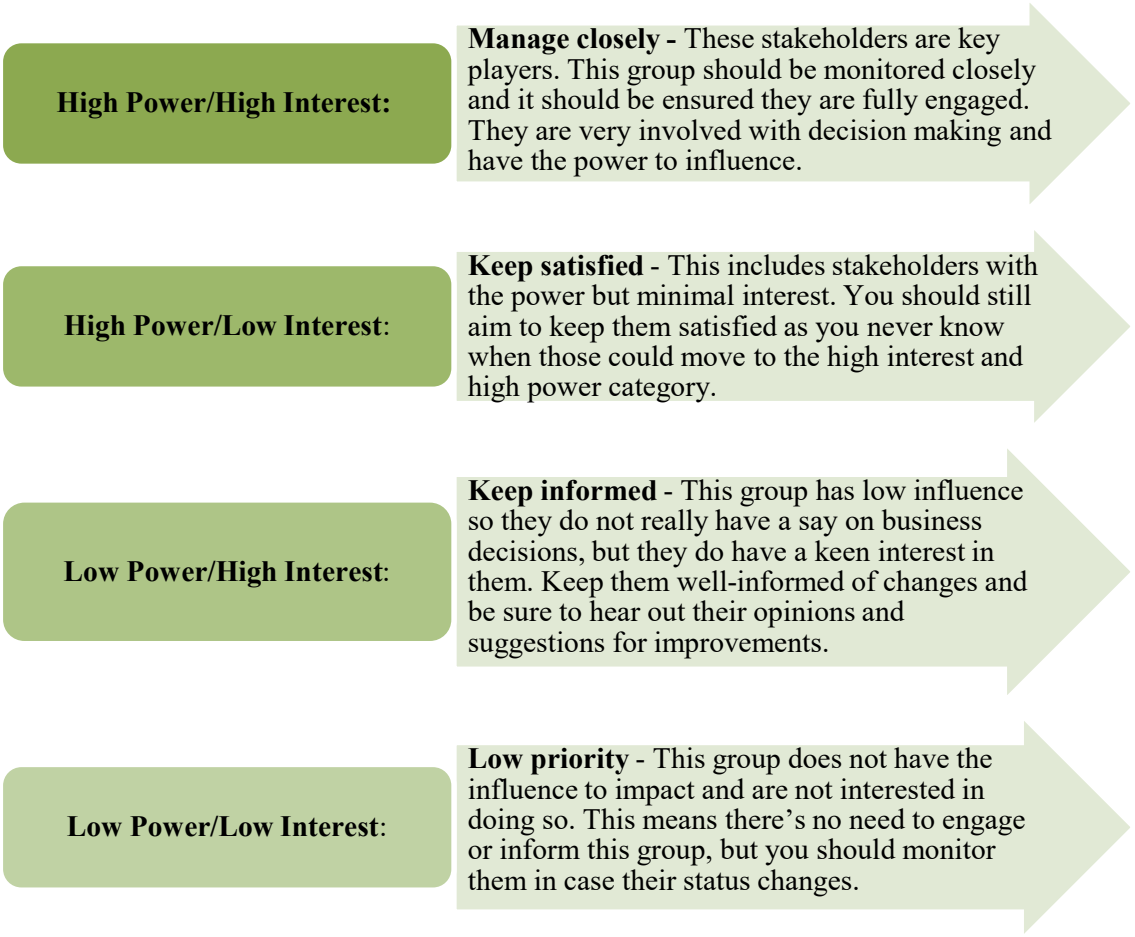

Figure 6: Mendelow matrix guides for stakeholder engagement[4]

An adaptable basis for creating a stakeholders engagement plan is the PDCA (Plan-Do-Check-Act) cycle. The PDCA cycle had its origin with Dr. W. Edwards Deming's lecture in Japan in 1950. Today, it is a method that, with adaptation, is widely used in strategic business planning. An important segment is its infinity - cyclicality. When analysing and planning the engagement

[4] Source: https://www.professionalacademy.com/blogs/mendelows-matrix-marketing-theories/https://www.interreg-central.eu/news/enhancing-stakeholder-engagement-through-the-power-interest-matrix/

of stakeholders, this is an important segment because the circumstances and conditions are constantly changing and this affects the hours of the stakeholders, so their importance and interest also changes.

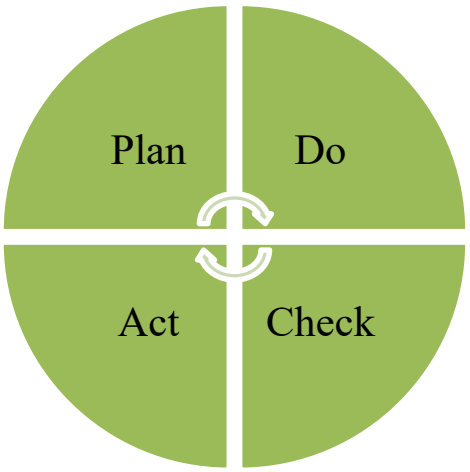

Figure 7: PDCA (Plan-Do-Check-Act) cycle

The basic four elements can be adapted for the needs of developing a stakeholder engagement plan by adjusting steps.

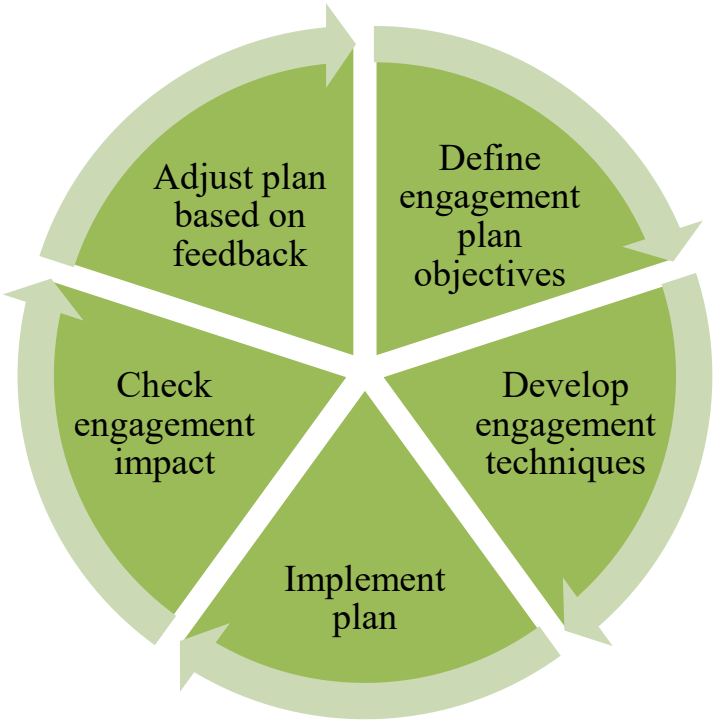

Figure 8: Engagement process based on adjusted PDCA

The starting point is the definition of engagement plan objectives. In the context of the TOURAL project and this Deliverable, the aim is to involve stakeholders in the project and ensure the sustainability of projects results though their involvement.

Defining engagement techniques is necessary to adapt those to the identified stakeholders. As stakeholders are members of different thematic/interest groups, it is necessary to prepare multiple engagement techniques to ensure effectiveness of process. At the same time, their interest and influence should be considered.

Stakeholder engagement is a key step and central point of the entire plan that is to be achieved through the implement plan. The proposed engagement techniques and methods will be tailored to the identified stakeholder groups.

Implementation is not the end of the process, as it will be followed by tracking of engagement impact. Based on stakeholder feedback and preliminary results of the plan adjustments are possible.

4.1 Identification of potential challenges in stakeholder engagement and mitigation strategies

Effective stakeholder engagement is critical to the success of the TOURAL project, but it is not without its challenges. Anticipating these challenges and preparing mitigation strategies will ensure a more resilient and adaptive engagement process. Listed below are some of the potential challenges and the strategies to address them:

- Low Stakeholder Participation

Challenge: Engaging a diverse group of stakeholders may face obstacles such as lack of interest, time constraints, or scepticism about the project's relevance to their interests.

Mitigation Strategy: Develop a targeted communication plan that highlights the benefits of participation, such as professional development opportunities, potential economic gains, and the project's alignment with their goals. Offer flexible participation options, such as virtual meetings or asynchronous feedback channels, to accommodate diverse schedules.

- Resistance to Change

Challenge: Stakeholders may resist adopting new practices or collaborating on innovative solutions due to comfort with the status quo or perceived risks to their operations.

Mitigation Strategy: Foster trust through transparency and open dialogue, ensuring stakeholders are involved in decision-making processes from the outset. Showcase case studies or pilot successes to demonstrate the tangible benefits of change and reduce perceived risks.

- Conflicting Stakeholder Interests

Challenge: Different stakeholders may have competing priorities, such as balancing economic development with environmental sustainability, which could lead to tensions or gridlock in decision-making.

Mitigation Strategy: Employ a structured facilitation approach during workshops and discussions to ensure all voices are heard and conflicting interests are mediated. Develop shared goals and win-win scenarios that align with TOURAL's overarching objectives, ensuring equitable benefits for all parties.

- Lack of Capacity or Resources

Challenge: Some stakeholders, especially smaller organizations, may lack the capacity or resources to actively engage in the project.

Mitigation Strategy: Provide support such as training or logistical help to ensure equal participation. Tailored resources and activities to the varying needs of stakeholders, ensuring inclusivity.

- Sustaining Long-Term Engagement

Challenge: Maintaining momentum and interest over the life cycle of the project could be difficult, particularly for stakeholders who may not see immediate benefits.

Mitigation Strategy: Establish a continuous feedback loop to keep stakeholders informed of progress and impact. Celebrate milestones and achievements to sustain enthusiasm and reinforce the value of their engagement. Offer regular updates and incentives for ongoing participation.

4.2 Action plan for creation of engagement plan

In summary, creation of engagement plan will proceed through the five steps, to the last (sixth) step, and the completion of the Deliverable D2.4.

Figure 9: Stakeholder mapping process

5 Conclusions

The deliverable D2.3 "Stakeholders' Engagement Plan (v1)" marks the first step toward developing a comprehensive and actionable framework for engaging stakeholders in the TOURAL project. This document outlines a detailed methodology for identifying, mapping, and prioritizing stakeholders across the project's pilot sites and beyond. By leveraging tools such as the Mendelow matrix and the PDCA cycle, the plan ensures a structured approach to stakeholder interaction, focusing on inclusivity, sustainability, and alignment with project goals.

While this draft provides a foundational framework, the final conclusions will rely on the integration of forthcoming data from Living Labs, stakeholder interviews, and additional research planned for early 2025. These activities are expected to enrich the stakeholder profiles, identify cooperation potentials, and address conflicting interests, enabling the final deliverable (D2.4) to present an evolved and implementable engagement plan.

Ultimately, the success of this engagement plan will hinge on the active participation of identified stakeholders, their feedback, and the adaptability of the proposed methods to real-world contexts. As the project progresses, the insights gained through this preliminary effort will guide TOURAL's contributions to fostering sustainable, multidimensional tourism development in rural and remote regions.

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Annex I. Questionnaire – Identification of Stakeholders

DRAFT VERSION

Questionnaire "***Identification of Stakeholders***" is one of the activities within the TOURAL project, which is carried out within the Horizon Europe program.

Description:

The analysis should be conducted in two parts, with a break in between. The first part should last up to an hour, while the second part should last up to half an hour but can be less (depending on the number of defined stakeholders).

FIRST PART

The stakeholders should be asked the following questions one after the other and their answers should be recorded (on a sheet of paper or on a white board). Answers can be general (e.g. stakeholder type - municipality) or specific - Municipality XY. To prevent the discussion from becoming too broad and losing focus, time should be limited up to 10 minutes for each question.

1. Who benefits from tourism?
2. Who is affected by tourism and how?
3. Who makes tourism decisions?
4. Who can drive change in the tourism sector?
5. Are the stakeholders interconnected and how?

PAUSE

After identifying stakeholders, participants should be asked to rate the impact and importance of each on a scale of 1 to 5.

The pause should be used to enter the identified stakeholders into the first column of the pre-prepared table below. Additional rows may be added depending on the number of stakeholders.

Definition of term impact and importance should also be written in the local language. Parts for adjustment are marked in red.

SECOND PART

Each participant should be provided with a sheet/s of paper with the table below in which the identified stakeholders will be entered in the first column. If printing is not possible during the event, the table can be printed in advance with first column blank so the stakeholder's name is written manually. The English name of the stakeholder can be added later.

Preparation for print for Living Lab - for print (all below):

Deliverable Number	D2.4	**Lead Beneficiary**	12. ZDRN
Deliverable Name	Stakeholders' Engagement Plan		
Type	R — Document, report	**Dissemination Level**	PU - Public
Due Date (month)	24	**Work Package No**	WP2

Description
Report on TOURAL stakeholders' mapping, engagement plan, structured feedback and interaction. Associated Tasks: T2.4. Mapping, Engagement, Structured Feedback & Interaction with Stakeholders

QUESTIONNAIRE

Questionnaire "***Identification of Stakeholders***" is one of the activities within the TOURAL project, which is carried out within the Horizon Europe program.

Instructions for participants:

On a scale of 1 to 5, circle the influence and importance of each stakeholder in tourism.

Definition of:

- **Impact** ➔ have a strong effect on someone or something, e.g. stakeholders who greatly influence the process through their decisions or behaviour.
- **Importance** ➔ the state or fact of being of great significance or value, e.g. stakeholders who are important in the decision-making process.

Definition of term in local language

STAKEHOLDER Level of impact / importance	**IMPACT / Term in local language** Smallest local language Largest local language	**IMPORTANCE / Term in local language** Smallest local language Largest local language
Stakeholder (local language) *Stakeholder (English language)*	1 2 3 4 5	1 2 3 4 5
	1 2 3 4 5	1 2 3 4 5

STAKEHOLDER Level of impact / importance	**IMPACT / Term in local language** Smallest local language 1 2 3 4 5 Largest local language	**IMPORTANCE / Term in local language** Smallest local language 1 2 3 4 5 Largest local language
	1 2 3 4 5	1 2 3 4 5
	1 2 3 4 5	1 2 3 4 5
	1 2 3 4 5	1 2 3 4 5
	1 2 3 4 5	1 2 3 4 5
	1 2 3 4 5	1 2 3 4 5
	1 2 3 4 5	1 2 3 4 5
	1 2 3 4 5	1 2 3 4 5
	1 2 3 4 5	1 2 3 4 5
	1 2 3 4 5	1 2 3 4 5
	1 2 3 4 5	1 2 3 4 5