



## Deliverable D1.4: Stakeholder engagement strategy

<b>DELIVERABLE TYPE:</b>	Report
<b>WORK PACKAGE:</b>	1. EoLO-HUBs knowledge community
<b>DISSEMINATION LEVEL:</b>	Public
<b>MONTH AND DATE OF DELIVERY:</b>	M12, 22/12/2023
<b>LEADER:</b>	ECHT
<b>AUTHORS:</b>	Erik van Diest

Programme Horizon Europe | Agreement No 101096425 - EoLO-HUBs - HORIZON-CL5-2022-D3-01



Co-funded by  
the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor the granting authority can be held responsible for them.

Agreement No 101096425 - EoLO-HUBs - HORIZON-CL5-2022-D3-01

Cite As: Stakeholder Engagement Strategy EoLO-HUBs (EoLO-HUBs, 2023)

If the Deliverable is Public, you retrieve it from Bio-Uptake Project website.

Document status			
Version	Date	Author	Description
V0.1	31/10/2023	Erik van Diest (ECH)	Draft
V1.0	13/12/2023	Erik van Diest (ECH)	Final version
V1.0	22/12/2023	Lucas Rivera, Javier Pérez	Final review
Dissemination Level	<input checked="" type="checkbox"/>	PU – Public (fully open)	
	<input type="checkbox"/>	SEN – Sensitive (limited under the conditions of the Grant Agreement)	
	<input type="checkbox"/>	CO – Confidential (EU classified under decision)	

Project Coordinator	AITIIP
WP leader	ECHT
Task leader	ECHT

## PROJECT INFO

Grant Agreement	101096425
Programme	Horizon Europe
Call	HORIZON-CL5-2022-D3-01
Topic	HORIZON-CL5-2022-D3-01-02
Type of action	HORIZON-IA
Project Title	Wind turbine blades End of Life through Open HUBs for circular materials in sustainable business models
Project starting date	1-1-2023
Project end date	31-12-2026
Project duration	48 months

## Table of Contents

PROJECT INFO.....	2
Table of Contents .....	3
1. Introduction.....	5
The Three Hubs: Catalysts for Innovation .....	5
Moving Forward: Navigating the Path .....	5
Reading guide .....	5
2. Identification of Stakeholders: .....	6
Stakeholder types.....	6
3. Stakeholder Analysis.....	10
Analysis 1: Interest vs Influence .....	10
Analysis 2: Stakeholder Needs, Wants, and Concerns .....	11
3. Engagement and Involvement .....	15
4. Communication Plan .....	17
6. Monitoring and Evaluation:.....	19
Monitoring and Evaluation Strategy for Stakeholder Engagement .....	19
Key Performance Indicators (KPIs): .....	19
Monitoring and Evaluation Process: .....	20
Adaptation and Flexibility: .....	20
Reporting.....	21
7. Risk Assessment and Mitigation:.....	22
Potential Risks for Stakeholder Engagement and Mitigation Strategies .....	22
8. Conflict Resolution and Issue Management:.....	24

## DISCLAIMER OF WARRANTIES

This document has been prepared by EoLO-HUBS project partners as an account of work carried out within the framework of the EC-GA contract no. 101096425.

Neither Project Coordinator, nor any signatory party of EoLO-HUBS Project Consortium Agreement, nor any person acting on behalf of any of them:

- (a) makes any warranty or representation whatsoever, expressed or implied,
  - (i). with respect to the use of any information, apparatus, method, process, or similar item disclosed in this document, including merchantability and fitness for a particular purpose, or
  - (ii). that such use does not infringe on or interfere with privately owned rights, including any party's intellectual property, or
  - (iii). that this document is suitable to any particular user's circumstance; or
  
- (b) assumes responsibility for any damages or other liability whatsoever (including any consequential damages, even if the Project Coordinator or any representative of a signatory party of the EoLO-HUBS Project Consortium Agreement has been informed of the possibility of such damages) resulting from your selection or use of this document or any information, apparatus, method, process, or similar item disclosed in this document.

## 1. Introduction

### *Advancing Sustainable Solutions in Wind Energy*

The EoLO-HUBs project represents a significant stride in addressing the critical challenge of recycling wind turbine blades sustainably. With substantial backing from the European Union, this European Research Project is dedicated to ensuring that wind energy remains a cornerstone of renewable power while minimizing its environmental footprint.

Central to the success of EoLO-HUBs is the involvement and support of a diverse range of stakeholders. These include esteemed research institutions, industry partners, regulatory authorities, policy makers and local communities affected by wind energy facilities. Through strategic engagement, we aim to harmonize their interests, ensuring that the project aligns with broader societal and environmental objectives.

### *The Three Hubs: Catalysts for Innovation*

The geographical distribution of our hubs is a deliberate effort to ensure the European-wide impact of EoLO-HUBs. The physical hubs in Germany and Spain serve as testing grounds for cutting-edge recycling technologies. Simultaneously, our virtual hub acts as a knowledge hub, fostering a worldwide community of experts dedicated to solving the challenge of wind turbine blade recycling.

Through these hubs, EoLO-HUBs seeks to transcend geographical boundaries, fostering a collective commitment to sustainable practices in wind energy. Each hub plays a pivotal role in shaping the project's narrative, enriching it with the invaluable perspectives and expertise of stakeholders from diverse backgrounds.

### *Moving Forward: Navigating the Path*

This stakeholder management strategy shows our dedication to transparent, inclusive, and effective collaboration. As we work on this transformative journey, we look forward to forging enduring partnerships, harnessing the collective wisdom of our stakeholders, and propelling EoLO-HUBs to success.

Together, we are not only advancing wind energy research but also stewarding a sustainable future for generations to come.

### *Reading guide*

Within the document we first investigate the different types of stakeholders involved in the project. These will be analysed to understand their needs, wants and requirements and impact on the project. After this, several strategies to engage and involve the stakeholders are discussed. The analysis and strategies are thereafter combined into a communication plan per stakeholder group. The document finishes with a monitoring strategy to track the progress and be able to adjust the strategy when needed, a short risk assessment with mitigation measures and a conflict resolution and issue management chapter.

## 2. Identification of Stakeholders:

Stakeholder identification is a foundational step in any stakeholder engagement strategy, providing a comprehensive understanding of the individuals, groups, or entities that have a vested interest in the outcomes of a project. These stakeholders can exert influence, be affected by, or hold a significant stake in the project's success or failure. They represent a diverse array of perspectives, ranging from direct beneficiaries like project partners and end-users to regulatory bodies, local communities, and interest groups. Effectively identifying and analyzing stakeholders enables a project to anticipate their needs, concerns, and expectations, ultimately facilitating the development of strategies that align with both project objectives and broader societal interests.

Furthermore, stakeholder identification serves as a cornerstone of transparent and accountable project management. By recognizing and involving all relevant parties from the outset, potential conflicts can be pre-emptively addressed, and collaborations can be forged to enhance the project's overall impact. This process is not static but evolves over the project's lifecycle, requiring ongoing assessment and adaptation to account for changing dynamics and emerging stakeholders. In essence, stakeholder identification is not merely a procedural formality, but a strategic imperative for ensuring project success and fostering a culture of inclusive decision-making. This is why the strategy will be reviewed and updated regularly.

### Stakeholder types

Within the project we identify two types of stakeholders:

1. **Primary Stakeholders:** These are the individuals or groups directly impacted by the project, such as project partners, funders, end-users, and regulatory bodies.
2. **Secondary Stakeholders:** These are individuals or groups who may have an indirect interest in the project, such as local communities, interest groups, or industry associations.

In tables Table 1 and Table 2 an overview is presented of the identified stakeholders within these two groups.

*N.b. The overview is incomplete due to the large number of stakeholders involved in the project and changes of the stakeholders involved throughout the project. Throughout the project lifetime the table will be updated. This table must therefore be seen as snapshot and not definite complete list.*

Table 1: Overview of primary stakeholders within the project.

Organisation	Region	Description
<i>Project partners</i>		
FUNDACION AITIIP	ES	Coordinator
NCC OPERATIONS LIMITED	UK	Partner
UNIVERSITY OF LEEDS	UK	Partner
ECHT regie in transitie B.V.	NL	Partner
NORDEX ENERGY GMBH	DE	Partner
MOSES PRODUCTOS SL	ES	Partner
MITSUBISHI CHEMICAL ADVANCED MATERIALS GMBH	DE	Partner
THE MANUFACTURING TECHNOLOGY CENTRE LIMITED	UK	Partner
CONSORCIO AERODROMO AEROPUERTO DE TERUEL	ES	Partner
Advantis ApS	DK	Partner
FRAUNHOFER GESELLSCHAFT ZUR FORDERUNG DER ANGEWANDTEN FORSCHUNG EV	DE	Partner
Jansen Recycling Group B.V.	NL	Partner

Organisation	Region	Description
<b>MONDRAGON GOI ESKOLA POLITEKNIKOA JOSE MARIA ARIZMENDIARRIETA S COOP</b>	ES	Partner
<b>SAINT-GOBAIN PLACO IBERICA SA</b>	ES	Partner
<b>GLOBAL EQUITY &amp; CORPORATE CONSULTING SL</b>	ES	Partner
<b>NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK TNO</b>	NL	Partner
<b>CENTRO RICERCHIE FIAT SCPA</b>	IT	Partner
<b>POLYMERIS</b>	FR	Partner
<i>Funder</i>		
<b>The European Union through CINEA</b>	EU	Funding
<i>Regulatory bodies</i>		
<b>Netherlands Enterprise Agency</b>	NL	Executive office
<b>Ministry of Economic Affairs &amp; Climate</b>	NL	Ministry in charge of wind energy
<b>Ministry of Infrastructure and Water management</b>	NL	Ministry in charge of circular economy
<b>Ihobe</b>	ES	Environment Agency on the Basque Government
<b>Umweltbundesamt</b>	DE	Government body in charge of environment
<b>Environment Agency</b>	Wales, England	Environmental regulator
<b>Northern Irish Environment Agency</b>	Northern Ireland	Environmental regulator
<b>Scottish Environmental Protection Agency</b>	Scotland	Environmental regulator
<b>Department for Food, Environment and Rural Affairs</b>	UK	Government body in charge of waste and resources
<b>Department for Energy Security and Net Zero</b>	UK	Government body in charge of climate policy
<b>Department for Business and Trade</b>	UK	Government body in charge of inward investment
<i>Other</i>		
<b>General public – communities of place</b>	Europe	Persons living nearby wind blade manufacturing and related industrial sites

The end-users of the products and results created within the project are also considered primary stakeholders. The creation of this stakeholder overview is done in collaboration with WP3, T3.3. With the ongoing research into who these stakeholders are exactly, we can only provide the groups of



entities as also mentioned within Deliverable 3.2: Interim report on IPR strategy (please note that this report is non-public):

- A. Scientific Community: researchers, investigators and academics of the WTB and Coposites
- B. sector.
- C. Legislators: regional and national government, standardization bodies.
- D. Associations: NGOs
- E. Wind turbine manufacturers and designers: Blade owners, ligtnf companies, logistic providers,
- F. pre-processing companies.
- G. Fibre Recyclers: Solvolysis companies, pyrolysis companies
- H. End-user: Composite injection moulding, product manufacturer glass wool, chemical
- I. processing company fibre upgrading
- J. End-product\_ Sectors using rGF: automotive industry manufacturer, chemical industry manufacturer...

During the next year we will further investigate these groups with WP3 and put names to the stakeholders.

Table 2: Overview of secondary stakeholders identified within the project.

Organisation	Region of influence	Description
<b>European Composites Industry Association (EuCIA)</b>	EU	Sector association for composites
<b>AEE Spanish WindEnergy Association</b>	ES	Sector association for wind industry
<b>Netherlands Wind Energy Association</b>	NL	Sector association for wind industry
<b>Wind Denmark</b>	DK	Sector association for wind industry
<b>France Energie Eolienne</b>	FR	Sector association for wind industry
<b>BWE Germany</b>	DE	Sector association for wind industry
<b>Stiftung Offshore Wind Energy</b>	DE	Sector association for offshore wind industry
<b>WAB e.v.</b>	DE	Sector association for offshore wind industry
<b>Elettricità Futura</b>	IT	Sector association for wind industry
<b>WindEurope</b>	EU	Sector association for wind industry
<b>BWO Offshore Wind Operators Germany</b>	DE	Sector association for offshore wind industry
<b>European Recycling Association (EuRIC)</b>	EU	Sector association for recycling
<b>IEA Wind Task 45</b>	Global	Network on wind blade recycling
<b>SETAC</b>	Global	Sector association on chemical technology
<b>Finnish Wind Power Association</b>	FI	Sector association for wind industry
<b>Renewable UK</b>	UK	Trade body for renewables

<b>CIWM</b>	UK	Professional body for wastes and resources management
<b>IOM3</b>	UK	Professional body for mining, metals and minerals industries
<b>REGEN</b>	UK	Think tank for energy sector
<b>Circular Wind Hub</b>	EU	Sector group on circularity in the wind sector
<b>Zero Waste Europe</b>	EU	Non-profit organisation for circular economy
<b>Green Alliance</b>	UK	Non-profit organisation for environmental protection
<b>Zero Waste Scotland</b>	Scotland	Semi-government body for circular economy transitions
<b>General public – communities of interest</b>	Europe	Persons with interest in wind energy and/or circularity in the wind sector
<b>IRENA</b>	Global	Intergovernmental body for energy transitions

### 3. Stakeholder Analysis

Stakeholder analysis is crucial for managing stakeholders effectively. It means carefully looking at the people, groups, or organizations who care about our project. We want to understand their roles, interests, and how they can affect our work. By sorting them based on how much influence they have and how interested they are, we can focus our efforts and communicate in the best way possible. This way, we make sure we're talking to the right people at the right time and can handle any disagreements that might come up.

Stakeholder analysis isn't a one-time thing. It changes as our project moves forward and as people's interests change. It's like having a map to guide us through the different opinions and interests involved. In the next sections, we'll analyse the different stakeholders on their interest vs. their influence within the project. Next to that we'll analyse the needs, expectations and concerns of each stakeholder group to gain more insight in them. Throughout the project this will be reviewed and updated as necessary.

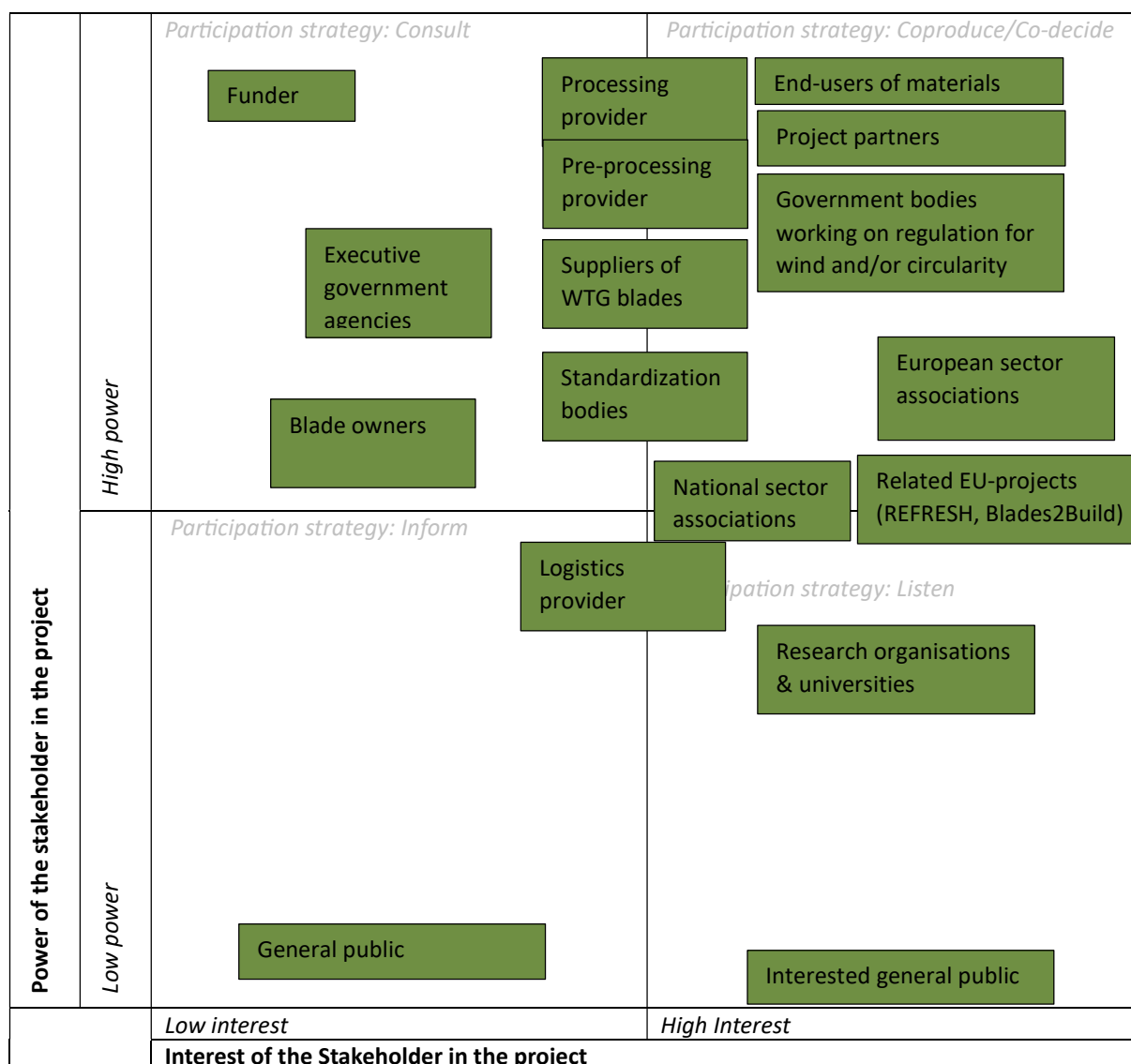
#### Analysis 1: Interest vs Influence

The Interest vs Influence Grid is a powerful tool in stakeholder management, providing a structured approach to understanding and prioritizing stakeholders based on their level of interest in, and influence over, a project. Interest refers to the degree to which a stakeholder is affected by or concerned about the project's outcomes, while influence denotes the capacity of a stakeholder to exert control or sway over the project's direction.

By plotting stakeholders on this matrix, valuable insights are gained into which stakeholders require focused attention and engagement efforts. Those positioned in the high-interest, high-influence quadrant are particularly critical, as they possess both the motivation and ability to significantly impact the project's success. Conversely, stakeholders in the low-interest, low-influence quadrant may warrant less intensive engagement, allowing resources to be allocated more efficiently across the project's lifespan.

This grid not only aids in prioritization but also serves as a dynamic tool for risk mitigation and conflict resolution. Stakeholders with high influence but low interest may require careful management to prevent undue interference, while those with high interest but low influence may benefit from targeted communication efforts to keep them informed and engaged.

Figure 1: Interest vs. influence matrix for the stakeholder groups within EoLO-Hubs.



From this figure we can see that we need to pay special attention to the ‘funder’. This stakeholder is occupied by many different projects in the EU, and therefore wants to be kept up-to-date as efficiently as possible for them. On the other hand we can expect a high interest from researchers, which have less impact on the project itself, but are highly interested in the project outcomes. This means are more welcome to receiving more information, while giving them less personal attention.

### Analysis 2: Stakeholder Needs, Wants, and Concerns

In any project, recognizing the needs, wants, and concerns of stakeholders is vital. Stakeholders, including project partners, end-users, regulatory bodies, and local communities, bring various perspectives and interests to the table. *Needs* refer to their essential requirements and expectations from the project, covering deliverables and timelines. *Wants* reflect their desired outcomes and areas for potential improvement, showcasing their hopes for project success. *Concerns* encompass potential risks, apprehensions, or challenges stakeholders foresee, requiring careful consideration and proactive measures. By systematically identifying and addressing these aspects, a project can cultivate

transparency, collaboration, and alignment of objectives, bolstering its chances of achieving intended outcomes.

For each stakeholder group the needs, wants and concerns have been identified by the project team. Table 3 provides an overview of these items.

Table 3: Overview of needs, wants and concerns of the selected stakeholder groups within the project.

Stakeholder group	Needs	Wants	Concerns
<b>Funder</b>	Project completion within time and according to schedule, with results that are used outside the project	As little work as possible on the process side, checking of deliverables and progress	Has many more projects at hand – concerned with time spend per project
<b>Project partners</b>	Project completion within time and budget, access to resources of other partners, strategy to continue with outcome after the project	Good cooperation with partners within the project, access to resources of other partners (on request), help with valorisation strategy, room to publish articles, create scientific impact with the results, create policy impact with the results	Enough time and attention within all project partners for this project, access to what's needed for the project
<b>Policy creating government bodies</b>	Scientifically proven results on techniques and policy instruments that can be implemented in circular economy policy and/or wind energy policy	Involvement in the process to steer policy instruments so these are useable for them, validated by industry	Too much influence of industry on policy.
<b>Executive government agencies</b>	Policy instruments that can directly be implemented within their programs	Practically useable results that can be implemented directly, for instance in tender regulations	Too much influence of industry on industry.
<b>European sector associations</b>	Information for members on the opportunities within this field, storylines to advance circularity within the policy domain on EU-level	Early access to information, involvement in dissemination activities, standardized storylines to share	One of many research projects, so what's in it for our members?
<b>National sector associations</b>	Information for members on the opportunities within this field, storylines to advance circularity within the policy domain on national level	Access to information, involvement in dissemination activities, standardized storylines to share	What is the impact of the organisation on the topic of circularity on a national level?
<b>End-users of materials</b>	Business case on the use of recycled fibers	Technical, legal (what will policy do) and financial	Getting higher management along:

Stakeholder group	Needs	Wants	Concerns
		information on the products coming from the project and their use within the end-users' products	will the quality stay high enough, will the business case stand for this
<b>Logistics providers</b>	Information on size and quality of turbine blades to be transported	Insight into future amounts of blades that need to be transported, and sizes of the transportable goods	Many developments happening, what will be the winner?
<b>Pre-processing providers</b>	Information on requirements of processors of blades on quality and size of the materials to be delivered, information on technological advancements in the field of cutting	Basic information on the quality and size of the materials to be delivered, technical details on the cutting technology being developed	Will we be cut out in the process, where processors will take over our role??
<b>Processing companies</b>	Information on the developed techniques regarding quality of the output and process costs and environmental impact	Ability to stay up to date on the results of the techniques that are being developed	Receiving not enough information, betting on wrong technique early on in the process.
<b>Research organisations and universities</b>	Data from the project, scientific papers to expand upon	Opportunity to steer research outcomes so these are useful for research taking place within the organisations	Not getting access to data needed for research
<b>Interested general public</b>	Basic information on project, outcomes and way forward	Basic information to stay informed on the project	Won't they forget about us?
<b>General public</b>	Basic information on importance of the project and what will be done with the results when stumbling upon the project	None	What is happening to all these blades?
<b>Standardization bodies</b>	Data and knowledge on the design requirements for circular wind turbine blades	Access to the knowledge and data, help in creating the standardization texts	Are all stakeholders involved, how is the cooperation with other projects?
<b>Suppliers of WTG blades</b>	Information on outcomes of projects, influence on design requirements	Influence on setting design requirements, information on design	Will we create something that will work for us?
<b>Related EU-projects</b>	Exchange of information on the project outcomes and plans, common	Good communication with related projects, opportunities to work together	Will we reach the project goals as set by the EU doing it this way?

Stakeholder group	Needs	Wants	Concerns
	platform for sharing outcomes		

The data presented in this overview are used in the communication strategy to make sure the right stakeholders are reached out to in the right way with the right messages.

### 3. Engagement and Involvement

In the EoLO-HUBS project, we highly value the contributions that stakeholders bring to our initiative. Their insights, expertise, and diverse perspectives are pivotal in steering the course of our endeavours and ensuring their meaningful impact. To this end, we have curated an array of engagement avenues that encompass newsletters, social media interactions, workshops, webinars, conference participations, (potential) site visits and demonstrations, and active involvement in our advisory board.

#### 1. Workshops and Conferences

Stakeholders are invited to dynamic workshops and conferences, which serve as vibrant platforms for their active participation. These events facilitate in-depth discussions, knowledge sharing, and collaborative brainstorming sessions. Workshops empower stakeholders to contribute their expertise and innovative solutions, collectively addressing challenges faced by the project. Throughout the project 3 open workshops will be organised by ECHT, potentially in an online form to facilitate maximal interaction with public from across Europe. Conferences, partly organised by external parties, provide broader forums for stakeholders to exchange ideas and engage with a wider community of experts and enthusiasts in the field. Throughout the project 2 open conferences will be organised by ECHT. This inclusivity ensures that stakeholders directly influence the project's trajectory.

#### 2. Advisory Board Participation

We've established an esteemed advisory board, featuring experts, industry representatives, and influential policymakers. This board plays a pivotal role in providing guidance and strategic insights throughout the project's lifecycle. Serving as a crucial bridge between the project team and the broader stakeholder community, the advisory board offers invaluable perspectives and recommendations that enhance decision-making processes.

#### 3. Webinars and Virtual Forums.

Recognizing the importance of accessibility and inclusivity, we've integrated virtual engagement opportunities into our strategy. Webinars and online forums serve as convenient platforms for stakeholders who may face geographical or logistical constraints. These virtual spaces provide dynamic environments for knowledge exchange, discussion, and collaboration. This ensures that stakeholders from diverse backgrounds can actively participate in shaping the project's trajectory.

#### 4. Website and newsletter

Our website serves as a centralized hub for project updates, resources, and interactive features. Through regular blog posts, informative articles, and multimedia content, we aim to provide stakeholders with a comprehensive understanding of our progress and achievements. Additionally, our newsletter acts as a direct line of communication, delivering curated updates straight to stakeholders' inboxes. This medium allows us to spotlight key milestones, highlight stakeholder contributions, and solicit valuable feedback.

#### 5. Social media

Social media channels offer dynamic spaces for real-time interactions. Through engaging posts, live sessions, and interactive polls, we foster a sense of community and encourage stakeholders to actively participate in shaping the project's trajectory. This not only enhances transparency but also ensures that stakeholders remain informed, empowered, and integral to the success of the EoLO-HUBS project.

#### 6. Potential Site Visits and Demonstrations.

Industry partners and end-users, who have a direct interest in the physical aspects of the project, might be invited to participate in site visits and demonstrations. These experiences offer invaluable first-hand



insights, allowing stakeholders to witness progress, interact with project components, and gain a deeper understanding of the project's real-world impact. Through these engagements, we aim to cultivate a sense of ownership and pride, thereby strengthening the bonds between the project and the end-users it serves. This is however dependent on the willingness and options of the party hosting the site visit, and therefore only named as potential option to investigate throughout the project lifetime. It is explicitly not stated that these events will take place at this moment in the project lifetime, but are only named as an option to further investigate throughout the lifetime of the project.

By incorporating these diverse opportunities for stakeholder engagement and involvement, we reaffirm our commitment to transparency, collaboration, and shared success. We firmly believe that by actively engaging stakeholders at every stage, we not only enrich our project outcomes but also contribute to a more sustainable and inclusive future for all.

## 4. Communication Plan

A well-crafted communication plan lies at the heart of any effective stakeholder engagement strategy. It serves as the roadmap for how information flows between the project team and its stakeholders, ensuring that key messages are conveyed accurately and timely. This plan is a dynamic tool that not only outlines the channels and frequency of communication but also takes into account the unique preferences and needs of various stakeholder groups. By establishing clear lines of communication, we aim to foster transparency, build trust, and facilitate meaningful collaborations that drive the success of the project. Table 4 outlines the strategic framework that will guide our efforts in engaging stakeholders through purposeful and impactful communication channels.

Table 4: Overview of communication channels, frequency and key messages per stakeholder group.

Stakeholder group	Channels	Frequency	Key messages
<b>Funder</b>	Direct contact through e-mail, funding portal	Based on Grant Agreement	Project is running according to plan and schedule, we have a deviation in the project which we're solving in this and that way
<b>Project partners</b>	General Assembly, update meetings mailing lists, workshops, social media, newsletters	Monthly – half yearly (depending on partner interactio	Direction we're heading, are we all aligned on this?
<b>Policy creating government bodies</b>	Workshops, conference social media, website, newsletters, webinars	Workshop and/or webinar 1 time throughout project, (external party) conference yearly, regular updates every three months through website, social media and/or newsletter	Lines of thinking we're working on, how to implement it in your own policy processes.
<b>Executive government agencies</b>	Workshops, webinars, conference, social media, website, newsletters,	Workshop and/or webinar 1 time throughout project lifetime, (external party) conference yearly, regular updates every three months through website, social media and/or newsletter	Policy instruments developed by the consortium and validated with both industry and policy makers, how to include it in activities (e.g. tenders).
<b>European sector associations</b>	Conference, webinar, social media, website, newsletter	External party conference yearly, webinars two times throughout project life, others every three months through website, social media and/or newsletter	(Preliminary) results of the project, storylines to use towards your members/policy makers
<b>National sector associations</b>	Webinars, Social media, website, newsletter	Webinars two times throughout project life, other every three months	(Preliminary) results of the project, storylines to use

Stakeholder group	Channels	Frequency	Key messages
		through website, social media and/or newsletter	towards your members/policy makers
<b>End-users of materials</b>	Workshops, site visit social media, website, newsletter	Workshops 2 times, other every three months through website, social media and/or newsletter	Products that come out of our project, associated business models for your organization type
<b>Research organisations and universities</b>	Conferences, social media, website, newsletter, scientific journals	Yearly (external party) conference, others every three month through scientific journal, website, social media and/or newsletter	Research results
<b>Interested general public</b>	Social media, website, newsletter	Every six months through website, social media and/or newsletter	Goal of the project, outcomes of the project
<b>General public</b>	Social media, website	Yearly through website, social media and/or newsletter	Goal of the project, outcomes of the project
<b>Standardization bodies</b>	Workshops, social media, website, newsletter	2 workshops throughout project lifetime, other every three months through website, social media and/or newsletter	Project results applicable to standardization
<b>Suppliers of WTG blades</b>	Workshops, webinars, conferences, social media, website, newsletter	2 workshops and/or webinars throughout project lifetime, other every three months through social media and/or newsletter	Interim project results, direction of the research
<b>Related EU-projects</b>	Regular update meetings, conferences, social media, website, newsletter	Update meeting every six months, (external party conference) yearly, other every three months through social media and/or newsletter	Project items in development, research outcomes, grounds for common developments

## 6. Monitoring and Evaluation:

A robust stakeholder engagement strategy is foundational to the success of the EoLO-HUBs project. However, it is equally crucial to continuously assess the effectiveness of our engagement efforts. This chapter introduces our comprehensive Monitoring and Evaluation strategy, which is designed to systematically track and analyze key performance indicators (KPIs) across various engagement channels. By doing so, we ensure that our communication approaches remain agile, responsive, and aligned with stakeholder needs. This strategy not only enables us to gauge the level of stakeholder involvement but also empowers us to make data-informed adjustments, enhancing the overall impact of the EoLO-HUBs project. In the ensuing sections, we will detail the specific KPIs and methodologies employed in this dynamic framework.

### Monitoring and Evaluation Strategy for Stakeholder Engagement

The monitoring and evaluation strategy for stakeholder engagement in the EoLO-HUBs project aims to assess the effectiveness of our communication efforts and the level of stakeholder involvement. By tracking key performance indicators (KPIs) across various channels, we can make informed adjustments to our engagement strategies and ensure that stakeholders remain actively engaged throughout the project.

#### Key Performance Indicators (KPIs):

1. Newsletters:
  - KPI 1: Number of subscribers
  - KPI 2: Open Rate
  - KPI 3: Subscriber Growth Rate
2. Social Media Engagement:
  - KPI 1: Engagement Rate (Likes, Comments, Shares)
  - KPI 2: Follower Growth Rate
  - KPI 3: Reach and Impressions
3. Workshops and Webinars:
  - KPI 1: Number of attendants
  - KPI 2: Participant Satisfaction (Post-event Surveys)
  - KPI 3: Actionable Insights Generated
4. Conference Participation:
  - KPI 1: Number of conferences taken part in
  - KPI 2: Number of Presentations or Panels Represented
  - KPI 3: Number of visitors to conference
5. Site Visits and Demonstrations:
  - KPI 1: Number of Stakeholders Participating
  - KPI 2: Participant Feedback and Satisfaction
6. Advisory Board Participation:

- KPI 1: Level of Engagement and Participation
- KPI 2: Effectiveness of Advisory Board Feedback in Shaping Project Direction

#### Monitoring and Evaluation Process:

To track the development of the stakeholder engagement, the following monitoring and evaluation will be implemented:

1. Regular Data Collection:
  - Continuous tracking of KPIs for newsletters, social media, workshops, conferences, site visits, demonstrations, and advisory board participation using analytics tools and feedback mechanisms.
2. Comparative Analysis.
  - Compare KPIs against predefined benchmarks and previous performance to identify trends and areas for improvement.
3. Feedback Integration.
  - Gather stakeholder feedback through surveys and direct interactions to complement quantitative data with qualitative insights.
4. Adaptive Strategies.
  - Use the findings to adapt engagement strategies, content, and channels to better align with stakeholder preferences and interests by half yearly adapting the strategy based on the performance reporting.
5. Performance Reporting.
  - Periodic reports (half yearly) summarizing KPIs and insights, with actionable recommendations for optimizing stakeholder engagement efforts.
6. Stakeholder Engagement Reviews.
  - Conduct regular reviews to discuss findings, evaluate the effectiveness of engagement activities, and implement adjustments as needed.

By implementing this monitoring and evaluation strategy, we aim to maintain a dynamic and responsive approach to stakeholder engagement, ensuring that our communication efforts remain effective and that stakeholders are actively involved in the EoLO-HUBS project.

#### Adaptation and Flexibility:

Remaining adaptable and receptive to change is a cornerstone of our stakeholder engagement strategy. We recognize that the dynamic nature of projects like EoLO-HUBS may necessitate shifts in approach, following the results of the monitoring and evaluation process. By maintaining a flexible mindset, we position ourselves to swiftly implement adjustments, ensuring that our engagement efforts remain responsive and attuned to the evolving needs and preferences of our stakeholders. This adaptability is key to fostering a collaborative and effective partnership with our stakeholders throughout the course of the project.

### Reporting

Besides the internal reporting cycle, at M24 and M48 the following deliverable will be presented to the funding office:

#### **D1.3 Interim and final report on clustering activities**

- Stakeholder mapping and collaborative initiatives will be developed to ensure the liaison with other associations and the continuity of the Knowledge Hub community beyond the project.

## 7. Risk Assessment and Mitigation:

Anticipating and addressing potential challenges is integral to the success of any project. In this chapter, we delve into the process of identifying and mitigating risks associated specifically within the stakeholder engagement in the EoLO-HUBs project. N.B. This is separate to the general risk analysis that is part of the overall project and should therefore be seen as separate item. By systematically evaluating potential obstacles and implementing proactive strategies, we aim to ensure smooth and effective stakeholder interactions. This chapter outlines our approach to risk assessment and mitigation, highlighting the methodologies and tools we employ to navigate potential hurdles and safeguard the project's progress.

### Potential Risks for Stakeholder Engagement and Mitigation Strategies

#### 1. Lack of Stakeholder Interest or Engagement.

##### *Mitigation strategies:*

- Conduct thorough stakeholder analysis to identify and prioritize engaged parties.
- Implement targeted communication strategies tailored to each stakeholder group.
- Provide incentives for active participation, such as recognition or opportunities for involvement in project milestones.

#### 2. Miscommunication or Information Gaps.

##### *Mitigation strategies:*

- Establish clear communication channels and protocols.
- Regularly update stakeholders through multiple mediums (e.g., newsletters, meetings, online platforms).
- Offer opportunities for stakeholders to ask questions or seek clarifications.

#### 3. Conflicts of Interest among Stakeholders.

##### *Mitigation strategies:*

- Implement a conflict resolution protocol with a designated contact person or mediation process.
- Foster open and transparent communication to address concerns and find mutually agreeable solutions.

#### 4. Inadequate Representation of Stakeholder Groups.

##### *Mitigation strategies:*

- Ensure diverse stakeholder representation through targeted outreach efforts.
- Conduct regular assessments of stakeholder composition and adjust engagement strategies as needed.

#### 5. Resistance to Change or Project Objectives.

##### *Mitigation strategies:*

- Provide clear and compelling communication about the benefits and impacts of the project.
- Engage stakeholders early in the project to involve them in shaping objectives and outcomes.

6. Unforeseen External Events (e.g., Natural Disasters, Pandemics).

*Mitigation strategies:*

- Develop contingency plans to address potential disruptions to stakeholder engagement activities.
- Establish alternative communication channels and adapt engagement strategies as needed.

7. Resource Constraints (e.g., Time, Budget).

*Mitigation strategies:*

- Allocate resources efficiently, prioritizing high-impact stakeholder groups.
- Regularly review and adjust resource allocation based on project progress and stakeholder feedback.

8. Loss of Key Stakeholder Support or Engagement.

*Mitigation strategies:*

- Cultivate strong relationships with key stakeholders through regular communication and involvement in decision-making processes.
- Have contingency plans in place to address potential shifts in stakeholder support.

9. Cultural or Language Barriers for Global Stakeholders.

*Mitigation strategies:*

- Provide translation services or materials in multiple languages.
- Foster an inclusive environment that respects diverse cultural perspectives.

By identifying these potential risks and implementing appropriate mitigation strategies, we aim to proactively address challenges and ensure the success of stakeholder engagement efforts. This comprehensive risk management approach contributes to a more resilient and effective stakeholder engagement strategy.



## 8. Conflict Resolution and Issue Management:

Although we aim to prevent conflicts between stakeholders throughout the project, we cannot rule out that this will happen. To effectively manage conflicts or disagreements among stakeholders in the EoLO-HUBS project, a structured protocol is established to ensure that issues are addressed promptly and fairly, fostering a collaborative and productive project environment.

By following these steps any conflicts and issues can be resolved in a clear manner for all parties involved:

1. **Designated Contact Person:**
  - The project coordinator is assigned as dedicated contact person responsible for conflict resolution. Any issues can be raised to the coordinator, which will guide the process.
2. **Issue Identification:**
  - Encourage stakeholders to express their concerns or disagreements in a clear and constructive manner. This can be done through open communication channels, such as meetings, emails, or dedicated feedback mechanisms.
3. **Confidentiality and Privacy:**
  - Treat all conflict-related discussions with utmost confidentiality to create a safe space for stakeholders to express their concerns without fear of repercussion.
4. **Mediation Process:**
  - If conflicts persist or escalate, initiate a mediation process facilitated by the designated contact person. This involves bringing together the conflicting parties in a neutral setting to facilitate open dialogue.
5. **Neutral Mediator's Role:**
  - The neutral mediator's role is to facilitate the discussion, ensuring that all parties have an opportunity to express their viewpoints. They should remain impartial and guide the conversation towards a resolution.
6. **Active Listening and Empathy:**
  - Encourage active listening and empathy among stakeholders to foster mutual understanding and find common ground.
7. **Seeking Common Ground:**
  - Identify areas of agreement or compromise that can serve as a foundation for resolving the conflict.
8. **Conflict Resolution Plan:**
  - Develop a concrete plan outlining agreed-upon steps to address the conflict, including responsibilities and timelines.
9. **Follow-up and Monitoring:**
  - The designated contact person should follow up with stakeholders to ensure that the agreed-upon steps are being implemented and monitor progress towards resolution.
10. **Documentation:**
  - Maintain thorough records of the conflict resolution process, including the nature of the conflict, parties involved, actions taken, and outcomes achieved.
11. **Escalation Process:**
  - If conflicts persist despite mediation efforts, establish a clear escalation process, which may involve involving higher-level management or seeking external mediation services.
12. **Closure and Feedback:**

- Once the conflict is resolved, seek feedback from stakeholders involved to evaluate the effectiveness of the resolution process and make any necessary improvements for future conflict management.

By establishing this conflict resolution protocol, we aim to promote open communication, fairness, and collaboration among stakeholders, ultimately contributing to the success and positive impact of the EoLO-HUBS project.