



SEMPRE-BIO

D1.1 Stakeholder Mapping

SEcuring doMestic PRoduction of
cost-Effective BIOMethane

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Acronym Glossary

EBIEs: European Biomethane Innovation Ecosystems

CS: Case of study

PSB: Project Steering Board

1. Executive Summary

SEMPRE-BIO (SEcuring doMestic PRoduction of cost-Effective BIOMethane) is a €9.9M project financed under the Horizon Europe Cluster 5 programme running from November 2022 to April 2026. SEMPRE-BIO aims to demonstrate novel and cost-effective biomethane production solutions and pathways, deemed essential to achieve the European Green Deal and climate and energy targets for 2030 and the net zero greenhouse gas emissions by 2050, and to increase the market up-take of biomethane-related technologies.

With sites in Baix Llobregat (ES), Bourges (FR), and Adinkerke (BE), SEMPRE-BIO will establish three European Biomethane Innovation Ecosystems (EBIEs), which will be indicative of the various baseline settings for biomethane production throughout Europe. The challenge is to lower investment and operating costs, optimize feedstock supply and use, identify alternative feedstock, and reduce their costs, improve plant efficiency and operations, account for carbon savings, and increase and monetize co-benefits, such as from the commercialization of the digestate or the valorisation of residual gas streams.

The purpose of this stakeholder mapping report is to outline the process of identifying, analyzing, and understanding the key stakeholders involved in the SEMPRE-BIO project. Through a systematic assessment of stakeholder interests, influence, relationships, and concerns, this report aims to enhance the success of the project, foster positive stakeholder relationships, and ensure alignment with stakeholder interests and needs. By considering stakeholder perspectives and incorporating their input, the project can achieve improved outcomes and contribute to long-term sustainability.



2. Introduction

The SEMPRE-BIO stakeholder mapping report provides a comprehensive overview of the key stakeholders involved in the project, their interests, concerns, influence, and relationship with the project. Through stakeholder mapping, we aim to gain insights into their roles, interests, and potential impact on the biomethane production project. This information will assist in developing effective communication strategies, fostering partnerships, and addressing specific needs and concerns of each stakeholder group.

By recognizing the importance of engaging stakeholders throughout the project, we aim to enhance understanding, facilitate informed decision-making, and promote successful implementation. This stakeholder mapping report contributes to climate adaptation, innovative governance models, and the achievement of Sustainable Development Goals (SDGs), the Green Deal, the Paris Agreement, and the plan Next Generation EU.

Stakeholder mapping plays a key role in evaluating the influence and interest of stakeholders. With a stakeholder map, project managers can navigate obstacles more effectively, understand when and how to communicate with stakeholders, and ensure the success of the project. It provides a clear picture of stakeholder groups, their motives, interests, and the powers at play that can either facilitate or hinder project progress.

In summary, stakeholder mapping is a crucial technique for categorizing stakeholders and understanding how to engage with them effectively. By using this tool, we can make the best use of stakeholders' expertise and influence, contributing to the success of the biomethane production project and achieving sustainability goals.

3. Methodology

The process of identifying stakeholders encompasses several essential steps and can be approached through a systematic methodology. It involves identifying, analyzing, and engaging stakeholders throughout the project lifecycle (Figure 1).

Stakeholder identification is not a one-time event but rather an iterative process that may require revisiting and updating as the project evolves or new stakeholders emerge. This iterative approach allows for the inclusion of diverse perspectives and ensures that stakeholders remain engaged and informed.

Flexibility and adaptability are crucial elements when it comes to effectively identifying and engaging stakeholders. Projects are dynamic, and stakeholder landscapes can evolve, requiring a willingness to adjust strategies and approaches as needed. By remaining flexible, project teams can proactively address changing stakeholder dynamics and ensure ongoing stakeholder involvement.

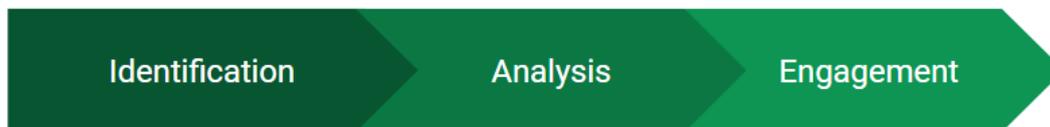


Figure 1. Stakeholder Mapping Process.

3.1. Step 1: Identification

The identification of key stakeholders in the SEMPRES-BIO project is essential for effective engagement and collaboration. The process can be made comprehensive by considering stakeholders involved across the entire biogas/biomethane chain, encompassing aspects such as technology, engineering, quality, wastewater management and organic waste. It is also crucial to identify the main linkages with other sectors, such as energy, water, farming and waste resources, to foster integrated solutions. By involving stakeholders from various stages of the biogas/biomethane chain, the SEMPRES-BIO project can benefit from their expertise and insights.

Transparency is crucial in the selection process, ensuring that the criteria for organizing stakeholder groups and their levels of involvement are clear to all. Furthermore, the stakeholder map should identify the specific functions of each stakeholder in terms of service provision, policy-making, and regulation. It should also assess the adequacy of current governance settings and identify institutions with relevant powers at different administrative scales. In order to gather real and accurate stakeholders, the list (map) of potential candidates will be revised as the project progresses.

In the stakeholder mapping process, it is important to consider various criteria based on the objectives of the engagement process and the project itself. These criteria can include primary decision-makers, influential individuals or groups, potential obstructors, and stakeholders with past involvement in similar projects.

The mapping should cover stakeholders with formal responsibilities and direct impact, as well as those with material interests or potential impacts. Additionally, stakeholders with relevant knowledge, competencies, or past experience can contribute to the engagement process. Known competitors should also be included to foster broad ownership and address concerns.

As a preparation step for further analysis, the stakeholder map should also take note of the specific functions of each stakeholder in terms of service provision, policy making and regulation, as well as analyse the adequacy of current governance settings (e.g., which institutions have tax powers at which administrative scale).

The process of identifying stakeholders begins with the distribution of a template (Annex 1) to the project steering board (PSB), considering the specific requirements for each work package or partner. In order

to create a comprehensive stakeholder list, we are categorizing them into three spheres: internal, external and key stakeholders.

Once stakeholders have been identified, the next step is to categorize them into different types or segments. This classification helps in organizing and analyzing stakeholders more effectively, allowing for targeted engagement strategies and tailored communication approaches.

By utilizing this approach, the project ensures a thorough stakeholder identification process. It enables the project team to better understand the various stakeholder groups and develop appropriate engagement strategies to meet their specific needs and interests. This systematic approach enhances stakeholder management, facilitates effective communication, and promotes collaboration throughout the project.

Internal stakeholders

Internal stakeholders play a crucial role in the project's success as they are directly associated with the project or organization itself. They have a vested interest in the success and outcomes of the project and are typically involved in its daily operations, decision-making processes, or management. Internal stakeholders can be categorized into the different types as follows:

- **Employees/internal personnel:** All levels of employees within the organization, from executives to frontline staff, who contribute to the project's implementation and success. Other business departments which could include finance, marketing, R&D or any other department the project team could need to contact or collaborate with.
- **Partners:** Members specifically assigned to work on the project, including project managers, coordinators, and team members responsible for its execution. Leaders and decision-makers who provide strategic direction, oversee project progress, and make key decisions related to the project.
- **Shareholders:** they are the final decision-makers within the company. They support the project sponsor and project manager by allocating resources to the project and vesting authority in their decisions.

External stakeholders

These comprise all external communities and institutions which could be affected or targeted by the SEMPRE-BIO project. They also include all actors who have the power to influence the development or outcome of the project. They are not directly involved in the project, but the impact of the project will affect them. These can be anyone, from suppliers to creditors and even public groups. External stakeholders can be categorized into different types as follows:

- **Customers or end-users:** they should be included in the project as stakeholders, insofar as they are ultimately the ones the project deliverables are aimed at. Whether or not the result of the project suits their needs will determine its success.
- **Supplier/Service/Technology provider:** they participate in the flow of the development process by providing the raw resources, technology and services needed to complete the project.
- **Government institution/Regional authority/Local authority/Municipality/Regulator/Financial:** law-makers wield considerable power over any project, as it must abide by standards or obtain specific approval.
- **Industry:** represent businesses or organizations operating within the project. They play a vital role in the economic development, production, and job creation.
- **Local association /ONGs:** projects can be supported by or hindered by activists, associations or opinion leaders.
- **Local community:** represent the people who live in a specific area and are directly affected by the project.
- **Research/Academy:** contribute to knowledge creation, advancement, and education of the project.

- Sectoral associations: represent and support the interests of businesses or organizations regarding the project.
- Others: External stakeholders are not limited to the examples listed above. They include anyone that could have an interest in seeing our project fail or succeed, as well as anyone affected by the activities of the project.

Key Stakeholders

These stakeholders have a significant influence and impact on the project's success. They may be internal or external stakeholders who possess specific expertise, authority, or resources critical to the project.

After identifying the internal and external groups and stakeholder types, it is important to further identify the role or profile of each stakeholder. By classifying stakeholders based on their roles or profiles, it becomes easier to understand their specific contributions, expectations, and potential influence on the project. This information helps in developing tailored engagement strategies, addressing specific needs, and fostering effective collaboration with each stakeholder group. The following are different types of roles that can be used for classification:

- Partner: Applies only to the partners officially involved in the SEMPRES-BIO Consortium.
- Core co-creator: Actors and organizations that are key to the development of the core topics and have a central role and/or influence. They contribute ideas, expertise, resources, and actively collaborate in decision-making and problem-solving.
- Follower: Typically, supports and observes the project without actively participating in its development or decision-making processes. They may be interested in project updates and outcomes but have limited involvement or influence.
- Collaborator: Actively engages and contributes to the project or initiative in a cooperative manner. They work closely with other stakeholders, share knowledge, resources, and collectively strive towards achieving project goals. Collaborators actively participate in the project activities and decision-making processes.
- Observer: They have an interest in the project but remain primarily in a passive role. They observe and monitor project progress, outcomes, and impacts without actively participating or providing substantial contributions. Observers may gather information and insights from the project for their own purposes or for future engagement.

Following, we define the stakeholder interest or objectives in the SEMPRES-BIO project. It is important to note that stakeholder interests and objectives may overlap or conflict at times. Effective stakeholder engagement involves understanding and addressing these diverse interests, finding common ground, and seeking win-win solutions that align with the project's overall goals and objectives.

3.2. Step 2: Analysis

Stakeholder analysis is a crucial step in stakeholder mapping for the SEMPRES-BIO project. It involves identifying, understanding, and assessing the various stakeholders involved. By analyzing their interests, influence, and impact, we can make informed decisions, develop tailored strategies, and allocate resources effectively. This analysis helps prioritize stakeholders, address their concerns, and foster effective engagement and collaboration. Ultimately, stakeholder analysis enhances project outcomes and stakeholder satisfaction. It also helps determine the stakeholders' relevance to the project and the perspectives they bring.

To gain a better understanding of stakeholder participation in the project, the following practical questions are proposed:

- What interest does this stakeholder have in my project?
- What will be their impact on the project? Do they have a high level of influence over the project?
- How much influence or decision-making power does the stakeholder have?
- What potential impact can the stakeholder have on the project's success?

- In what ways do they benefit/suffer from the change brought about by the project?
- What resources or expertise can the stakeholder contribute to the project?
- How can they contribute to the project?
- What could be their motives?

By asking these questions, the project can gain valuable insights into stakeholder perspectives, expectations, and potential contributions. This information shows the development of engagement strategies, communication plans, and collaborative approaches that maximize stakeholder participation and support for the SEMPRES-BIO project.

To gain a clear understanding of the stakeholder groups involved, a useful tool is the influence/interest matrix (Figure 2). This matrix helps categorize stakeholders into groups based on their level of interest and influence in the SEMPRES-BIO project. By utilizing this matrix, we can effectively identify and prioritize stakeholder engagement strategies.

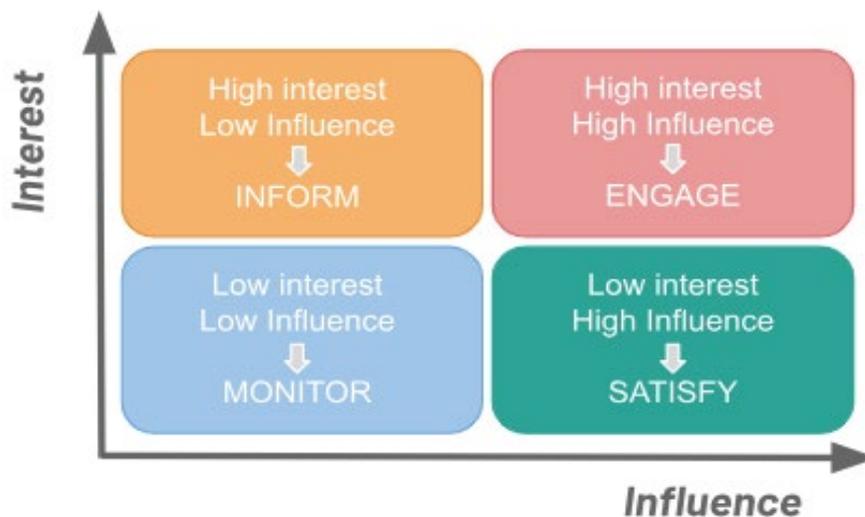


Figure 2. The matrix Influence/Interest.

The matrix consists of four quadrants:

1. **High Influence, High Interest:** These stakeholders have both a significant level of influence and a high level of interest in the project. They are crucial stakeholders who can significantly impact the project's success or failure. They may be able to supply relevant information, permissions and resources, or may be markedly impacted by the eventual outcomes. Engaging and involving them early on is essential to ensure their support and cooperation.
2. **High Influence, Low Interest:** These stakeholders possess a high level of influence but have relatively low interest or involvement in the project. They may have the power to affect the project's outcomes, but their level of interest is not as significant. It is important to keep them informed about project developments and engage them when necessary to maintain their support.
3. **Low Influence, High Interest:** These stakeholders have a high level of interest in the project but limited influence or decision-making power, they lack capacity to significantly help the project and deliver impact; however, they may become influential by forming alliances with other more influential stakeholders. These are often the marginal stakeholders that may also be considered "Hard to reach", and that might warrant special attention to secure their engagement and to empower them to engage as equals in the research process with more influential participants. The low level of influence held by this group is often used as a justification for excluding them from the research process.
4. **Low Influence, Low Interest:** These stakeholders have limited influence and low interest in the project. They may have minimal impact on the project's success or may not be significantly

affected by its outcomes. While their engagement may not be a top priority, it is important to keep them informed to maintain transparency and avoid any potential negative consequences.

By plotting stakeholders on the influence/interest matrix, the SEMPRES-BIO project will develop targeted engagement strategies for each quadrant. Overall, the influence/interest matrix provides a visual representation of stakeholder dynamics, guiding effective stakeholder management and ensuring that efforts are focused on engaging the most critical stakeholders for project success.

3.1. Step 3: Engagement

In the planning of a stakeholder engagement process, it is essential to acknowledge that stakeholders should be kept informed about the various stages and outcomes of the project on a regular basis. However, it is not always necessary for every stakeholder to be directly involved in every stage. Rather, the level of involvement should be determined based on their specific interests, expertise, and relevance to each stage of the project.

By recognizing the varying levels of stakeholder involvement and tailoring the engagement approach accordingly, the project can effectively communicate with stakeholders, address their concerns, and ensure their meaningful participation when appropriate.

Table 1 shows some engagement strategies for each quadrant of the matrix:

Table 1. Stakeholder engagement activities.

Level of interest and influence Categories	Description	Activities
High Influence, High Interest (Manage Closely, Engage)	<p>Engage in regular communication: Maintain open and frequent communication channels to keep these stakeholders informed about project progress, updates, and decisions.</p> <p>Seek their input and feedback: Actively solicit their ideas, opinions, and suggestions regarding project objectives, strategies, and outcomes.</p> <p>Involve them in decision-making: Include them in project discussions, workshops, and meetings where key decisions are made.</p> <p>Provide opportunities for collaboration: Encourage their active involvement in project activities and seek their assistance in resolving project-related challenges.</p>	<p>Regular group meetings</p> <p>Create a group</p> <p>Collaborative Workshops</p> <p>Webinars</p>
High Influence, Low Interest (Keep Satisfied)	<p>Provide targeted and relevant information: Share updates and specific information to their areas of influence or expertise to demonstrate the project's value and impact.</p> <p>Highlight the benefits to their interests: Emphasize how the project aligns with their objectives, values, or priorities, and how their support can contribute to its success.</p> <p>Address any concerns or potential conflicts: Proactively identify and address any issues or reservations they may have regarding the project.</p>	<p>Arrange one-on-one meetings with influential stakeholders to understand their specific concerns or interests and address them directly.</p> <p>Organize targeted focus groups.</p> <p>Invite them to join project advisory boards.</p> <p>Invite them to expert panels to provide periodic input and guidance.</p>

	<p>Recognize their contributions: Acknowledge and appreciate their support and involvement in the project, highlighting the value they bring.</p>	
<p>Low Influence, High Interest (Keep Informed)</p>	<p>Provide regular updates: Share project updates, milestones, and outcomes with these stakeholders to keep them informed about progress and achievements.</p> <p>Seek their insights and expertise: Tap into their knowledge and experience by involving them in discussions or seeking their input on relevant project matters.</p> <p>Offer opportunities for learning: Provide educational resources or workshops related to the project's topics of interest to enhance their understanding and engagement.</p> <p>Consider their perspectives: Take their opinions and suggestions into account when shaping project strategies or making decisions.</p>	<p>Project newsletters.</p> <p>Organize webinars.</p> <p>Invite them to project events, workshops, or conferences.</p>
<p>Low Influence, Low Interest (Monitor)</p>	<p>Maintain periodic communication: Keep these stakeholders informed about the project's overall progress and outcomes without overwhelming them with excessive information.</p> <p>Monitor for potential changes: Stay alert to any shifts in their level of interest or influence that may warrant further engagement or consideration.</p> <p>Seek their feedback on occasion: Occasionally seek their perspective or input on project-related matters to gauge their evolving interest or potential contributions.</p> <p>Offer opportunities for involvement: Keep an open invitation for their participation should their level of interest or influence change over time.</p>	<p>Project newsletters.</p> <p>Project updates on social media platforms or project websites.</p> <p>Monitor their level of engagement and interest over time.</p>

4. Mapping reporting for each EBIE

Table 2 presents the breakdown of the 125 identified stakeholders based on their type and role/profile per each case of study and a general group of stakeholders. While this list is subject to potential changes during the analysis and engagement phase, it is important to note that managing a large number of stakeholders can pose challenges. Larger groups may be more difficult to effectively handle, potentially impacting the quality of expected project outcomes if not managed properly.

Table 2. Distribution of the stakeholders by type and role/profile, per EBIE.

CASE	TYPE OF STAKEHOLDER	PARTNER	CORE CO-CREATOR	FOLLOWER	COLLABORATOR	OBSERVER	OTHER	TOTAL
CS1	Employees/ internal personnel	0	0	0	1	1	0	2
	End Users	0	0	0	0	0	0	0
	Government institution	0	0	0	0	0	0	0
	Industry	0	0	0	1	0	2	2
	Local association/ ONGs	0	0	1	0	0	2	3
	Local community	0	0	0	0	1	0	0
	Municipality	0	1	0	0	0	0	0
	Partner	6	0	0	0	0	0	6
	Regional/ Local authority	0	3	0	0	0	0	3
	Regulator/ Financial	0	0	0	0	0	0	0
	Research/ Academy	0	0	0	0	0	0	0
	Service/ Technology provider	0	0	0	1	0	0	1
	Sectoral association	0	0	0	0	0	0	0
	Shareholders	0	0	0	0	3	0	3
	Suppliers	0	0	0	0	0	1	1
Other	0	0	0	0	0	0	1	
CS2	Employees/ internal personnel	0	0	0	0	0	0	0
	End Users	0	0	0	0	0	0	0
	Government institution	0	0	0	0	0	0	0
	Industry	0	0	0	1	0	1	2
	Local association/ ONGs	0	0	0	0	0	0	0
	Local community	0	1	0	0	0	0	1
	Municipality	0	0	1	0	0	0	1
	Partner	0	0	0	0	0	0	0
	Regional/ Local authority	0	0	0	0	0	0	0

	Regulator/ Financial	0	0	0	0	0	0	0
	Research/ Academy	0	0	0	0	0	0	0
	Service/ Technology provider	0	0	0	0	0	0	0
	Sectoral association	0	0	0	0	0	0	0
	Shareholders	0	0	0	0	0	0	0
	Suppliers	0	0	0	0	0	0	0
	Other	0	0	0	0	0	0	0
CS3	Employees/ internal personnel	5	0	0	0	0	0	5
	End Users	0	0	1	0	0	0	1
	Government institution	0	1	0	1	0	0	2
	Industry	0	0	1	0	0	3	4
	Local association/ ONGs	0	0	0	0	0	0	0
	Local community	0	0	1	0	0	0	1
	Municipality	0	0	0	0	0	0	0
	Partner	1	0	0	0	0	0	1
	Regional/ Local authority	0	0	0	0	0	0	0
	Regulator/ Financial	0	0	0	0	0	0	0
	Research/ Academy	0	0	0	0	0	0	0
	Service/ Technology provider	0	0	0	0	0	0	0
	Sectoral association	1	1	2	0	3	0	7
	Shareholders	0	0	0	0	0	0	0
	Suppliers	0	0	0	0	0	0	0
	Other	0	0	0	0	0	0	0
GENERAL	Employees/ internal personnel	0	0	0	0	0	0	0
	End Users	1	0	1	0	4	7	13
	Government institution	0	1	0	3	0	1	5
	Industry	1	0	0	0	3	3	7
	Local association/ ONGs	0	0	0	0	0	0	0
	Local community	0	0	0	0	1	0	1
	Municipality	0	0	0	0	0	0	0
	Partner	0	0	0	0	0	0	0
	Regional/ Local authority	0	0	0	1	0	0	1
	Regulator/ Financial	0	0	0	0	0	0	0
	Research/ Academy	0	0	0	0	4	5	9
	Service/ Technology provider	0	0	2	0	0	5	7

	Sectoral association	0	0	0	1	21	2	24
	Shareholders	0	0	0	0	0	0	0
	Suppliers	0	0	0	0	1	0	0
	Other	1	0	1	1	3	4	10
	TOTAL	16	7	11	10	44	37	125

Figures 2, 3, 4, and 5 provide a visual representation of the stakeholders distributed within the Influence/Interest Matrix. These figures serve as valuable tools for easily identifying and prioritizing stakeholders that require more focused engagement efforts.

By referring to these figures, project managers can quickly identify stakeholders situated in the high influence, high interest quadrant, which indicates the stakeholders with the greatest potential impact and involvement in the project. These stakeholders should be a primary focus for engagement activities to ensure their active participation and alignment with project objectives.

Conversely, stakeholders positioned in the low influence, low interest quadrant may require less intensive engagement, although monitoring their interests and potential changes is still essential. The figures help in visually distinguishing these stakeholders and guiding the allocation of resources and efforts accordingly.

Overall, the utilization of these visual representations aids in streamlining stakeholder identification and facilitates targeted engagement strategies, contributing to the project's success by ensuring effective stakeholder management and fostering meaningful stakeholder participation.

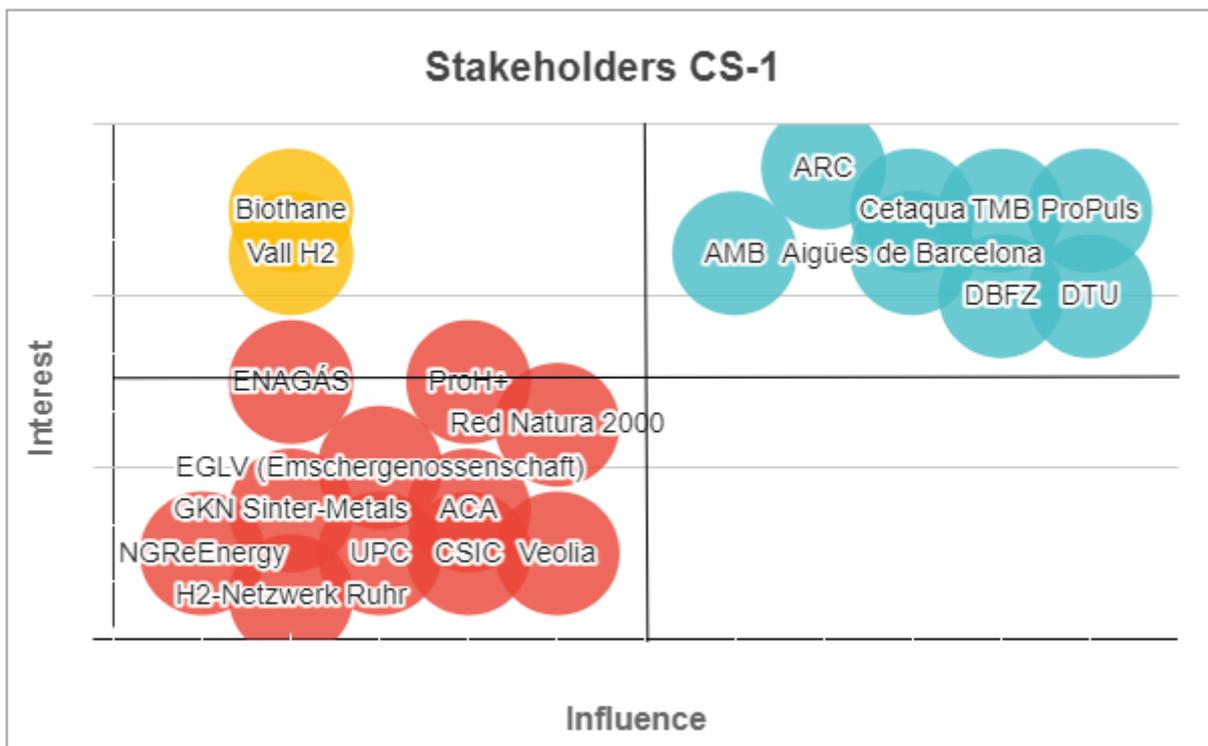


Figure 3. Matrix for Case of Study 1.

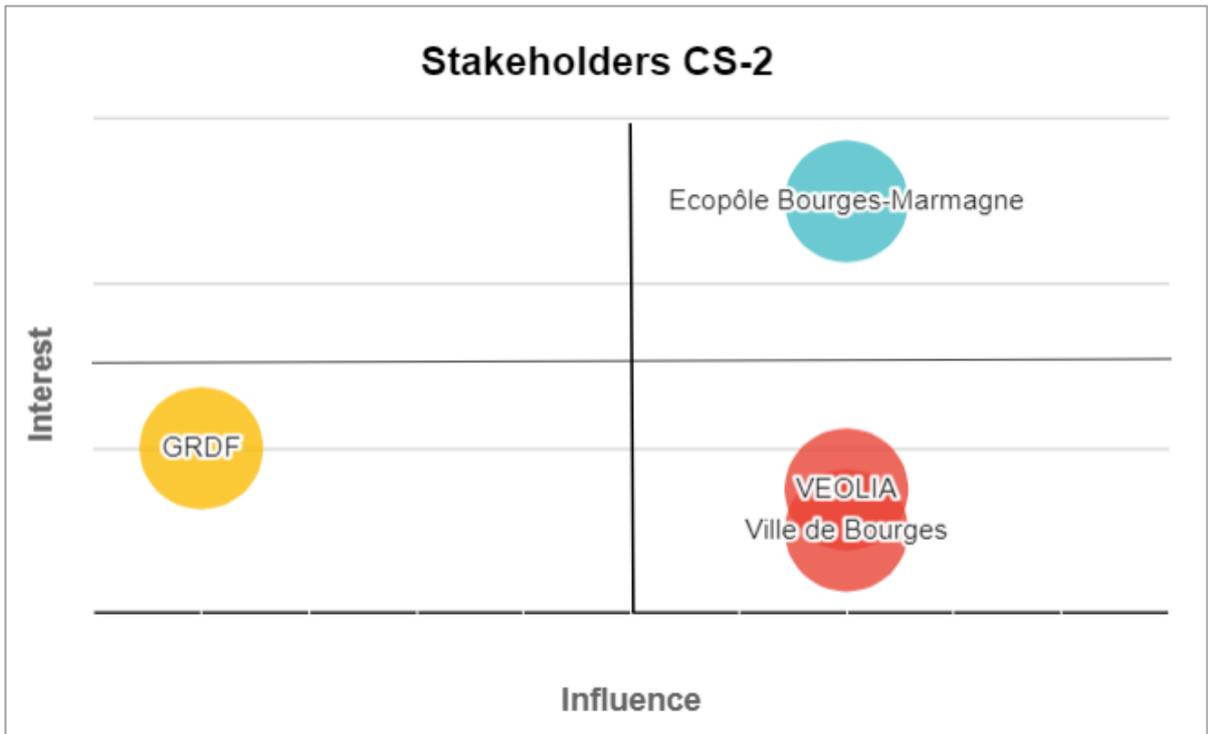


Figure 4. Matrix for Case of Study 2.

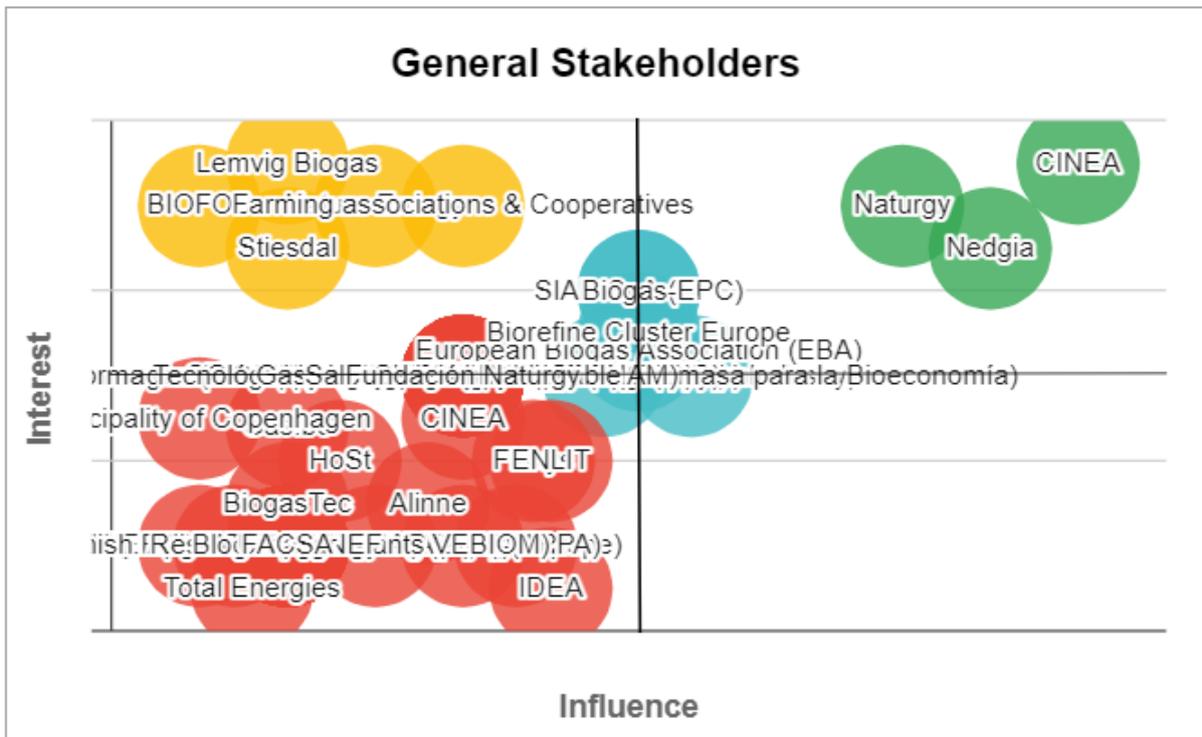


Figure 5. Matrix for Case of Study 3.

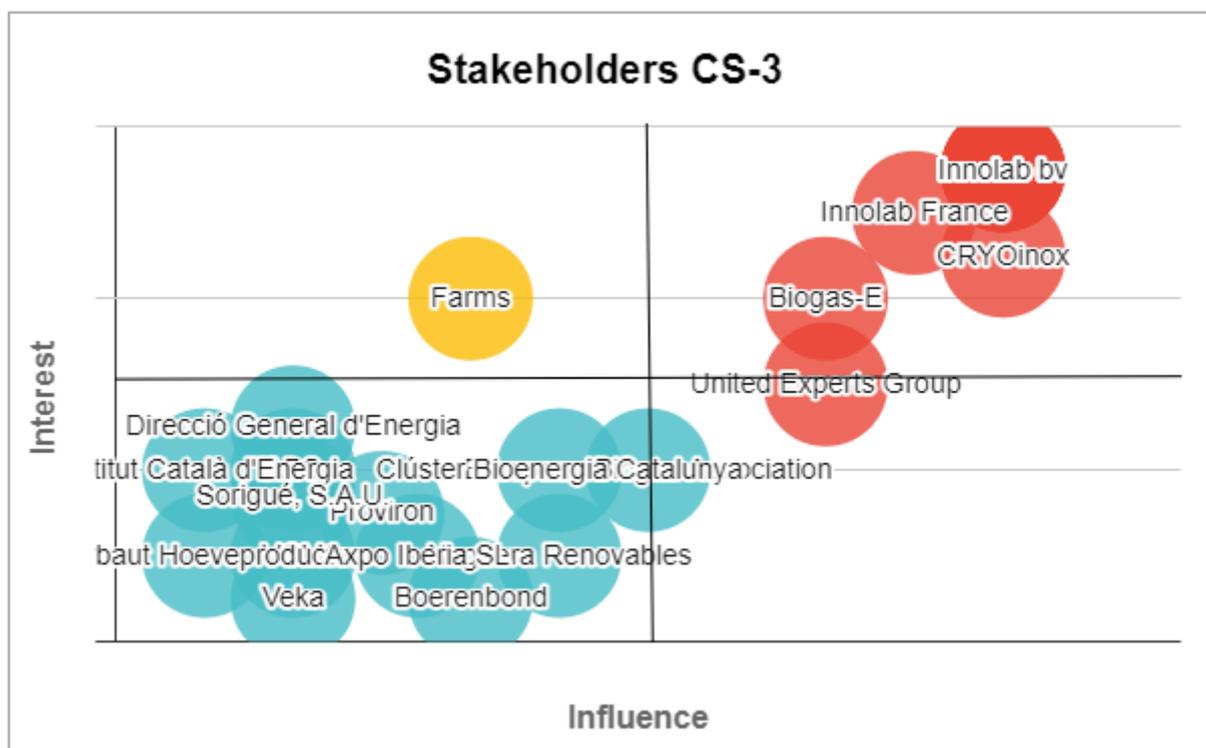


Figure 6. Matrix for General Stakeholders.

4.1. Next Steps

The next steps are:

- Share the initial stakeholder list and analysis with key project team members to gather their input and insights. Seek feedback to ensure the accuracy and completeness of the stakeholder information. Incorporate their suggestions and recommendations to refine the stakeholder list and analysis.
- Analyze the relationships between stakeholders. Determine if there are existing connections, dependencies, or conflicts between different stakeholder groups. This will help identify potential collaboration opportunities or areas that may require specific attention.
- Plan activities to involve selected stakeholders: Based on the stakeholder analysis, plan specific engagement activities tailored to the needs and interests of the selected stakeholders. Determine the most appropriate methods for involving them, such as workshops, meetings, or working groups. Define clear objectives and expected outcomes for each activity to ensure effective stakeholder participation.
- Continuously review and update the stakeholders list: Throughout the life cycle of the SEMPRES-BIO project, regularly review and update the stakeholders list. Consider any changes or additions based on evolving project needs, stakeholder dynamics, or emerging stakeholders.

5. Conclusion

By actively involving a diverse range of stakeholders and considering their perspectives and expertise, the SEMPRE-BIO project can enhance its effectiveness, foster collaboration, and promote sustainable solutions for biogas/biomethane production and utilization. Effective communication, engagement, and coordination with internal stakeholders are crucial for achieving project goals and ensuring their support and commitment throughout the project lifecycle.

In the stakeholder engagement process, it is important to tailor the level of involvement and communication based on the stakeholders' influence and interest. High-influence stakeholders with high interest require active involvement and collaboration, while high-interest stakeholders with low influence may benefit from regular communication updates. High-influence stakeholders with low interest should be engaged to address their concerns, and low-influence stakeholders with low interest can be kept informed without extensive involvement.

It is essential to recognize that stakeholder identification is an iterative process that may require revisiting and updating as the project progresses or new stakeholders emerge. Flexibility and adaptability are key to effectively identifying and engaging stakeholders throughout the project lifecycle.

To optimize stakeholder management, particularly in larger stakeholder groups, robust strategies should be implemented. This includes the establishment of effective communication channels, targeted engagement activities, and tailored approaches based on stakeholder characteristics. Regular monitoring and evaluation of stakeholder dynamics will help identify any necessary adjustments, ensuring successful stakeholder management throughout the project duration and maximizing the quality of project outcomes.

6. Annex 1

SEMPRE-BIO Stakeholder mapping Template:

 SEMPRE-BIO STAKEHOLDER MAPPING										
N.	Group	Stakeholder type	Stakeholder Name	Location	Contact person <i>(name, job title, email, phone, website)</i>	Role / Profile	Stakeholder Interest/ Objectives	Influence level <i>How much influence do they have over the project?</i>	Interest level <i>How much is the level of involvement/ concern in the project?</i>	Impact <i>How much does the project impact them?</i>
1	▼	▼				▼		▼	▼	▼
2	▼	▼				▼		▼	▼	▼
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