



Deliverable 6.3

Stakeholders Identification and Involvement Roadmap

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1. Introduction

The primary objective of the ‘Stakeholders Identification and Involvement Roadmap’ is to clarify the conceptual and operational bases for the engagement of external stakeholders and their involvement in the different phases of project implementation.

Based on this overall purpose, the document is structured in 4 chapters, through which not only the partners of the consortium but also the external stakeholders will be able to better understand the important role played by external actors in MUST-a-Lab.

After a general introduction, the thematic part of the document is opened by a chapter (Chapter 2) focused on the stakeholders engagement approach to the project, ranging from the general engagement strategy to the more complex mechanism of complementarity between the wider engagement activities and the more specific work of the local Policy Labs.

Following a broader perspective presented by chapter 2, chapter 3 thus explores more in-depth the stakeholders identification process developed by MUST-a-Lab, describing in detail the foreseen time frame of the activities, the stakeholders mapping tool and the different areas of interest to be represented in the reference groups at the local and international levels. The specific objectives, structures and functioning of Local Stakeholders Reference Groups and International Stakeholders Reference Groups are additionally outlined in two different dedicated paragraphs to provide the reader with a clearer understanding of the different bodies.

The last chapter finally draws a scheme for the next steps in terms of stakeholders engagement, identifying a few key objectives and the specific time of their implementation. Therefore, the chapter tries to look forward, projecting the involvement of relevant external stakeholders alongside the other work packages of the project and identifying when and how such actors might contribute to its main activities.

2. Stakeholders engagement approach

2.1 The MUST-a-Lab stakeholders engagement strategy

While the migration policy is a national and European responsibility, the social integration happens at the local level, in the neighbourhoods, schools and workplaces. Hence, local authorities play a key role in integrating newcomers and empowering them to contribute to renewed communities.

For this reason, the MUST-a-Lab project foresees a bottom-up and decentralised dissemination strategy, which aims at directly engaging the local stakeholders in the discussion and renewal of the local integration strategies.

The bottom-up approach of dissemination is conceived not only to maximise the project’s impact by disseminating and spreading the outcome of its activities (as already described in Deliverable 6.1) but, even more importantly, to attract stakeholders to interact, contribute and support the different phases of project implementation.

The MUST-a-Lab project therefore envisaged a multi-level and structured stakeholders engagement strategy, particularly through the creation of six different local operational bodies and an international one able to convey the perspectives of the relevant stakeholder categories both at the local and international levels.

The International Stakeholders Reference Group (ISRG) and the six Local Stakeholders Reference Groups (LSRGs) (one for each partner municipality), whose participants are identified by the project partners under the coordination of WP6 and following the process and criteria better outlined in Chapter 3 of the present document, are not only conceived, however, as mere providers of specific and differentiated perspectives

concerning its methodology, objectives and activities. The LSRGs are indeed meant to also represent the starting point for the development of the local Policy Labs, through the steps, activities and tasks that will be better defined in the next paragraphs and chapters. The seven bodies shall thus constitute both the fly-wheel of impactful dissemination of the project results and, at the same time, the open *fora* that will allow the active involvement of interested parties in the different key activities carried out by MUST-a-Lab (for a more detailed explanation of the ISRG and LSRGs' work and role in the project's framework, see Section 3.3).

2.2 Stakeholders' engagement in the local Policy Labs

The MUST-a-Lab project proposes a systematic and long-term engagement of different stakeholders in 6 European municipalities, through the methodology of the Policy Labs and the above-described multi-layered dissemination and engagement strategy.

The Policy Labs shall bring together policy-makers, social stakeholders coming from the civil society and migrants to innovate local inclusion policies, fostering an effective hybrid integration at the local level thanks to a fruitful dialogic and participatory approach, and eventually building more resilient communities.

Against this background, the Policy Labs will discuss, evaluate and improve existing local strategies using inputs from all participants, as well as reframe the integration challenges and invite participants to devise and test new measures that will be finally able to support the consolidation of an improved multi-stakeholder dialogue in the policy-making process. In particular, the Policy Labs are meant to engage stakeholders on a multi-layered level, with representatives of the following categories:

- Official stakeholders normally involved (or at least consulted) in the dialogue with policy-makers and the development of local policies;
- Grassroots stakeholders, closer to the final implementation of policies at the local level;
- Migrant stakeholders, representatives of cultural minorities and influencers of migrant communities.

Part of the stakeholders that will be involved in the Local Stakeholder Reference Groups (LSRGs) shall be selected to take part in the formalised City Labs, for a total maximum of 20-25 participants. The distribution of these 25 stakeholders will follow specific quantitative criteria:

- around ½ will be grassroots stakeholders and representatives of cultural minorities, migrant communities, and third country nationals associations;
- around ½ will be local politicians, administrators and official representatives of well-established stakeholder categories (e.g. employers, unions, educational institutions, recognised NGOs).

The Policy Labs aim at generating a long-term impact on local integration strategies through an active stakeholders' engagement in four ways:

1. Migrants and asylum seekers will become active actors in the discussion concerning local integration strategies, who are able to influence the implementation of those strategies by sharing their views and experiences with relevant stakeholders in an effective way;
2. Different categories of local stakeholders will become collaborative actors who have the necessary quantity of information and process-related awareness to co-create and implement strategies that work;
3. Policy Labs will enable stakeholders to develop actions that are complementary to those of other stakeholders, generating a collaborative and impactful collaboration, as well as a combination of practices and initiatives;

4. The practice of the Policy Labs will allow communities to optimise their integration strategies. Broad communication and engagement activities will ensure that the practice of Policy Labs is adopted by different municipalities and that it is transferred and reproduced beyond the partnership, at the regional, national and European levels.

3. Local Stakeholders Reference Groups and International Stakeholder Reference Group: The stakeholders identification processes

Based on the overall objectives and tasks described in the previous paragraphs, the engagement process of relevant stakeholders in MUST-a-Lab is coordinated at the consortium level by the International Institute of Humanitarian Law and the Dissemination, Communication and Engagement working group (DCE-WG). The working group is composed of the representatives of 4 partner institutions, namely IIHL, the City of Mechelen (acting as project coordinator), FREREF and the University of Modena and Reggio Emilia.

Such engagement activities shall be carried out throughout the following practical phases (which reflect the dissemination phases further described in Deliverable 6.1):

1. **Preparation** (Months 1-4): In this initial phase, the stakeholders mapping process was prepared by the WP6 leader through the development of an overall presentation of its methodology, importance and purposes, as well as through the creation of the '*Local Plan for Stakeholders Involvement*' tool;
2. **Early development** (Months 5-12): In this phase, the stakeholders engagement activities will be focused on raising awareness at the local level of the project purpose/approach through the consolidation of the reference groups, as well as on the selection of the most active members of this latter body to involve them in the work of the upcoming Policy Labs. In this second phase selected stakeholders will also take part in targeted enabling and/or capacity-building sessions, depending on the relevant represented category;
3. **Project implementation** (Months 13-30): When City Policy Labs will be at work and the first follow-up activities are implemented, the international stakeholders reference group will be increasingly approached to present the experiments going on in the partner cities and attract the interest of potential newcomers. Similarly, the local reference groups will be regularly gathered to provide feedback on the development of the project and its transferability potential;
4. **Mainstreaming** (Months 31-36 and beyond): The main objective of this last phase of the project in terms of stakeholders involvement shall be the maximisation of the project impact at the regional, national and international levels. In order to maximise the visibility and impact of the project results both locally and internationally, the partnership will be also supported by the reference groups in drawing its sustainability perspective (scalability and transferability) beyond the project conclusion.

With particular reference to the initial above-mentioned phases, just past or still active at the time of writing the first version of this deliverable, the first result achieved by the partnership was the finalisation of a preliminary version of all the different *Local Plans for Stakeholders Involvement* (one per partner city) before the first in-person transnational project meeting held in Modena (Italy) in May 2022.

A template for this important mapping tool was developed and shared with all the partner cities by IIHL at the end of February 2022 and considered the basis for the first round of the stakeholders identification action. The draft versions of the filled in templates were commented on in Modena (Italy) in a dedicated session of the first project TPM, where the staff of the Institute provided the partners with bilateral feedback on the quantity

and distribution of the stakeholders throughout the different grids in view of the fine-tuning process of the grids foreseen for month 6.

The template of the *Local Plan for Stakeholders Involvement* (see Annex I) was structured in 8 parts: an introduction on how to use the instrument; 5 different grids (one per relevant stakeholder area) identifying the stakeholder category, the name of the individual of the organisation, the key messages to be delivered, the timeframe of his/her/its foreseen engagement in the project and any further important note; one part focused on local and/or international media contacts; one part devoted to the suggestions of a few names for the International Stakeholders Reference Groups, to be established by the DCE working group starting from month 8; a final list of already confirmed members of the LSRGs (if any).

The 5 different areas in which the stakeholders had to be identified are the following:

1. Public administration (policy-makers and service delivery);
2. Migrant communities;
3. World of education (formal and non-formal);
4. Civil society associations and organisations;
5. World of economy: employers and unions.

A final element to be necessarily stressed in order to get a comprehensive view of the MUST-a-Lab activities involving stakeholders then is again connected with the intercurring relationship between the LSRGs and the local Policy Labs.

During the preparation and early implementation phases of the project, city partners were requested to work on the identification of one or more existing issues to be addressed at the local level through the work of the Policy Labs. Hence, by identifying the issue, local partners had a natural tension towards the identification of high numbers of stakeholder representatives in the areas perceived as key to the selected topic. In this way, the identification of the topic becomes a key element for the review of the individual plans, to be taken into serious consideration before evaluating the Plans.

3.1 Local Stakeholders Reference Groups

As largely explained in the previous paragraphs, the Local Stakeholder Reference Groups are established in the 6 cities where the Policy Labs will be carried out, allowing the collection of different perspectives even before the development of the Labs. The bodies will support the creation of collaborative attitudes between decision-makers and other stakeholders around the project.

The LSRGs are composed both of official stakeholders normally involved in the design process of local policies and grassroots stakeholders who are, for different reasons, impacted and close to the final implementation of such policies (e.g., employers, unions, educational institutions, recognised NGOs).

These bodies constitute the stakeholders' pools through which the participants in the Policy Labs will be identified, as well as the key operational groups with which the Policy Lab participants will check the feasibility of the newly conceived strategies/proposed improvements. The LSRGs therefore represent the "second circle", around the Policy Lab, which preliminarily evaluates and experiments with the new strategies/solutions, additionally helping to validate the success criteria for the renewed policy instruments.

In particular, the following support actions were identified for the Local Stakeholder Reference Groups by the project:

- To engage and support city partners in identifying and specifying the most urgent policy issues at the local levels, providing relevant information, feedback and inputs;
- To be active contributors in the project’s activities, for instance by supporting the consortium in extending and facilitating the local access to further stakeholders representatives and to parts of the society that are difficult to reach;
- To contribute to the evaluation of activities carried out at the local level;
- To cooperate in enhancing media coverage for the project, particularly at the local level;
- To help diffuse project results and multiply their impact locally.

With the organisational support of IIHL and the DCE-WG, each city partner is responsible for the organisation and realisation of local participatory meetings with the LSRG in its own territory. More precisely, according to the project proposal, each partner city is required to organise at least four meetings of its respective LSRG.

The latest versions of the local plans, resulting from a two-step development process supported by the International Institute of Humanitarian Law, are reported in Annex II. Overall, the grids not only highlighted the presence of already existing networks of stakeholders around some of the partner cities but also an expressed interest of many “newcomers” in participating in the decision-making process of the local public administrations.

In regards to the difficulties and lacks experienced by some cities in specific areas, when not linked to the choice of the Policy Lab’s topic and to a selection influenced in this sense (see previous section), the Local Plan proved to be a helpful instrument to enlarge the outreach capacity of some municipalities, particularly by pushing the partners towards the establishment of unprecedented communication channels and proactive dialogues with under-represented and, often, unheard categories of stakeholders.

3.2 International Stakeholders Reference Group

The International Stakeholders Reference Group (ISRG) is established by the project to provide inputs and feedback during its different phases of development, also supporting the project partners in identifying the most effective ways to diffuse the results and maximise the project impact in the target areas and at the transnational level.

This body will be composed of representatives of international networks, civil society organisations, international organisations and institutions, reflecting the different categories of stakeholders potentially interested in the project and the five areas already represented by the structures of the LSRGs at the local level.

A central role will be played by the body in the implementation of the project communication and dissemination strategy, fostering the dissemination of its results and raising awareness of the MUST-a-Lab approach as an effective participatory decision-making process internationally, as well as promoting its innovative elements as useful tools for the design of new social integration strategies at different institutional levels.

More precisely, the following support actions were identified for the International Stakeholder Reference Group at the time of the submission of the project proposal:

- To deliver inputs, feedback, suggestions and proposals contributing to the development and evaluation of the activities implemented along the project lifecycle;

- To support the DCE-WG and the partnership in maximising the visibility of the project, particularly by promoting its participative approach as a new and innovative one in the field of policy-making and enhancing the outer circle of interested stakeholders at the international level;
- To disseminate and directly spread the project results and outcomes within their own national, European and international networks.

Even though the decisions concerning the identification, selection and membership of the ISRG are the responsibility of the Dissemination, Communication and Engagement working group, all the partners were asked to preliminarily suggest valid candidates for the body through a dedicated section of the *Local Plan for Stakeholders Involvement*.

Based on the proposals received from the city partners, the ones coming from the academic partners (as UNIMORE and KdG were equally asked to contribute to this specific part of the plan) and the considerations of the remaining DCE members (IIHL and FREREF), the DCE will be in charge of the creation of a qualitatively solid and quantitatively representative list of practitioners who are possibly willing to participate to the work of the project. Once the list is validated by the consortium, the working group will liaise with the identified candidates to define the details of the collaboration. The final composition of the ISRG shall be presented by the DCE at the end of summer 2022, between August and September 2022.

The ISRG is envisaged to gather four times during the project lifecycle and each of its meetings shall be duly documented and coordinated by the DCE-WG. The fourth meeting is already scheduled in parallel with the project's final Conference on month 36.

4. Next Steps

While Deliverable 6.1 'Dissemination, Communication and Engagement Plan' mainly focused on the dissemination and communication tasks attributed to the partners under the coordination of the DCE working group, the present deliverable aims at presenting a comprehensive roadmap for the engagement of stakeholders throughout the three years of project implementation. For this reason, this chapter's main objective is to shed light on the operational time frame of such a commitment by further clarifying the substructure of the overall work with external stakeholders foreseen by MUST-a-Lab.

Beyond the mere organisation of efficient dissemination and communication strategies for the results involving external stakeholders, the partnership has envisaged the development of the present Roadmap to establish the conceptual and operational bases for the identification and differentiation of stakeholders to be involved in each partner city, including defining the involvement objectives and procedures for each category.

A first step forward in this sense certainly is the conclusion of the first double round of consultations on the individual *Local Plans for Stakeholders Involvement*, made possible by the effort of the partner municipalities between March and June 2022 and the continuous analysis of the tools conducted by the DCE-WG all along the process. As shown in Annex III - Timetable of the activities with stakeholders, a crucial moment for this initial work of the partners on stakeholders was the first in-person transnational project meeting in Modena (Italy), held on 9-10 May 2022, during which partners received the first feedback on the Plans from the DCE coordinator.

After presenting the details of the already conducted activities, here below are reported some priorities and specific tasks for the remaining phases of project implementation in terms of stakeholders engagement.

- Priorities for the Early Development phase (M5-M12):
 1. To finalise a list of candidates, confirm their will to join and activate the ISRG. The activation will include the drafting of a work programme and methodology to establish a fruitful and smooth interaction between the Committee and the DCE-WG;
 2. To finalise a list of candidates for each local context, confirm their interest in contributing to the project and activate the LSRGs at the local level. The activation will imply the organisation of a first local meeting of the reference groups, the design of interactive sessions for such meetings to collect as many inputs as possible (in collaboration with the DCE-WG members), the fidelisation of the members of the LSRGs as multiplying actors for its impact;
 3. To produce a set of communication instruments that are attractive for stakeholders and adapted to the different local areas;
 4. To start identifying and then select the most active/relevant stakeholders to be involved in the Policy Labs' sessions;
 5. To consolidate a privileged communication channel between the DCE-WG and the partner municipalities to support their effort in making the local dialogue with stakeholders a permanent component of the project.

- Priorities for the Project Implementation phase (M13-M30):
 1. To link the local and transnational levels of stakeholders dialogue;
 2. To support, if necessary, the development of the Policy Labs, building a bridge between the LSRGs and the Policy Labs participants and providing a pool of interested stakeholders able to succeed, take over and/or replace such participants if requested;
 3. To keep LSRGs and ISRG informed about the development phases of the MUST-a-Lab project and, even more specifically, of the Policy Labs. This would allow the reference groups to really constitute the "second circle" around the Policy Labs;
 4. To organise area-specific dissemination events and make the project well known even beyond the territories in which the Lab activities are taking place;
 5. To activate personalised dialogue with local and international stakeholders, involving them in the evaluation (WP5) and dissemination activities (WP6) according to their needs and interests;
 6. To support the initial phases of WP4 ('Local Policies Follow Up') and the consolidation of the multi-stakeholder partnership as foreseen by Task 4.1, 4.2, 4.3 and 4.4;
 7. To attract the interest of further national and international stakeholders (not already involved in the reference groups) for the project approach, methodology and follow up activities in the five stakeholder areas, thus creating favourable conditions for enhancing the project impact beyond the original municipalities;
 8. To provide support for the organisation of the Interactive workshops for Local Policy makers and other stakeholders, with the final objective of establishing the basis for future collaborations (Task 4.3).

- Priorities for the Mainstreaming phase (M31-M36)
 1. To consolidate the established local partnerships and make the project results sustainable in the local contexts through the support of WP4-related activities. More precisely, the DCE-WG will support the institutional consolidation of the multi-stakeholder partnerships at the local level between municipalities and involved representatives, while the engaged stakeholders will enrich the evaluation process of the application of the improved strategies proposed by the Policy Labs;
 2. To support the organisation of 'Network meetings for durable and effective transnational collaboration', as foreseen by Task 4.4;
 3. To maximise the diffusion of research results and to encourage their use and the use of the Policy Lab approach by producing practical evidence concerning its functioning;
 4. To actively support the final evaluation of the latest project results and the overall achievements, gaps, weaknesses and opportunities of the project;

5. To provide inputs on the potential sustainability strategies of the MUST-a-Lab outcomes beyond the end of the project;
6. To continue to guarantee a lively and constructive interaction, also through the project final conference and beyond the contractual life of the MUST-a-Lab Project.

Annex I - Template of the Local Plan for Stakeholders Involvement

[MUST-a-Lab logo]

Local Plan for Stakeholders Involvement

WP 6 – Stakeholders Involvement, Communication and Dissemination

v1.0

(Last update: 24/01/2022)

HOW TO USE THIS TEMPLATE

The first recommendation is that this form is filled by the project team within the partner organisation, not by a single person.

The main aim of the grid provided in the following pages is to help MUST-a-Lab partners to keep track of their activities and contacts with the representatives of the different categories of stakeholder that they will contact throughout the project lifecycle. The grid is particularly important to maximise the impact of MUST-a-Lab, not only by disseminating and spreading the outcome of its activities but, much earlier than this, by attracting stakeholders to interact, participate and support the different stages of project implementation.

As agreed in *Annex 1 (part A) to the Grant Agreement*¹, activities related to stakeholders' involvement, communication and dissemination are expected to start from the very beginning of the project, addressing people, organisations and institutions involved at the local, national and European levels.

Through dissemination, the project may foster the interest of external institutions in developing participative processes of policy innovation along the line of the methodology developed by the project.

The forms on pages 3, 4, 5, 6 allow the partners to identify and group the prospective stakeholders according to the identified **impact areas**:

- **AREA 1** *Public administration (service delivery)*
- **AREA 2** *Migrant communities*
- **AREA 3** *World of education (formal and non-formal)*
- **AREA 4** *Civil society associations and organisations*
- **AREA 5** *World of economy: employers and unions*

Relevant contacts could include (but are not limited to): AREA 1. Local administrations (cities, provinces or regions), national agencies and departments, employment centres, social services, health and housing services; AREA 2. Associations of migrants, representatives of migrant communities; AREA 3. local school networks, local (e.g. national) teachers' networks, schools and education boards, related university faculties; AREA 4. foundations, social cooperatives, NGOs, religious institutions, Red Cross (reception centres), national associations for cooperation; AREA 5. Private companies and actors of different economic sectors (primary, secondary and tertiary other than non-profit institutions), unions.

Stakeholders can be involved in **different phases** of the project, on the basis of the following agreed timeline segmentation:

- 1st Preparation (months 1-4)
- 2nd Early development (5-12)
- 3rd Project implementation (13-30)
- 4th Mainstreaming (31-36 and beyond)²

The five tables on page 3, 4, 5, 6 and 7 offer the possibility to plan the messages that you will direct to the same category in different phases of the project, and more generally, to reflect on the best time to contact them.

On page 8 you will find a table requiring you to indicate, among or beyond the longer lists of people in the previous pages, some people who may compose the Local Stakeholders Reference Groups (LSRGs)

¹ See Grant Agreement, *Annex 1 (part A)*, p. 26.

² See *Annex I – Description of the action part B*, p.39, in Grant Agreement, *Annex 1 (part A)*.

(preliminary list for local internal discussion) or may help the project through media or involvement in the International Stakeholders Reference Group.

Finally, in the last page you are requested to report the names of 10-20 persons, who are expected to become more active as Members of the Local Stakeholders Reference Groups. In this table you should only indicate **people who have accepted** to be part of the LSRGs (see below).

The dissemination system will be based on the creation of an **International Stakeholders Stakeholders Reference Group (ISRG)** and different **Local Stakeholders Reference Groups (LSRGs)**, which will help the city partners of the project in maximising the impact of the partners' dissemination effort locally.

The following support actions have been identified for the **Local Stakeholder Reference Groups**:

- To engage in influencing/specifying policy agendas in relation to their local contexts, providing relevant information and feedback;
- To be active contributors in the project's activities (e.g. facilitating local access to further sources);
- To contribute to the evaluation of activities carried out;
- To cooperate in enhancing media coverage for the project;
- To help diffusing project results and multiplying impact locally.³

Each LSRG will be composed of 10-20 members. Partners shall fill in the form on p. 8 by indicating the single members or institutions, which they plan will participate in the LSRG.

³ For more detailed information please refer to pages 26- 29 of *Annex 1 (part A)* to the Grant Agreement and to *Annex 1 – Description of the action part B*, in *Annex 1 (part A)*.

AREA 1 Public administration (service delivery)

N.	Stakeholder category	Name of individuals or organisations	Key message <i>(What key message/messages would you deliver to this stakeholder, based on Her/his/its perceived interest in MUST-a-Lab?)</i>	Period <i>(Choose 1 or more of the following options matching it/them with the respective key message)</i> 1. Preparation phase (months 1-4) 2. Early development phase (months 5-12) 3. Project implementation phase (months 13-30) 4. Mainstreaming phase (months 31-36 and beyond)	Notes
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

AREA 2 Migrant communities

N.	Stakeholder category	Name of individuals or organisations	Key message <i>(What key message/messages would you deliver to this stakeholder, based on Her/his/its perceived interest in MUST-a-Lab?)</i>	Period <i>(Choose 1 or more of the following options matching it/them with the respective key message)</i> 5. Preparation phase (months 1-4) 6. Early development phase (months 5-12) 7. Project implementation phase (months 13-30) 8. Mainstreaming phase (months 31-36 and beyond)	Notes
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

AREA 3 *World of education (formal and non-formal)*

N.	Stakeholder category	Name of individuals or organisations	Key message <i>(What key message/messages would you deliver to this stakeholder, based on Her/his/its perceived interest in MUST-a-Lab?)</i>	Period <i>(Choose 1 or more of the following options matching it/them with the respective key message)</i> 9. Preparation phase (months 1-4) 10. Early development phase (months 5-12) 11. Project implementation phase (months 13-30) 12. Mainstreaming phase (months 31-36 and beyond)	Notes
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

AREA 4 *Civil society associations and organisations*

N.	Stakeholder category	Name of individuals or organisations	Key message <i>(What key message/messages would you deliver to this stakeholder, based on Her/his/its perceived interest in MUST-a-Lab?)</i>	Period <i>(Choose 1 or more of the following options matching it/them with the respective key message)</i> 13. Preparation phase (months 1-4) 14. Early development phase (months 5-12) 15. Project implementation phase (months 13-30) 16. Mainstreaming phase (months 31-36 and beyond)	Notes
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

AREA 5 *World of economy: employers and unions*

N.	Stakeholder category	Name of individuals or organisations	Key message <i>(What key message/messages would you deliver to this stakeholder, based on Her/his/its perceived interest in MUST-a-Lab?)</i>	Period <i>(Choose 1 or more of the following options matching it/them with the respective key message)</i> 17. Preparation phase (months 1-4) 18. Early development phase (months 5-12) 19. Project implementation phase (months 13-30) 20. Mainstreaming phase (months 31-36 and beyond)	Notes
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

Local Stakeholders Reference Group, media and International Stakeholders Reference Group

	N.	List of names <i>(If possible, please indicate first name, family name, position, organisation/institution and email address)</i>
Identification of media partners to contact	1.	
	2.	
	3.	
	4.	
	5.	
	6.	
	7.	
	8.	
	9.	
	10.	
List of prominent people and experts identified to participate on the International Stakeholders Reference Group (ISRG)	1.	
	2.	
	3.	
	4.	
	5.	
	6.	
	7.	
	8.	
	9.	
	10.	

Local Stakeholders Reference Group

N.	First name, Family name	Organisation	Position	Notes
1.				
2.				
3.				
4.				
5.				
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