



PRACTICAL GUIDE FOR STAKEHOLDER'S MAPPING

2021



About

This guide presents in a synthetic form, the methodology behind the activities carried out in the first period of **ISTER project within WP_T2 (Joining, Activating & Tutoring)** related to mapping potential stakeholders and establishing a Multi-Layer Stakeholder Group in each territorial/thematic area. The concept of **Multi-Layer Stakeholder Group** refers to a group of governments, non-governmental organisations and actors with different vertical and horizontal powers which have the role to ensure the understanding of the strategies, policies and instruments importance connected to protection and valorisation of Roman heritage.

The guide reveals **different methodological guidelines and tools** that were used in the project for identification, analysis and engagement of the local groups of stakeholders, at the same time provides first results in terms of succes practices and engagement stories of our territorial and thematic partners. The guidelines for stakeholder mapping are addressed not only to traditional public and private sectors and civil society, but also to a wider group of stakeholders in related fields, such as: arts and crafts, creative industries, tourism, local services, agriculture marketing, environmental protection, to acquire a multidisciplinary group.

The approach presented in this guide helped the partners involved in the project by providing them a **deeper understanding of the interests, influences of stakeholders and information exchange relationship linkages between them**. Therefore, project partners can easily create the initial MLSG strategic engagement approach and envision the local value creation information exchange.

The ultimate goal of the guide is to translate the whole process of stakeholders mapping in an **easy-to-follow, step by step manual for future uses** in both mapping potential actors at local and regional level, building territorial partners capacities and setting up working groups to support each stage of any project implementation process.

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Graphics: URBASOFIA

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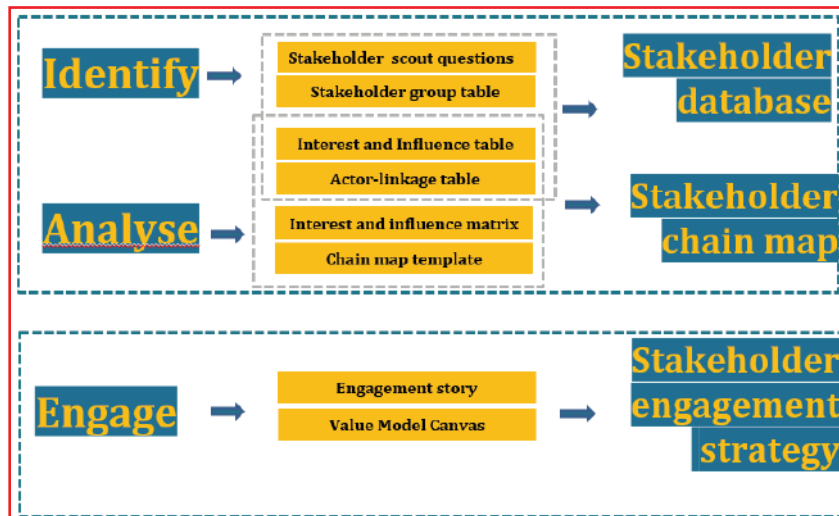
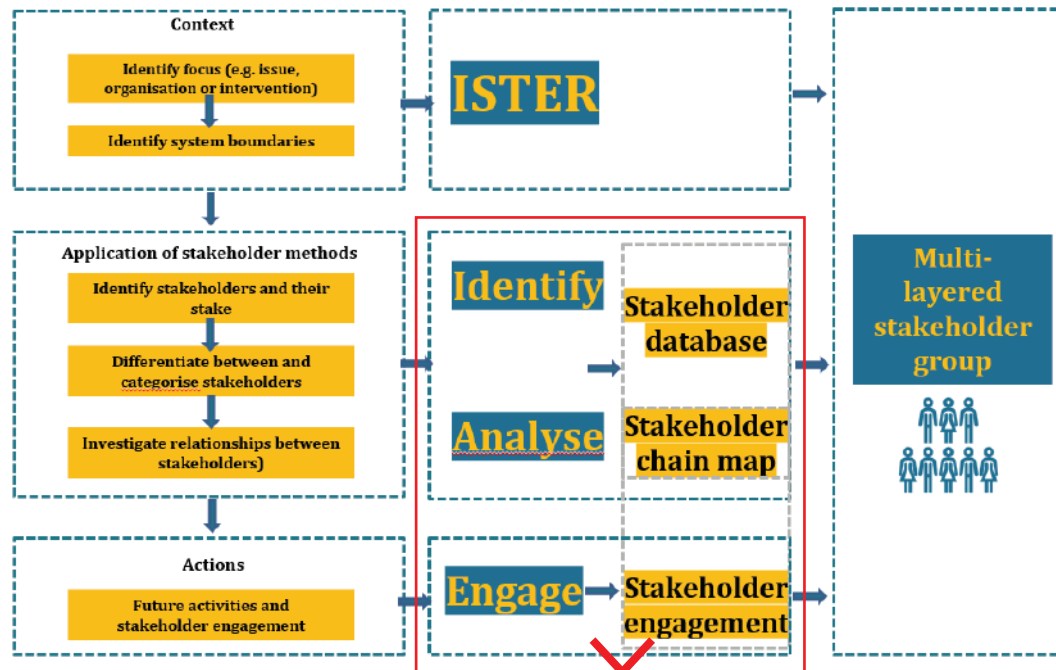


Source: <https://www.flickr.com/photos/dorinser/39675012442/>



Source: <https://pixabay.com/ro/photos/bulgaria-vidin-987552/>

Approach



Source: original content by Urbasofia

Step 1: Identify

The Stakeholder's mapping process in the ISTER project consisted of **3 major steps: identification, analysis and engagement**. The following two steps "Identify" and "Analyse" propose different stakeholder analysis practices and tools to create a stakeholder database and stakeholder chain map towards the establishment of a Multi-Layer Stakeholder group. In contrast, the "Engage" step describes successful stakeholders engagement stories from our project partners and two exercises for engagement strategy to envision project implementation together with MLSG group. The steps "Identify" and "Analyse" are strongly interrelated through their proposed identification, analysis and visualisation tools.



Within this step were defined different groups of stakeholders that should be considered during the stakeholder identification process of the project. In order to create a preliminary list of relevant potential stakeholders for each project partner, **two aiding tools were established**. These tools aimed at using posterior and prior knowledge of project partners to identify their stakeholders. At the same time, they had a general character to ensure their applicability indifferent the partners' geographical scope or skill set.

The first assisting tool in stakeholder identification is **list of questions** aiming to set up a mental guide for potential stakeholder consideration, accompanied by a **table with an identified group of stakeholders relevant to ISTER project**. With the aid of these tools, project partners could create a vast preliminary list of potential MLSG members. Furthermore, in the overall methodology of the first step the identification tool "mind-map template" - was provided aiming to establish a visualisation technique for stakeholder mapping.

Stakeholder scout questions

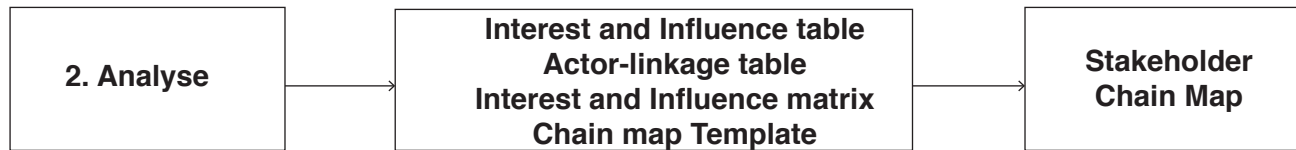
1. Who will be affected by ISTER project activities ?
2. Who will be able to influence the outcomes of the project ?
3. Who are the potential supporters of ISTER and who would be opponents or disinterested ?
4. What partnerships might build around the issues involved ?
5. Whose voices or interest on the subject might not be heard ?
6. Who will be responsible for managing the project outcomes (end users) ?
7. Who can facilitate or impede the outcomes through their participation or non-participation ?

Stakeholder group table

Stakeholder group	Exemples	Stakeholders
Government departments, politicians, policymakers/advisors (local national, international), those involved with relevant national/regional strategies	Departments and public bodies for the environment, culture, tourism, community development and climate change Local authorities/municipalities National tourism bodies, Museums, Cultural and Environmental Ministry	
Non-governmental organisations	Cultural heritage, land management, environmental organisations, creative organisations	
Business and industry	SMEs, large commercial interests, creative industry, art & craft	
Professional groups	Academia, Research, Tourism and hospitality, Nature Conservation, Cultural heritage	
Tourism sector/tourists	National tourism bodies, Tourism agency, organisations with recreational and leisure services, Regional/local tourism groups	
Educators	Schools, Colleges, Universities	
Youth groups	Youth groups providing social, educational and leisure activities	
The media	Marketing agencies, Local and national media: newspapers, websites of organisations (above)	
Public	People who may have a general interest in the area and its cultural/natural assets, potential visitors/tourists	

Source: original content by Urbasofia

Step 2: Analyse



In this step **four tools** were created for partners in order to analyse and visualise potential MLSGs. Considering the context set by ISTER and available stakeholder analysis methods, the methodology proposed the **use of two primary methods: analytical categorisation method** in order to help project partners to reflect and analyse potential stakeholders and **one method for investigating stakeholder relationships with the help of actor linkage table**. On the other side, in this step two visualisation tools were provided as well: **Interest and Influence matrix and Stakeholder Chain Map**.

The **Interest and Influence Table** aims to conduct more in-depth analysis by: 1) understanding which aspects of ISTER can be an interest; 2) how to motivate and engage the stakeholders; 3) what is the ISTER key message and 4) setting key relationships of the previously identified key stakeholders. The table is linked to simple visualisation and analysis tool: **Interest and Influence matrix**, which aims to provide two-level of analytical categorisation of the potential stakeholders.

The **Actor-linkage table** requires project partners to list their identified stakeholders in rows and columns and investigate relationships between them such as: (1) collaboration/cooperation (two-way relationship), (2) support/ supply/ report/ inform (one-way relationship), (3) no information and an additional attributing of the relationship is possible by adding a sign representing – high importance for ISTER.

The Chain map is a visualisation method which creates a unique map for each project partner representing the local multi-layer stakeholder group composed of the results of previous analysis methods such as interest influence matrix and actor linkage table. The proposed map with the current template serves for primary usage; however, there is a need for a free and hands-on tool for future representation of the chain map considering the rapidly changing dynamics between the stakeholders.

Interest and influence table

Stakeholder name (group or organisation)	Interest High / Medium / Low		Project's aspects likely to be of interest	Potential ways to motivate engagement	Key messages from ISTER to this stakeholder	Influence High / Medium / Low		How the stakeholder may influence ISTER	Key relationships with other stakeholders	Involvement in other networks and projects	Key contact(s) and best way of contacting them	Suggested form of engagement
1 Organisation 1 (Local school)	Medium	7	Educational opportunities associated with local area culture	Innovative communication material. Educational collaboration projects.	Local cultural and natural assets can be used to communicate value of area to others; opportunity to learn about history, culture.	High	8	Engagement of schools lead to widespread awareness of area and project activities	Educational projects with "X" organisations Immediate contact with children and local communities	Regular participant in local partnerships and research projects concerning natural resources.	Name 1) Head teacher Name 2) Local authority	Inclusion in general project communications; invitation to workshops; Specific events e.g. school visits; provision of educational material
2 Organisation 2	High	8				Low	2					

Actor-linkage table

Source: original content by Urbasofia

Stakeholders	Government	Non-governmental organisations	Business and industry	Professional groups	Tourism sector/tourists	Educators	Youth groups	The media	Public	Interest & Influence			
										Low	1	No	
											2	Slightly	
											3	Shallow	
										Medium	4	Fairly	
											5	Neutral	
											6	Moderately	
										High	7	Quite	
											8	Very	
											9	Strongly	
										10	Extremely		
Government									★				
Non-governmental organisations				★									
Business and industry						★							
Professional groups													
Tourism sector/tourists		★											
Educators									★				
Youth groups										★			
The media				★									
Public													

Actor-linkage Table Legend

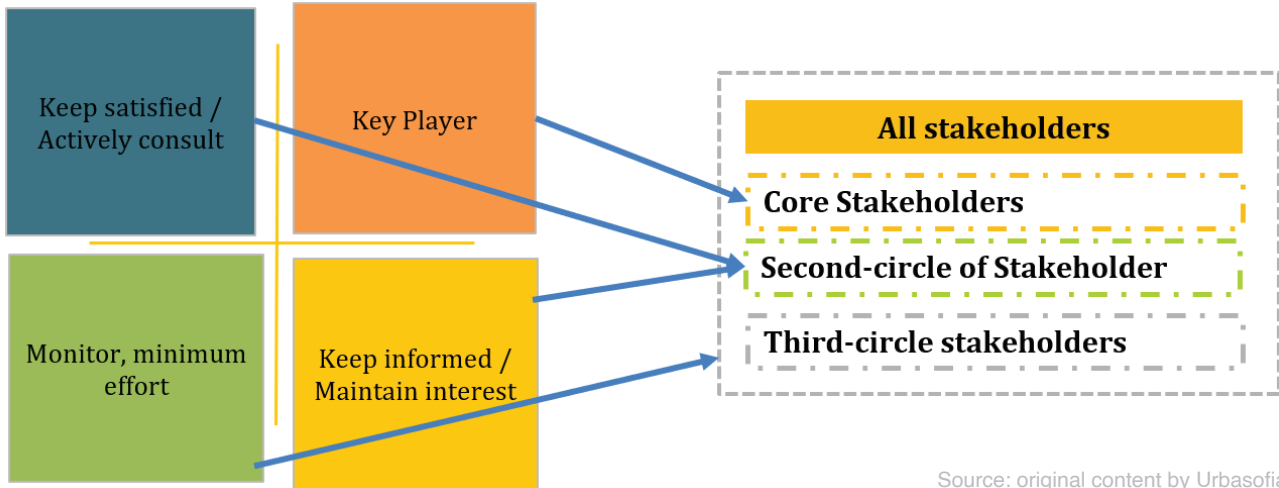
Two-way relationship collaboration	★
One-way relationship, information	
No information	
Linkages targeted for implementation	★



Source: exarc.net

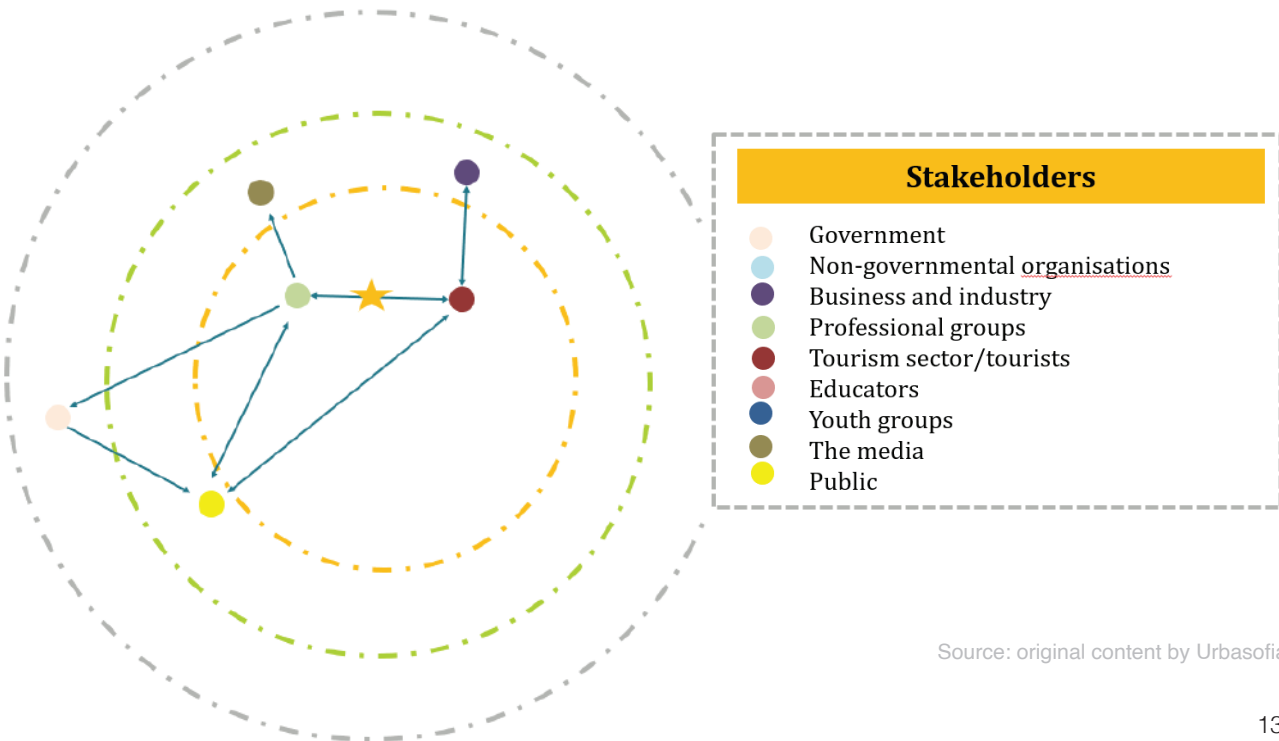
Source: paks.hu

Interest and influence matrix



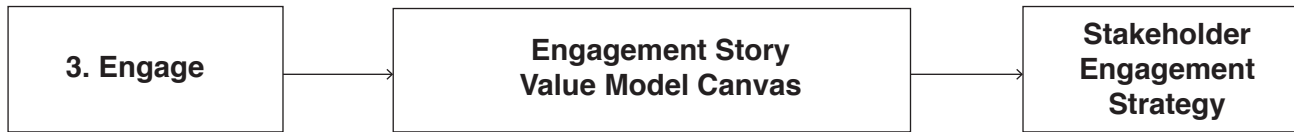
Source: original content by Urbasofia

Chain map template



Source: original content by Urbasofia

Step 3: Engage



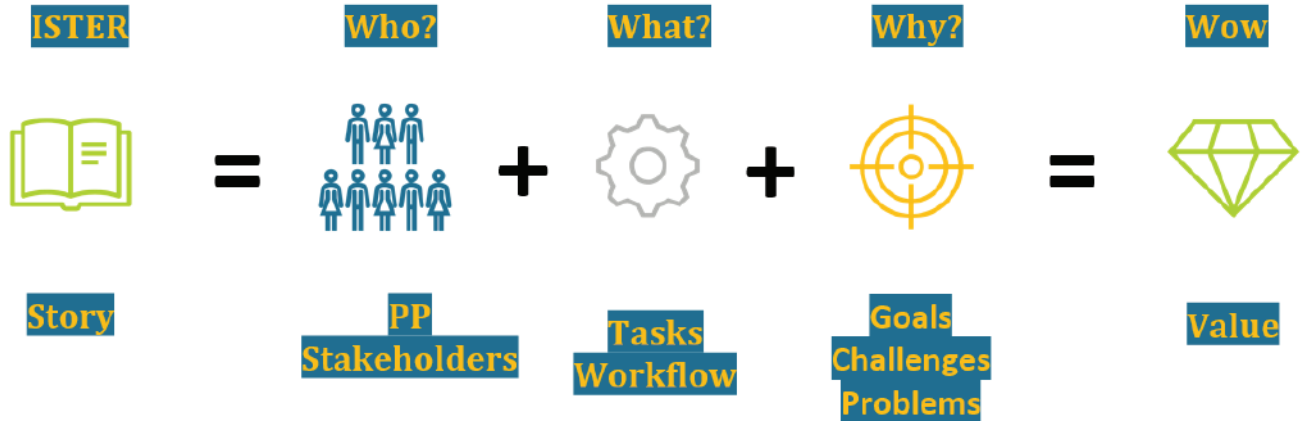
This step represents an overview of successful stakeholder engagements of project partners and provides **two tools to create MLSG game plan** (engagement strategy and action plan). On the one hand, the aims of this step was to provide a knowledge exchange between the partners, to share their techniques of stakeholder engagement and collaboration and to share their work and learn about each other. At the same time, two tools were provided for project partners to create strategies quickly and efficiently for engagement, action plan and value creation: **Engagement Story and Value Model Canvas**.

The Engagement Story reflects the main aspects of a strategic approach enabling project partners to think quickly and create simplified strategies for engagement. In order to do that, partners have to answer a few proposed questions (the tool can be adapted to any situation within the project). Within this methodology, the **Business Model Canvas** (strategic management template) was adapted to the ISTER context to provide a tool to envision a simple strategic plan for activity implementation and value creation with the local MLSGs. Project partners identify the MLSG in the analysis phase, then based on the ISTER project description identify the foreseen main activities and resources (human, equipment etc.). By analysing the foreseen activities, they envision what kind of value can be created and how might be their end-users. The based on the value proposition and end-users can defined what the interaction between them is and what are the channels to disseminate.

Tips & Tricks for a successful result

(1) Identify stakeholders with different vertical and horizontal powers to ensure a multi-level approach; (2) Investigate how these different stakeholders relate to each other, what is their information exchange and what synergies can be created through the collaboration of certain stakeholders; (3) Correlate key stakeholders that can contribute in the project with each key stage of its development/implementation process.

Engagement story



1. **Who?** (Describe your targeted core stakeholders, who they are, why they are essential)
2. **What?** (Describe strategic activities how you plan to engage the core stakeholders for MLSG purpose)
3. **Why?** (Describe the scope of stakeholder engagement and related challenges)
4. **Outcome** (Describe how the activities carried out by you and your group of stakeholders related to ISTER objectives and activities)

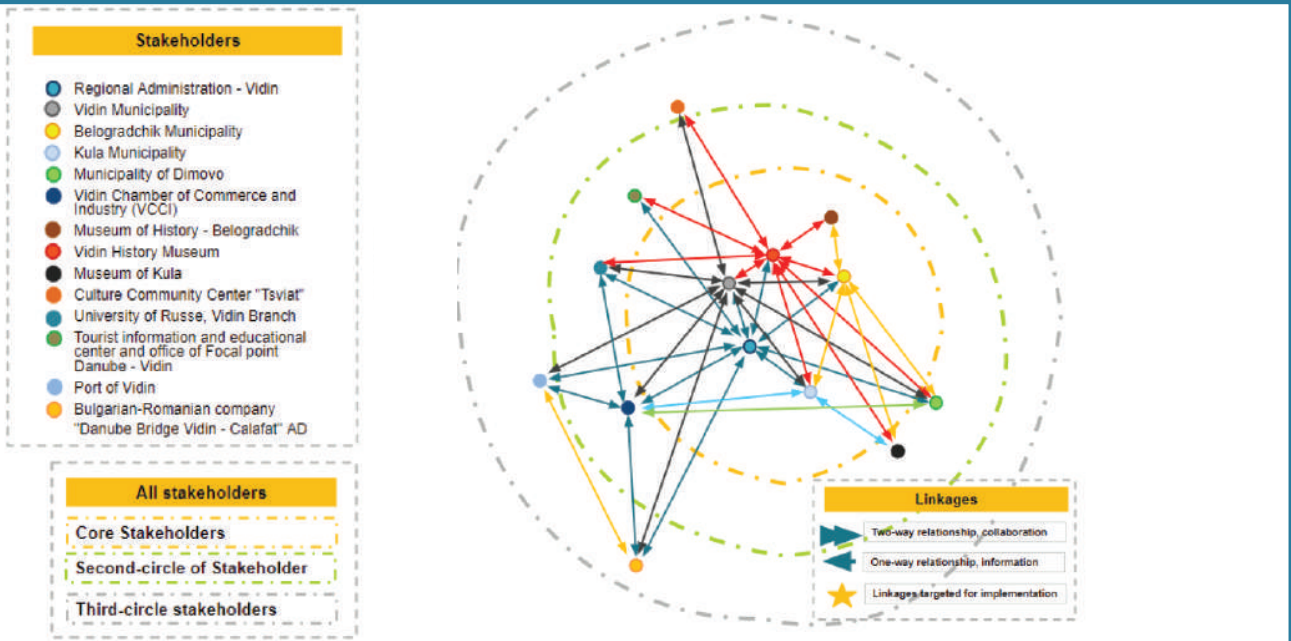
Value Model Canvas template

Source: original content by Urbasofia

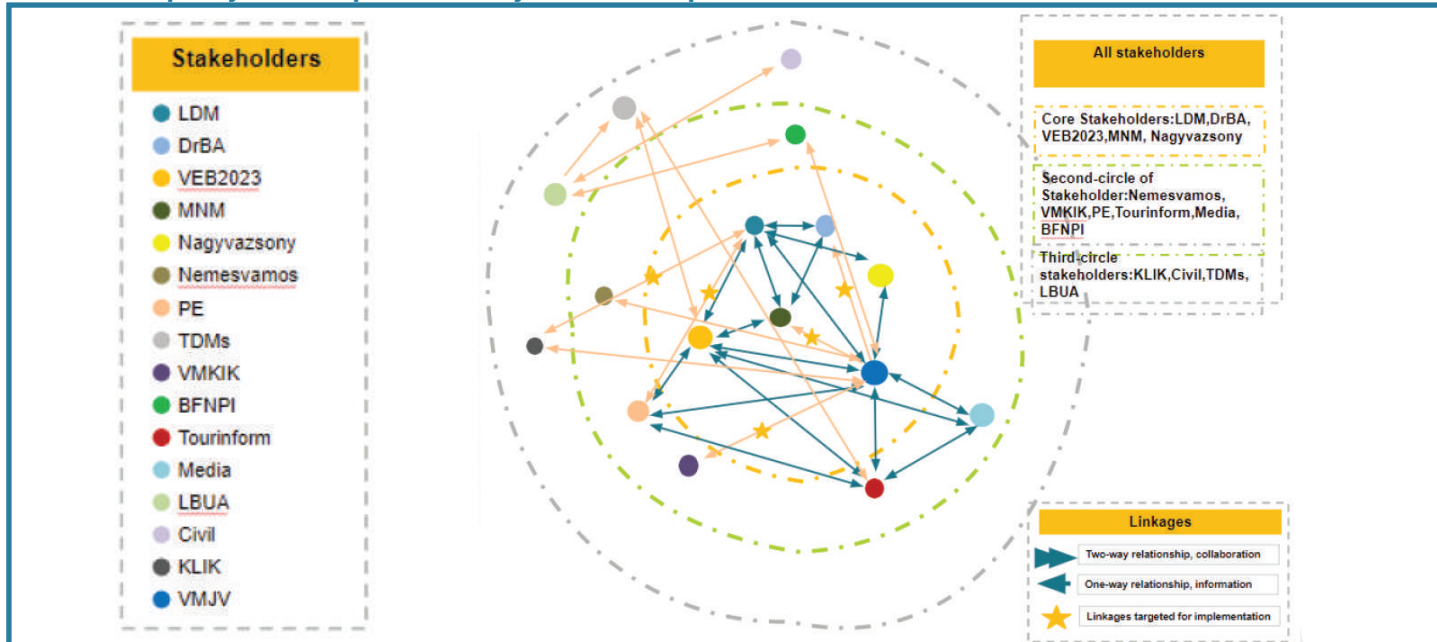
Key Stakeholders	Key Activities The most important activities in executing your value proposition	Value Propositions The collection of products and services, activities you offer to meet the project and users needs	User Relationships How do you interact with the users through their "journey"?	Users Who are the end-users? What do they think? See? Feel? Do?
	Key Resources The resources that are necessary to create value for the users		Channels How are these propositions promoted, sold and delivered? Why? Is it working?	
Costs	This describes the most important monetary consequences		Impact	What will be the impact of your activities?

Some of our practices

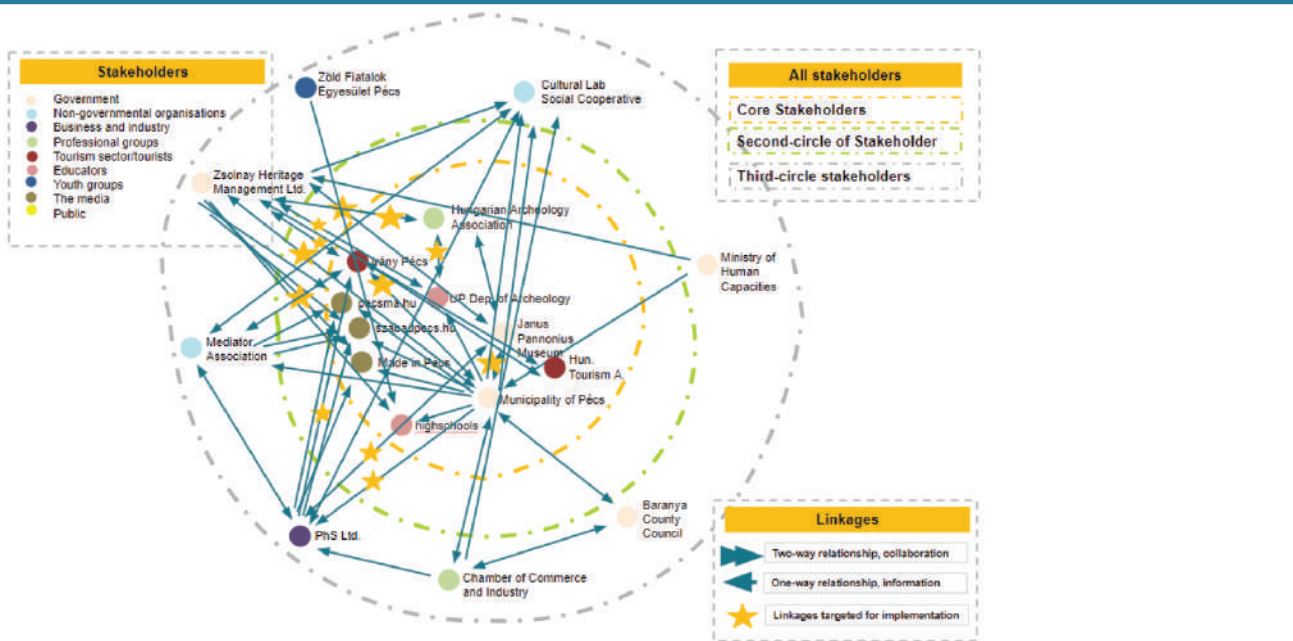
PP3-Bulgaria Economic Forum's chain map



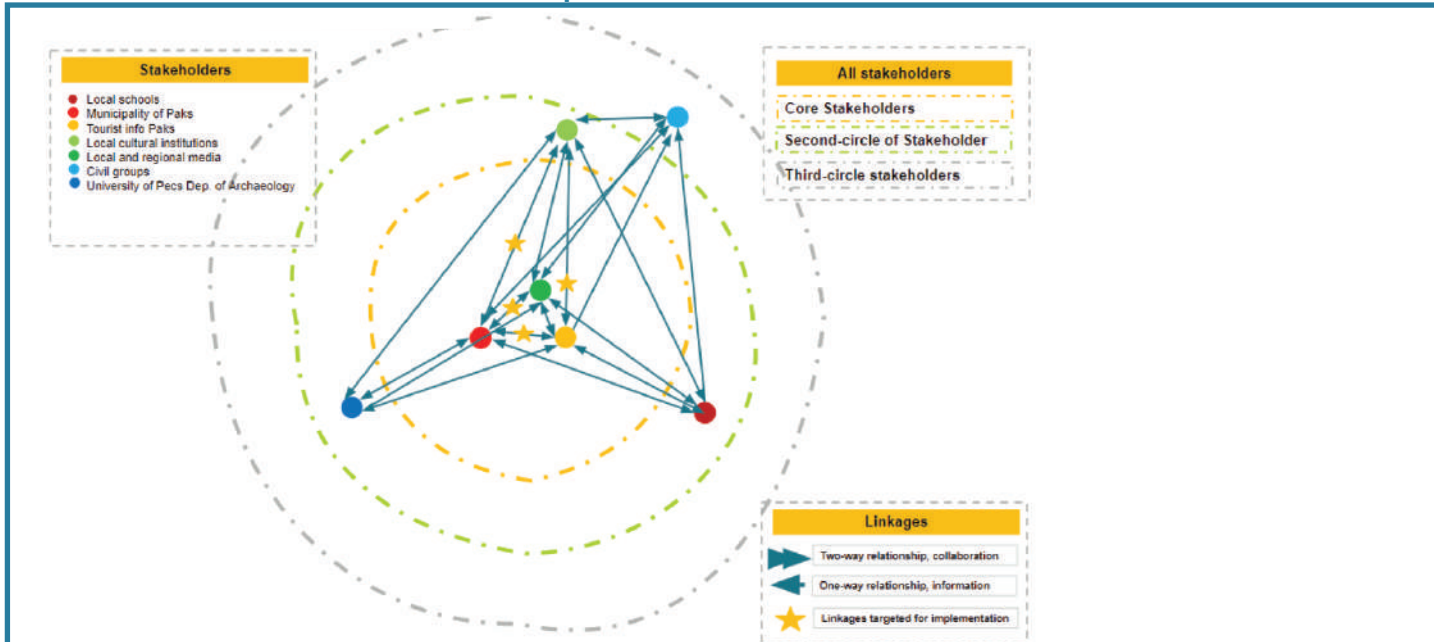
PP5-Municipality of Veszprem county's chain map



PP4-Danube Developer Transnational Group's chain map

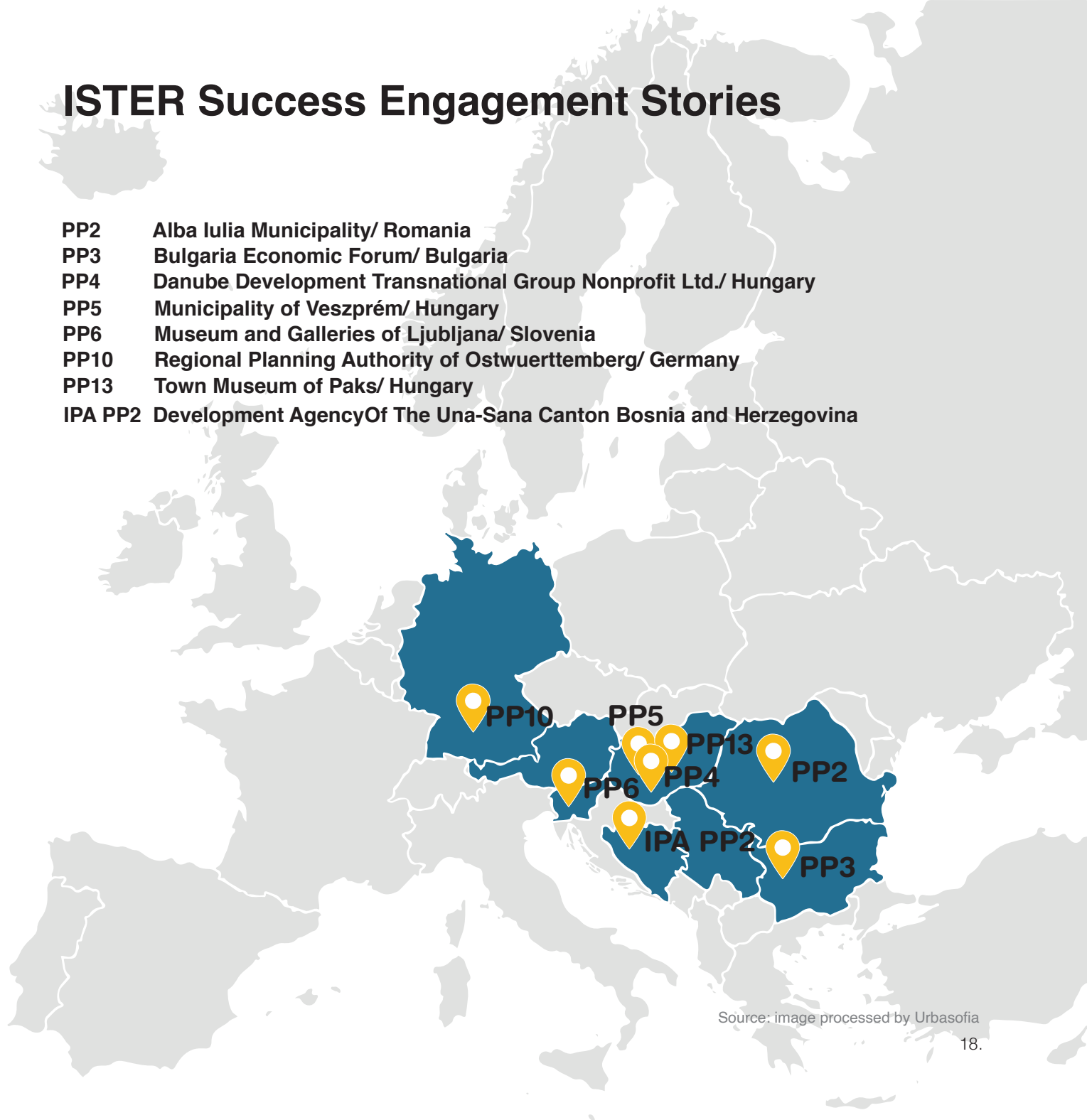


PP13-Town Museum of Paks's chain map



ISTER Success Engagement Stories

- PP2 Alba Iulia Municipality/ Romania
- PP3 Bulgaria Economic Forum/ Bulgaria
- PP4 Danube Development Transnational Group Nonprofit Ltd./ Hungary
- PP5 Municipality of Veszprém/ Hungary
- PP6 Museum and Galleries of Ljubljana/ Slovenia
- PP10 Regional Planning Authority of Ostwuerttemberg/ Germany
- PP13 Town Museum of Paks/ Hungary
- IPA PP2 Development AgencyOf The Una-Sana Canton Bosnia and Herzegovina



Source: image processed by Urbasofia

“Alba Iulia-A visual history through famous fingerprints.”

PP2 - Alba Iulia Municipality, Romania

The National Museum of the Union from Alba Iulia as a partner in “Alba Iulia-A visual history through famous fingerprints” project, implemented by the Municipality of Alba Iulia (co-financed by the National Cultural Fund Administration), **was involved in two of the project activities:** the activity of scientific documentation and the activity of promotion, dissemination, awareness. Regarding the **first activity**, the museum’s involvement consisted in making available to the film crew ten re-enactors who played the role of several historical characters and providing spaces for filming.

Another role of the museum was to promote the project during national and international conferences/symposiums and through its official website and Facebook page.

“**Famous footprints in #AlbaIulia**” is a documentary that visually exploits part of the exceptional cultural heritage which it is endowed to the city of Alba Iulia. The film was made possible by the project “**Alba Iulia-A visual history through famous fingerprints**”.

The documentary tells the **story of 30 personalities who wrote history in Alba Iulia**. In other words, it shows the places in Alba Iulia where national and European personalities, generically called “famous people”, have passed, reigned or are “sleeping forever”.

The story of the personalities can be discovered from the historical characters who embody them and bring their fame from the past to the future. The film is used as a cultural marketing tool to promote Alba Iulia. You can watch the movie here:

<https://www.youtube.com/watch?v=nQn8vIVrSkI>



“Art and Culture – ARTOUR” PP3 - Bulgarian Economic Forum, Bulgaria

In September 2019 Bulgaria Economic Forum and Municipality of Vidin organised Festival “Art and Culture – ARTOUR”. The event was implemented within the project “Active Art for Attractive Tourism – ARTOUR”, co-financed by Interreg V-A Romania – Bulgaria programme. It was a 3-day Plein-air event which included exhibitions, concerts and performances with the participation of local artists (writers, musicians, actors, etc.). Unique space was allocated for local companies to exhibit and promote their products and services: local food and drink, souvenirs, crafts, tourist and additional services and more.

Also, a kids’ corner was organised to ensure the participation or entertainment of young talents, involving them in all activities of the event. The event aimed to **promote the region as a more attractive destination and a better use of the touristic potential on the Lower Danube**. Due to this initiative, more tourists and more interest in the region was attracted.



Source : <https://artour-robg.eu/video/>



Source : <https://artour-robg.eu/video/>



Source : <https://artour-robg.eu/video/>

First World War Heritage PP4- Danube Development Transnational Group nonprofit limited liability, Hungary

PP4 (DDTG-Danube Development Transnational Group nonprofit limited liability) collaborated with **Cultural Lab Social Cooperative in NET-WORLD Labelled DTP project**. DDTG was an external service provider for Cultural Lab. The project objective was to **increase the awareness of the First World War heritage and its sustainable use for the development of quality cultural tourism**.

In the framework of this cooperation, a **database** was prepared about the First World War Heritage in Pécs and the South Transdanubian region. Cultural Lab also built an escape room, recalling the atmosphere of the First World War, with authentic tasks and clues.



Source : provided by the partner

Archaeological park Emona PP6- Museum and Galleries of Ljubljana (SI)

Archaeological park Emona is an urban archaeological park, comprised of several units owned by **different institutions and organisations**: Municipality of Ljubljana, Faculty of Natural Sciences and engineering, Ursuline Monastery in Ljubljana, Republic of Slovenia/Cankarjev dom Cultural centre, Republic of Slovenia/School Centre Ljubljana, SID Bank and Šumijev kvart d.o.o. To successfully manage the park, a **mutual agreement had to be made, different wishes and ambitions harmonised and a body of stakeholders formed**. We completed this in 2012, after the renovation of the park and during the process of formation of the management plan. In the photo are the primary owners/stakeholders right before the signage of a mutual agreement.



Source : provided by the partner

Community-supported excavation PP5- Municipality of Veszprém, Hungary

The best practice presented is about a community-supported excavation at the **Balaton Upland area**, (Becce vineyard facing south in Dörgicse village) when a Roman age tombstone was extricated from a cellar.

The action was initiated and managed by the experts of the **Laczkó Dezső Museum (LDM)**, the ASP of the PP5. The LDM, together with the European Capital of Culture Veszprem 2023 team (ECoC), has a long term vision on the **community-supported archaeology** and this was the first test of is on a small scale. The LDM ethnographer discovered the stone and called his colleague archaeologist who confirmed the stone as a **Roman age remains in the secondary recovery**.



Source: provided by the partner



Source: https://en.wikipedia.org/wiki/Lake_Balaton

The team of the ECoC supported the idea with marketing and PR, the local municipality and the local NGOs with the workforce, local entrepreneurs (winery) with the fund for a static survey, the National Park of Balaton Uplands, Bakony-Balaton Geopark, the Balaton Museum from Keszthely and volunteers of the LDM with their expertise and work.

The **tombstone finally came to light on July 11, 2020**, and turned out to be the upper part of the stone guarded in the Balaton Museum. The LDM's goals are to show the local communities the ethnographic and archaeological monuments inherent in the landscape, raise awareness, get support and resources for the following projects, support the local communities, local economy and entrepreneurs.

Project HERA

IPA PP2- Public Institution Development Agency Of The Una-Sana Canton, Bosnia and Herzegovina

Development Agency of the Una-Sana Canton implemented project **HERA - Sustainable tourism management of Adriatic HERitage** whose general objective was to develop sustainable tourism, a joint cross border platform within the Adriatic area, which aimed at implementing new models for the management of sustainable tourism as a development engine for the Adriatic basin and at reducing the seasonality of tourism through the marketing of natural and cultural potential.

Within this project, Development Agency of the Una-Sana Canton **restored Old town of Sokolac. Institute for Protection of Cultural Heritage of the Una-Sana Canton** is one of the critical stakeholders in ISTER project.



Source : reddit.com

It is a public institution, whose **activities include:** protection and preservation of monuments, recording of movable and immovable heritage, collection of monuments documentation, preparation of the documentation for protection of heritage in the field of spatial and urban planning, popularisation of cultural, historical and natural heritage.

In the Old town of Sokolac, the objectives/purposes of the project were to **contribute to sustainable cultural tourism routes promotion and to the development of cultural tourism routes.** Created tourist offer aimed to define, a local/regional route visiting cultural heritage sites and containing related supporting infrastructures and services (hospitality, transport, catering and touristic and cultural guide) in order to improve it according to HERA trademark methodology.



Source : https://www.qsl.net/9a6zt/Pages/photo_gallery_croatia.htm

Archaeological site Lussonium PP13- Town Museum of Paks, Hungary

Lussonium roman auxiliary fort as **free-standing archaeological site consisting of ruins**. The excavations on the archaeological site Lussonium began in 1969; systematical fieldwork research was carried out between 1987-2011. The expected result of the long term excavation works was to create a possibility to **present and visualise the structure of the Roman fort**.

The open-air ruin garden is suited to present the roman military architecture of the roman river frontier in Hungary. The bilingual information tables give a brief introduction to the history of the Roman site and the everyday life of the Roman troops and their soldiers. The excavated and preserved ruins of the fort provided a new opportunity to reach a wider audience.



Source: provided by the partner

The museum regularly holds **education activities** and programs for schools and other youth groups to make the growing generations more connected to the Roman heritage of their local region.

The **new ruin garden** gave an excellent opportunity to the museum and the municipality of Paks to take part in the international project **„Danube Limes UNESCO World Heritage” from 2008 to 2011**. A new permanent exhibition opened in the museum in 2016, which also presents the history of the fortress and its forty years of archaeological excavations. Every year there are hold family events related to Roman culture and archaeology.



Source: provided by the partner

Solar Power Plant “Mutlanger Heide” in Schwäbisch Gmünd / PP10-Regional Planning Authority of Ostwuerttemberg (DE)

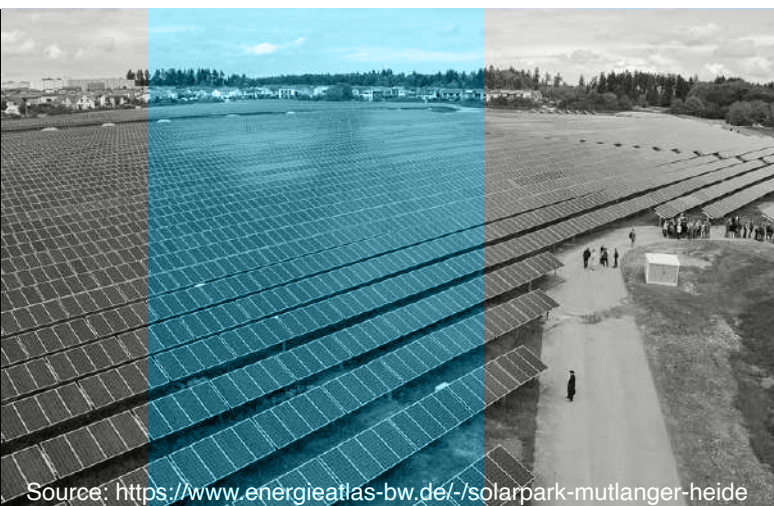
The Regional Planning Authority of East Wuerttemberg is constantly involved in different **spatial development projects** in the region. This includes authorizing solar parks. As the town of Schwäbisch Gmünd wanted to realise the idea of a solar park in the neighbourhood near Mutlangen according to its **action plan for climate protection in 2011**, it found that the UNESCO World heritage LIMES border crosses the territory of the solar park. In accordance with the state archaeological protection law, a 30-meter-wide buffer corridor along the LIMES border had to be integrated into the future solar park. As regards other planning aspects, the Regional Planning Authority pointed out that the **targeted territory is preserved as a settlement area** according to the regional spatial plan whereas the structural plan of the town of Schwäbisch Gmünd designates it as a special building area.



Source: <https://www.energieatlas-bw.de/-/solarpark-mutlanger-heide>

Nowadays the “Mutlanger Heide” is the 2nd biggest solar power plant in Baden-Wuerttemberg, consisting of more than 23,000 modules and producing about 7 MW electricity a year (capacity for around 2,000 4-person households). The realisation of the project distinctly shows that spatial development can be effectively harmonised with archaeological protection aims.

With this in mind, the Regional Planning Authority of East Wuerttemberg issued a special hand-out in 2020 to better inform inquiries about solar park development in order to handle a growth in demand for them in the last few years due to a change in state funding requirements. It is of special interest for future ISTER- project activities as it illustrates the interaction of state, regional and city plans as well as a positive outcome for shared land use and conflict reduction regarding a monument of Roman heritage.



Source: <https://www.energieatlas-bw.de/-/solarpark-mutlanger-heide>

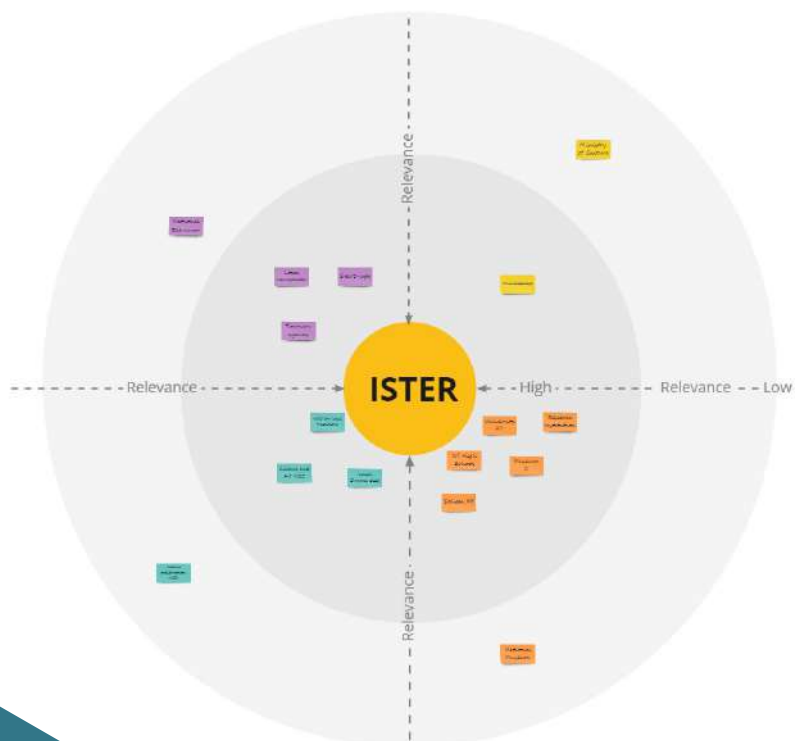
Synthesized tools

In order to provide partners with an easier way to complete the stakeholders mapping tools, all stakeholder's mapping stages (identification, analysis and engagement) were synthesized into **two online template tools (Miro app)**.

Partners have to place the potential stakeholders relevant to ISTER project and its key activities in the diagram below based on their **type and relevance**. The diagram is divided into four main quadrants of key stakeholder groups, and it has a relevance scale starting from low (outer circle) to high (the inner circle).

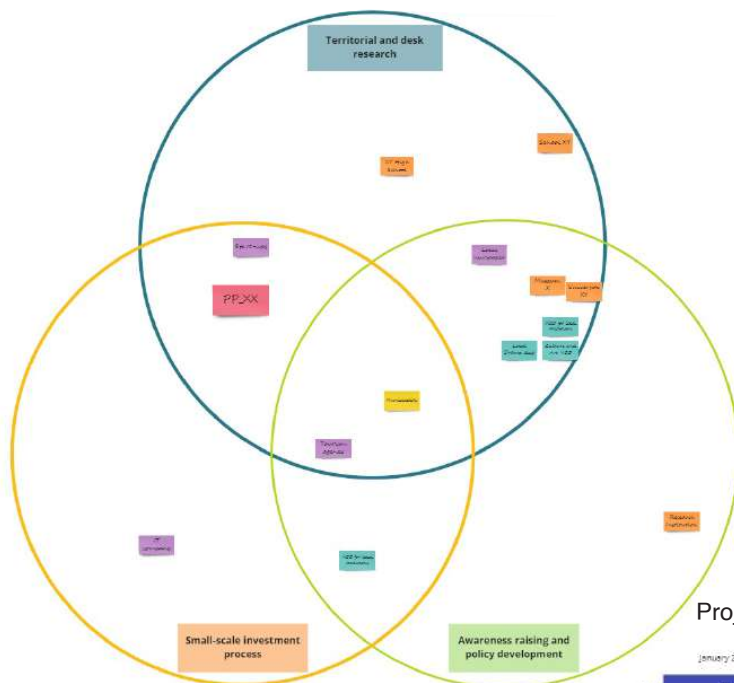
Project partners have to **follow the next steps in fulfilling the template:**

1. Consider all potential territorial stakeholders (local, regional, national, public, private, civic). Additionally, please revisit from your previous activities the Stakeholder groups, Stakeholder Analysis Tables.
2. Place the gathered stakeholders into the appropriate quadrant according to their relevance (the relevance of a stakeholder should be defined concerning your activities and needs to reach ISTER goals).



NGOs	Private Sector
organisations with activities related to culture & heritage, environment & nature, tourism, recreation & leisure, education;	SMEs and organizations with activities related to tourism, hospitality, creative industry, culture, sustainability, marketing and media
Government	Public institutions
local authorities/ municipalities; regional, national departments and ministries for the environment, culture ,tourism;	museums, research institutions, universities, schools, public media;

Source: original content by Urbasofia (Miro app)



Small-scale investment process
stakeholders with potential contribution on the facilitation of Small-Scale investments (WP SSI) such as local/regional/national public authorities etc.

Territorial and desk research
stakeholders that can support the activities related to WP1 and WP3, such as thematic research institutions (museums, universities, public bodies) etc.

Awareness raising and policy development
stakeholders that can support the activities related to WP4 and that have an interest in educational, recreational activities and awareness raising on CH in general



Source: original content by Urbasofia (Miro app)

In the **second synthesized template tool** partners have to place the relevant stakeholders in one of the interest areas. The placement should be based on their involvement/interest in one of the project's key stages. Some stakeholders may contribute/be interested in more than one stage (e.g. both in the desk research and the SSI). In placing the relevant stakeholders, partners have to **take into account the following questions:**

1. Does this stakeholder have an **interest in the field and scientific collaboration** (mapping, preservation) and/or raising awareness, valorising roman heritage through cultural activities?
2. Does this stakeholder have the **opportunity to contribute** through small-scale investments or increase the local Roman Cultural Heritage visibility?
3. Does this stakeholder have the **interest in social, educational, recreational activities** and/or raising awareness about local roman heritage?
4. Can this stakeholder **contribute to the definition of relevant policies** for protecting and valorising Roman Cultural Routes and Settlements?



Next steps

The practical results of the **methodological framework for stakeholders mapping** obtained through this activities will support each territorial/ thematic partner to set up the **Multi-Layer Stakeholder Group (MLSG)**; this being an important element on which future activities in ISTER will be develop, especially the **preparation of the transnational training and capacity building workshops**.

The **Multi-Layer Stakeholder Group** bring together all relevant stakeholders having a stake in the policy challenge addressed by ISTER, specifically the protection, valorisation, management and sustainable use of the Roman Routes and settlements heritage for the local level of each territorial/ thematic partner. **The aim of the Multi-Layer Stakeholder Group** is to bring around the table different interests at stakes and different perspectives to **frame problems and agree policy priorities**, and design concrete solutions to address these problems in the most efficient way through a collaborative manner.

ISTER partners will act as trainers, embedding the knowledge, experience, lessons drawn from the transnational exchanges and the transnational Capacity-Building Workshops. The **Multi-Layer Stakeholder Group** will have the opportunity to interact with the international partners from ISTER project during different meeting and events.

The transnational **Capacity-Building Workshops** will bring together international experts and professionals in the field of Roman heritage, together with the associated partners network of experienced partners, in order to provide new approaches to ISTER knowledge and to increase partners capabilities to deliver the Local Capacity-Building Workshops, following a **common understanding and shared key messages with respect to the Roman Routes protection, valorisation, management and sustainable use**.

