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Executive summary

This report on the “Stakeholder engagement protocol” provides some guidelines to ensure a coherent methodological approach to EUFORE’s stakeholder selection process. It describes the rational and objectives for stakeholder engagement within the project, the actors involved and the type of planned activities with a preliminary timeline.

With the rational to ensure that the selection of stakeholders is not bias, we proposed a three-step process described in the protocol; (I) defining a criteria and categories for stakeholder groups that are or could either be affecting the topic, be affected by it, or both; (II) setting specific minimum quotas for all categories and; (III) identifying individuals that fit the categories.

The document includes further guidance for ex-post analysis of stakeholder engagement within the project and provides conclusions from the first round of stakeholder meetings implemented in 2023.

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1 INTRODUCTION

1.1 Stakeholder engagement in EUFORE Project

The overarching aim of EUFORE Project is to develop a sustainable, trans-national environment for co-defining, implementing and evaluating Research and Innovation (R&I) agendas and roadmaps for forestry and the forest-based sector in Europe.

Stakeholder engagement activities represent one of the main pillars of EUFORE project. Specifically, they lie at the core of two of the four project objectives, namely:

- Objective 3: **Developing a stakeholder engagement hub**, based on iterative interactions with stakeholders at regional, national and European levels, to deliberate on issues related to R&I and to create a solid collaborative basis for a European Partnership on Forestry, and
- Objective 4: **Co-designing a Strategic Research and Innovation Agenda (SRIA)** with accompanying implementation measures (roadmap), stakeholder commitments and assessment of flagship projects.

To address these Objectives, it is imperative to engage a variety of stakeholders representing different interests and regions of Europe to join forces in the project activities from beginning to end, in a true fashion of multi-actor approach. A multi-actor project ensures the genuine and sufficient involvement of a targeted array of actors, which serves the objectives of the topic. These actors include: i) researchers, ii) farmers / farmers' groups and associations, iii) foresters / foresters' groups and associations, iv) aquaculture producers, v) fishers / fishers' groups and associations, vi) advisors, vii) food and bioeconomy businesses, viii) other businesses, ix) consumer associations, x) local communities, xi) citizens, xii) civil society organisations including NGOs, and xiii) government representatives[1].

All research activities in the project are co-designed and implemented with the support of relevant stakeholders. Beyond the participation of traditional forestry stakeholders, this includes new value chains and a broad selection of stakeholders representing the whole quadruple helix (Cavallini et al. 2016[2]).

1.2 Actors involved in EUFORE Project

EUFORE aims to bring together the entire value chain of forestry (wood products, wild forest products, regulation of ecosystem services, cultural ecosystem services) and the forest-based sector in EUROPE. The above-mentioned quadruple helix consists in looking for the interactions between academia (science), government (policy), industry and civil society, considering stakeholders from both traditional and new value chains (Table 1).

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[1] Horizon Europe - Work Programme 2023-2024 Food, Bioeconomy, Natural Resources, Agriculture and Environment Part 9 - Page 22

[2] Cavallini S., Soldi R., Friedl J., and Volpe M. (2016): Using the Quadruple Helix Approach to Accelerate the Transfer of Research and Innovation Results to Regional Growth. European Committee of the Regions.

Table 1. Actors that could be involved in the EUFORE project, including examples.

Potential EUFORE Actors	Examples
Policy	
1 International policy makers	EC DGs (CLIMA, ENER, AGRI, ENV); Circular Bioeconomy Alliance; Global Research Alliance; FAO; CGIAR; International Tropical Timber Organization; International Council of Forest & Paper Associations; The European Network for Rural Development
2 National and sub-national policy makers and competent authorities	Competent national Ministries across Europe (see below the table); FOREST EUROPE (Ministerial Conference on the Protection of Forests in Europe); European Regions for Innovation in Agriculture, Food and Forestry (ERIAFF); Local Governments for Sustainability; EU Network of regions on sustainable wood mobilisation ready for digitalization; European Regions Research and Innovation Network
Forestry practitioners and industry	
3 Forestry practitioners	Confederation of European Forest Owners (CEPF); European State Forest Association (EUSTAFOR); State Forest Services; national and regional (private) forest owner associations; ELO; European Forestry Nursery Association; European Organization of Agricultural, Rural and Forestry Contractors; European Federation of Municipal Forest Owners; European Network of forest extension organizations (FOREXT); Committee of Professional Agricultural Organizations-General Confederation of Agricultural Cooperatives (COPA-COGECA)
4 Forest-based sector and Associated industries	European Organisation of the Sawmill Industry (EOS); European Confederation of Woodworking Industries (CEI-Bois); European Panel Federation; Confederation of European Paper Industries; Bioenergy Europe; Bio-based-Industries Consortium; Forest Stewardship Council; European Furniture Industries Confederation; Programme for the Endorsement of Forest Certification; Bioenergy Europe; European Chemical Industry Council; European Technology and Innovation Platform Bioenergy; European Biomass Industry Association; European construction industry federation; European Man-Made Fibres Association
Science	
5 Scientific community	Universities and other research organizations in Europe, members of the International Union Forestry Research;

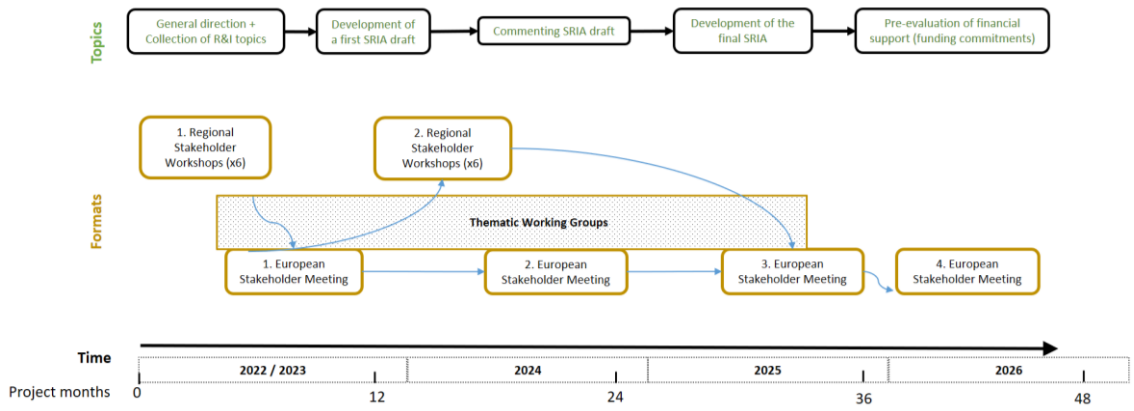
	International Forestry Students Association; Nordic Forest Research, Science for the Carpathians, Society of Wood Science & Technology
Civil society	
6 Civil society	Worldwide Fund for Nature; FERN; Friends of the Earth Europe; European Association of Mountain Areas; European Environmental Bureau; European Bioeconomy Alliance; Birdlife International; Young People in European Forests
7 General public	Science news agencies (AlphaGalileo, EurekAlert!, ScienceDaily, Phys.org) and European and local media outlets to which EUFORE participants maintain links.

1.3 Types of planned activities and preliminary timing of activities

1.3.1 Regional and European Stakeholder Workshops

The main type of expected activities to be undertaken through the implementation of the project to ensure the co-creation of the new SRIA are going to be workshops with stakeholders establishing the adequate level of action (EU or regional) (Figure 1).

Figure 1. Timeline and activities planned in EUFORE.



As the previous figure shows, during EUFORE several participatory workshops will be held. More detail on what type, geographical scope and type of activities are resumed in the following table 2:

Table 2. Timeline and activities planned in EUFORE.

timeline	What	geographical scope	participants	activities
2nd half 2023	6 regional stakeholder workshops	six European regions, each of them is representing several European, EU- and Non-EU countries and a few non-European countries	representatives of the quadruple helix: government and regulation industry and business research civil society	introduction discussion of SRIA scope as well as *future R&I needs* *World Cafe format*
2nd half 2024	European-level stakeholder meeting	EU, non-EU countries	EU-level stakeholders national and sub-national stakeholders stratified by geography, type, position in the value chain, power	presentation of results of first regional *stakeholder workshops* *discussion of R&I* needs identified in regional workshops
2nd half 2024	6 regional stakeholder workshops	six European regions, each of them is representing several European, EU- and Non-EU countries and a few non-European countries	representatives of the quadruple helix: government and regulation industry and business research civil society	introduction presentation and discussion of first draft SRIA World Cafe format
2nd half 2024	European-level stakeholder meeting	EU, non-EU countries	EU-level stakeholders national and sub-national stakeholders stratified by geography, type, position in the value-chain, power	presentation and discussion of first draft SRIA
2nd half 2025	European-level stakeholder meeting	EU, non-EU countries	EU-level stakeholders national and sub-national stakeholders stratified by geography, type, position in the value-chain, power	presentation and discussion of final SRIA and SRIA roadmap

timeline	What	geographical scope	participants	activities
2nd half 2026	European-level stakeholder meeting	EU, non-EU countries	EU-level stakeholders national and sub-national stakeholders stratified by geography, type, position in the value-chain, power	presentation of stakeholders' commitment to SRIA, trade-offs and assessment of flagships

As building the innovation paths to promote the socio-economic growth of the territory, these workshops will be designed to fulfil different purposes (Land et al. 2017, Jeffery, 2009):

- Identification of policy and practice-relevant topics, combined with the urgency that different stakeholders feel for their issues, building trust and adapting the interaction accordingly.
- Frame the relevant topics, rephrasing their main aspects and prioritising them in collaboration with stakeholders.
- Decide on a course of action for each issue agreed upon.
- Capture the information and share what is learned.

The EU and regional workshops will be supported through consultations that respond directly to find stakeholders' expectations and interests to specific questions. For exploring those, possible methodological instruments are personal interviews, surveys or focus groups. Finally, other online tools (e.g. Teams) will be used to comment on the evolving documents throughout the project.

1.3.2 Further engagement activities

Besides the stakeholder workshops at European and regional level, further stakeholder engagement activities are foreseen. These further activities particularly aim at involving relevant stakeholders in the development of the outputs deriving from Work Packages 1 and 2.

It is foreseen to organise and facilitate e.g. stakeholder workshops to use the stakeholders´ ideas and expertise to learn about expectations towards specific tasks and support planning. Such engagement activities will improve the results of WPs 1 and 2 and furthermore ensure that the information coming from these WPs is appropriate and according to the needs of the stakeholders (methodological focus, scope, timing, format) to support them in co-designing the SRIA and to increase ownership and commitment to it.

All stakeholder engagement activities besides from the European and regional stakeholder workshops are coordinated and implemented under task 3.3 "interaction between stakeholders and the project team". Several engagement activities have been agreed with the task leaders to ensure involvement of relevant stakeholders in the development of the outputs and to receive their feedback accordingly. Some of the agreed activities are described as follows:

- focus group interviews
- workshops, discussion rounds to present ideas for and results of output development activities to relevant/affected stakeholders and receive their feedback

- questionnaires to ask for particular thoughts and ideas on research topics
- world café to discuss results of research mapping.

2 STAKEHOLDER ENGAGEMENT ACTIVITIES IN EUFORE PROJECT

2.1 Definition of stakeholders in EUFORE Project

In this project stakeholder is built on the definition by Freeman, 1984 as: "any group or individual who is affected by or can affect the achievement of an organization's objectives". Applied to EUFORE, this definition could be adapted as follows:

"Any group or individual who is affected by or can affect the achievement of the objectives of EUFORE and the R&I agenda, now or in the relevant future."

The stakeholders mapping takes place on two levels: The regional stakeholders' workshop case level and the European stakeholders group level.

2.2 Identification and selection of relevant stakeholders

One of the main rational for identifying and categorizing the relevant stakeholders is to avoid choosing "the usual suspects". By categorizing them differently will enable to recognise their differences, targeting their engagement in different ways.

The goal is to categorise all relevant stakeholders to integrate them in the most appropriate manner throughout all the EUFORE activities. By engaging with all significant stakeholders, legitimacy and ownership of goals and actions will increase. In the EUFORE co-creation approach different criteria have been defined:

Table 3. Criteria to characterize groups of stakeholders.

Type of stakeholder	- Governmental / public organizations - Non-governmental / civil society - Academia - Industry / for profit organization - Network type of organization
levels (scale/regions)	- International - National - Subnational
Geography	- All EU member states. - Other: …
Topics of interest	- *Forest ecology (*forest environment and regulating ecosystem services; forest health) - *Forests management* (silviculture; forest operations; forest assessment, modelling, and planning; physiology, genetics, and tree breeding)

	- *Forests products* (wood products; forest-based sector technologies and planning; non-wood forest products) - *Social aspects of forests and forest policy* (cultural and social forest ecosystem services; policy and economics)
sectors	- Forestry - Forest-based industry - Environmental and nature protection - Agriculture - Energy - Rural development - Chemical industry - Transport and trade - Food - Materials industry - Human health - Water - Arts, entertainment, and recreation

Moreover, as a part of the stakeholder mapping, power and influence could be defined and assessed (in a scale from 0 to 100 %) as follows:

- How much influence organization have the over the process of preparing a R&I agenda for the forest-based sector in Europe, and related activities. By influence, we mean the ability to affect the process of decision-making, to influence whether decisions are made or not, or to shape the opinions of stakeholders.
- How much the organization will be affected by the Research and Innovation Agenda of the forest-based sector developed in EUFORE.

EUFORE stakeholders thereby will encompass different groups ensuring that there is enough diversity and representation of different geographical locations, sectors, interests, and power over the value-chain.

The identification of stakeholders will need to be done early in the project, to find who needs to be invited to the different activities and know what their interests are. For this purpose, EFI has launched a survey[3] distributed within the consortium and supplemented by key experts' interviews conducted by all project partners. EFI will compile, store, and process this database within the project according to applicable data protection rules (see Deliverable 5.3).

This database will serve as the basis for the identification of national and European stakeholders for the planned activities - mainly workshops and online surveys. The selection of stakeholders is based on a three-step process; (I) defining criteria and categories for stakeholder groups that are or could either be affecting the topic, be affected by it, or both; (II) setting specific minimum quotas for all categories and (III) identifying individuals that fit the categories.

[3] (https://www.surveymonkey.com/r/EUFORE)

This initial stakeholder selection will be conducted by the institution organizing the 12 regional workshops and 4 EU meetings (e.g., FRN with the support of EFI).

Based on this information, to ensure that all relevant stakeholders are included in the activities across the project and that individuals are not chosen arbitrarily but responding to the project's objectives, for each event organised a specific quota will be set for each criterion considered. Details of the criteria have been already listed in Table 3.

Finally, the Forest Sciences and Technology Centre of Catalonia (CTFC) with support from EFI and FNR will review the stakeholders proposed for engagement and will conduct a stakeholder analysis based upon some recommendations on this initial list provided. More information on the procedure is detailed in the following section.

2.3 Proposal of analysis of relevant stakeholders a priory to ensure basic principles of participation.

EFI and FNR will review the stakeholders proposed for engagement in each of the proposed activities. This section will guide how this stakeholder analysis will be conducted, in three steps: identify the focus of the activity, identify the role of each actor involved, and evaluate the list with a descriptive statistical analysis of the pre-defined quotes and an external assessment of the stakeholders mapping.

A: Identify the focus of the activity

First, we need to identify the focus of the activity in the overall structure of the project. For this purpose, FNR with the support of EFI will provide detailed information on:

- ✓ The specific objective of the activity.
- ✓ The expected output to be accomplished.
- ✓ The required input from stakeholders.

B: Identify stakeholders and their stakes.

Second, based on the three-step process established in the previous section FNR, with the support of EFI, will provide an initial list of all possible stakeholders in the context of the activity to be organised. Quotas for each category will be allocated according to the type and purpose of the activity. The EUFORE database will serve as the basis for the identification of national and European stakeholders for the planned activities. As complementary information, for each actor, their role and interest in the activity will be defined.

C: Make a stakeholder map

Third, based on the information provided CTFC will conduct a descriptive statistical analysis to ensure that all the pre-established quotas as regards different typologies of stakeholders are met.

Moreover, based on the self-assessment of power and influence, CTFC will construct a map of where to place the selected stakeholders:

The combination of these two aspects will result in one of these 4 possibilities:

1. *SUBJECTS*: Stakeholders highly affected AND with a low level of influence
2. *KEY PLAYERS*: Stakeholders highly affected AND with a high level of influence
3. *CONTEXT SETTERS:* Stakeholders not highly affected AND with a **high level of influence**
4. *CROWD:* Stakeholders not highly affected AND with a **low level of influence**

Subjects Subjects have high interest but low influence. Even though they can be supportive they lack the capacity or power for impact. Nevertheless, they may become influential by forming alliances with other stakeholders.	Key players Key players are essential in the process because they have high interest and influence over the problem.
Crowd The crowd are stakeholders that have little influence and interest in the desired outcomes of the innovation case. You would often consider them irrelevant to the activities in the innovation case, but still, you must consider if the empowerment of marginalized groups can be an ethical demand that could lead to the involvement of individuals or groups from the crowd category.	Context setters *Context setters* are highly influential, but have little interest in the problem

D: Assessment of the stakeholder map in cooperation with stakeholders

To ensure that the stakeholder selection process and resulting stakeholder map serve as a reliable foundation for the activities of the EUFORE, the results from the previous steps will be analysed together with some of the identified actors as key players and maybe a few context settlers and subjects.

A personal interview will be requested at least one month in advance of the planned activity. In the interview, the context of the activity (section A) will be explained; and the needs and expectations of the activity will be collected and summarised in the following box.

What are your expectations regarding this activity? What could be valuable outputs for your organization's activity/ sector? How could these outputs respond to fulfill a current need in your organization's activity/ sector? Are there any other needs that need to be fulfilled?

Later the map will be shown for the interviewee to ponder if additional stakeholders could be necessary to include. Moreover, some of the actors could be moved in the map after an external reassessment of their interest and influence. Any change in the original classification should be reported. Here is an example, of how to reflect on stakeholder mapping:

How might the list of stakeholders have changed after the personal interviews? Were additional stakeholders identified? Did any of the stakeholders get re-categorized? If so, how?

The full interview guideline has been compiled in Annex 1.

3 GROUND RULES FOR STAKEHOLDER ENGAGEMENT ACTIVITIES IN THE EUFORE PROJECT

The following set of ground rules governs the targeted stakeholder engagement in EUFORE. These ground rules ensure that the stakeholder engagement is credible, legitimate, and useful for the stakeholders engaged as it leads to scientifically and practically sound and relevant outcomes for the Work Packages and the EUFORE project.

Adhering to the ground rules for stakeholder engagement is requested for each stakeholder engagement activity planned and conducted in the Work Packages. These ground rules are aimed to support – rather than restrain - the work in the project. In case of questions or issues arising, partners responsible for stakeholder engagement activities are encouraged to contact WP3.

3.1 Clarity for engagement

A key rule for the engagement of stakeholders in the EUFORE project is ensuring clarity for the engagement. Stakeholders to be engaged need to receive clear information on

- *what they are engaged on* - the precise topic(s), objectives, and background of the activity,
- *why they are engaged* - the objectives of the engagement as such (e.g., to provide input, to co-decide, etc.),
- *what their engagement contributes to* and how their input is going to be processed further,
- *what is expected of them* in terms of the investment of their time and effort (including also any relevant practical information such as place and time).

Adhering to this ground rule enables stakeholders to make informed decisions about the engagement and to focus their contributions - while avoiding developing false expectations.

EUFORE partners are requested to make sure that this information is always clear to stakeholders before and during the engagement. This ground rule addresses specifically the invitation process (see below) yet also concerns the entire engagement process (e.g. before, during and after stakeholder engagement activities).

3.2 Invitation process

Once a selection of stakeholders for engagement in a specific activity - such as the stakeholder workshops - has been done, it needs to be followed up with invitations to the selected stakeholders.

In the case of the stakeholder workshops, the date of a meeting may be set after initial consultation with stakeholders. Invitations shall be sent out to stakeholders (usually no later than one month before the event) preferably by email clearly laying out the points under Section 3.1 above and possibly adding further practical information regarding the participation, including a contact person within the EUFORE project in charge of the event organisation.

The invitations should include a link to the registration form (e.g., an online registration tool, see below), as well as a deadline for registration (usually one week from the date the invitation has been received).

EUFORE partners responsible for a particular stakeholder engagement activity are invited to actively follow up with the invited stakeholders to ensure that participants will register and show up. Upon declines or non-responses, additional stakeholders will be invited ensuring that the stakeholder selection principles outlined in Section 2.2 and 2.3 above are met. Additions may be agreed upon while ensuring the representability.

3.3 Specific rules for registration, data handling and GDPR compliance

For the purpose of organising and following-up on the stakeholder workshops and any other stakeholder engagement activities, EUFORE partner in charge of the organisational aspects of the stakeholder activity – and when applicable, local project partners - are requested to create a registration tool for the event. In principle, this could be done as a table containing the information needed, gathered via a range of communication means incl. phone and email. Practice shows that this can be handled effectively using an online registration platform (such as Google Forms). Invited participants intending to register will be asked to indicate their full name, organisation and position, contact details (including email address and phone number), further specified demographic criteria and other practically relevant information (e.g. catering needs). The decision whether to use a table or an online tool is made by the event organiser.

Registration is important for ensuring a proper selection and engagement process in EUFORE, including its documentation and later evaluation. Note that in case of planning to take pictures or record the session, participants´ permission to use this material for further dissemination (website, social media, etc.) is required, and the participant consent could be already inquired in the registration form.

3.3.1.1 Specific registration requirements from the European Union

Please be reminded that the European Commission has (further) specific requirements for registrations of participants in events and activities where EU funds are being used. This includes e.g. proving participation by participants. Following these specific requirements is the responsibility of each meeting organiser. Provisions may change and vary according to the EU Member State or other country. We advise that you check your legal agreements with the European Commission, consult with the legal services at your organisation and make sure you are in full compliance.

You can find more about GDPR at the official website of the European Commission using the following link.

3.3.1.2 GDPR compliance

As of 25 May 2018, the General Data Protection Regulation (GDPR) came into force in the European Union. EUFORE as a project, including its partners, will come in possession of the personal data of stakeholders, participants, project partners and others.

A specific deliverable D5.3 has been developed to warrant a Data Management Plan (DMP) over the FAIR data principles (described in chapter 3 of the DMP). We advise that you read

this deliverable as it contains a series of recommendations regarding the procedures that project members are encouraged to follow, when generating, collecting, or using research data, while also considering ethical aspects of data management, such as sensitive and personal data has to be properly protected. Besides this resource, we encourage the designation of a data protection officer at your organisation to ensure full compliance with the GDPR for the pursuit and practice of stakeholder engagement in EUFORE, including using an online registration tool. Among other elements, this encompasses that a clear data handling process is put into place and that dedicated consent forms are created in line with the requirements provided in the legislation. Among other provisions, personal data will have to be acquired with the consent of the participants and with a clear description of who and for which purpose their personal data will be used as well as for how long the data will remain in possession of the case study. These personal data are to be kept in a secure location.

3.4 Principles of stakeholder engagement

In the process of engagement with stakeholders itself, it is of absolute importance to enable an engagement that is *adequate, fair, and open*. Without this, the results of the engagement are of limited or no value to the Work Packages and to EUFORE as a whole - or may even put the outputs of EUFORE into question.

***Adequate engagement**:* The process of engagement needs to be adequate to the issues raised. This concerns the input provided to stakeholders (which needs to be presented in an easily digestible format), and the time and formats available for them to review the materials they are provided, as well as to develop and provide their own contribution.

***Fair engagement**:* All participants engaged need to receive the same information and need to be encouraged to share their views. Explicit and implicit biases must be avoided to the degree that it is possible.

***Open engagement**:* The engagement process needs to ensure that participants can - and are even encouraged to - express their views openly. Situations where participants hide their viewpoints need to be avoided.

Depending on the setting, it is helpful to agree with participants to follow Safe House Rules (also referred to as Chatham House Rules). This may be specifically the case for the stakeholder workshops. The Safe House Rules state that participants are free to use the information received - in this case: from a stakeholder workshop they participate in - provided that they reveal neither the identity nor the affiliation of the participant contributing.

3.5 Principles of accountability and transparency in reporting

Reporting of engagement activities executed in different EUFORE Work Packages allows project partners in other Work Packages to receive a reliable account of the engagement and of its results. Within EUFORE and for its purposes, this is needed to correctly process the information and data produced. From the point of view of stakeholders, this is an important step that allows stakeholders to verify that their input is taken up correctly and they know how it is processed further. All that satisfy the principles of accountability and transparency,

For reporting to fulfil these aims and needs, first, the reporting needs to be specific and complete. It is hence of utmost importance that no points or statements from participating stakeholders are omitted or changed in meaning. They need to be recorded and subsequently reported with the names of stakeholders (if possible) who brought these statements forward.

Second, for reporting to fulfil these aims and needs, the reporting needs to clearly differentiate between inputs given by stakeholders, on the one hand, and analysis, interpretation, and further treatment of this information, on the other hand. Any qualification of a stakeholder input needs to be clearly marked as such and needs to be separated from the stakeholder´s direct input as such.

In case Safe House Rules have been applied, they also apply to the reporting and any other form of communication - by participating stakeholders and by members of the EUFORE consortium.

Specific reporting and documentation templates have been developed to document the results of the regional stakeholder workshops. These templates ensure that all results of the regional stakeholder workshops, mainly the comments of the participants, are collected in a streamlined manner to be comparable across the single workshops and for further proceeding in the Thematic Working Groups. Each comment was coded with a unique and transparent code in order ensure traceability.

The results of the European stakeholder workshops will be reported and documented in a streamlined and transparent way as well to ensure the aforementioned principles of accountability and transparency.

3.6 Evaluation by the participants

Evaluation and self-evaluation are a cornerstone in EUFORE. This also includes the evaluation of stakeholder engagement activities by stakeholder participants. Stakeholder evaluation provides direct and measurable feedback by stakeholders on the engagement carried out, as well as on inputs provided and results achieved by the project.

All stakeholder engagement activities are to include a direct evaluation of the activity by participants. WP3 in cooperation with other EUFORE partners will provide an **evaluation form** for this.

3.7 Additional EU rules and requirements

We would like to draw your attention to specific rules and requirements by the European Commission for projects such as EUFORE. These include, for example, rules on procurement and eligibility of costs related to the organization of stakeholder engagement activities. The rules and requirements are complex & multi-fold and are frequently changed and expanded. We advise that you carefully check the contracts and provisions imposed by the European Commission in this regard and monitor these as well as their implementation in your realm of responsibility. For any questions regarding EU rules, please contact the project coordination team.

As part of these rules and requirements, please be advised that - for any publication or display of information relating to EUFORE, it is required to mention the source of funding

(EU) including the number of the grant agreement, and the logo of the European Commission (as per the Grant Agreement article 29.4). For a complete account and specifics, please directly review the EC requirements or contact the project coordination team.

3.8 Ethical clearance

All stakeholder engagement activities that entail data collection from stakeholders (focus groups, interviews, surveys, etc) require an ethical clearance procedure. The ethical principles are established in D5.3. Chapter 7. These guidelines need to be followed by all partners involved in research activities. To ensure their adoption, the following process can be followed:

- Inform the EUFORE coordinator whether your institution complies with an ethical procedure and describe the steps it entails.
- If you have such a procedure, you should follow it and keep a record of all the requirements.
- If your institution does not comply with such a procedure, the EUFORE coordinator will work on finding a suitable solution in cooperation with the stakeholder activity organiser.

4 EVALUATION OF THE STAKEHOLDER ENGAGEMENT DONE IN 2023

The proposed analysis has been conducted on the six regional workshops held throughout 2023. This analysis includes three activities: Identifying the focus of the activity, Identifying stakeholders and their interests, and Stakeholder mapping. Finally, some interviews have been undertaken to capture the stakeholders' main ideas and expectations of the process.

The regional workshops were exploratory. The identification of the focus of the activity has been done through the analysis of the West-Central region workshop agenda, in which the three points outlined in the protocol are well identified: the specific objective of the activity, the expected output to be accomplished and the required input from stakeholders. For each region, the same analysis has been repeated for the invited people and the people who finally attended the workshops. This double analysis is done with the aim to identify the differences between both groups to later lay out recommendations to improve future stakeholder analysis. However, the results presented in this section relate specifically to the list of invitees. However, because this assessment is done a posteriori, we also include the comparison derived from the analysis done to the list of stakeholders that finally attended the workshops in the six regions.

The six defined regions for the stakeholder analysis are:

- Central European region (CE), including Czechia, Hungary, Poland, Romania and Slovakia.
- Mediterranean region (MED), including Greece, Italy, Spain, Tnisia and Turkey.
- North-East region (NE), including Denmark, Estonia, Finland, Latvia, Lithuania, Norway and Sweeden.
- Southeast region (SE), including Albania, Bosnia-Herzegovina, Croatia, Macedonia, Serbia and Slovenia.
- West Atlantic region (WA), including France, Ireland, Portugal and UK.

- West Central region (WC), including Austria, Belgium, Luxemburg, Germany, Netherlands and Switzerland.

For each of the six regions workshops we present three types of information. First, presenting stakeholders' characteristics: types of organizations, scale where stakeholders operate and topics. Data analysed comes from the workshops' records, cross-checking this data with the EFI survey. This quantitative descriptive analysis is based on the initial list of invited stakeholders. However, comparative lessons on differences between invited stakeholders and participants have been highlighted.

Second, the stakeholder mapping is constructed according to the self-assessment of power and influence. Again, the information is presented below for each of the six regions: highlighting differences between invited stakeholders and the final attendees list.

Finally, the results have been validated through interviews held with some randomly selected stakeholders from the participants' list. These interviews included questions about needs and expectations for the regional workshop and improvements or comments on the stakeholder map. We have included these qualitative insights on the last subsection for each region. The interview guideline has been compiled in Annex 1. The list of interviewees summarised in Annex 2.

4.1 Stakeholder engagement in the Central European (CE) region

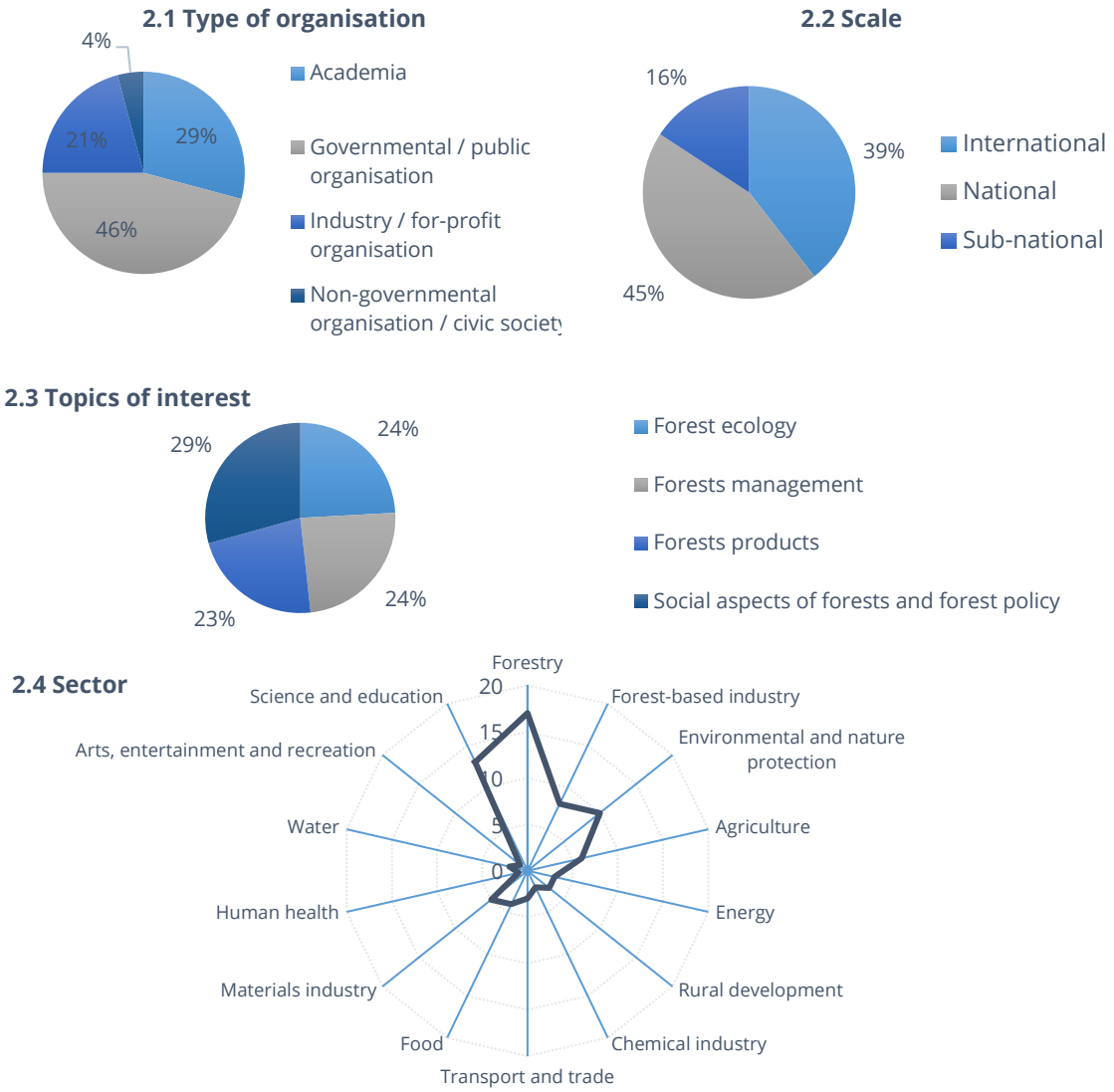
4.1.1 Stakeholders' typologies

Regarding the organization from which invited actors came from, the governmental group is the most represented (46%), followed by academia (29%), industry (21%) and non-governmental organisations/civil society (4%). Unlike in other regions, there was no representant of any *network type of organization with members* (Figure 2.1).

For the scale and topic of interest (Figure 2.2 & Figure 2.3), multiple categories are represented in an aggregated form, i.e. the same person can be found represented in several categories, as the question allowed for multiple responses. Regarding scale, we see that most of participants work at a national level (45%), followed by the international (39%) and sub-national levels (16%) (Figure 2.2). The representation of the topics of interest is well-balanced (Figure 2.3). Interest on social aspects of forest and forest policy appears as slightly higher than the others (29%), meanwhile interest on forest products is lower (23%).

Although there were participants from all sectors (Figure 2.4), its representation is uneven. While there was greater presence of participants from sectors such as *forestry*, *science and education*, or *environmental and nature protection*, other sectors like *human health*, *arts, entertainment and recreation* and *water* are not as present.

Figure 2. Descriptive analysis of the invited stakeholders in the CE regional workshop



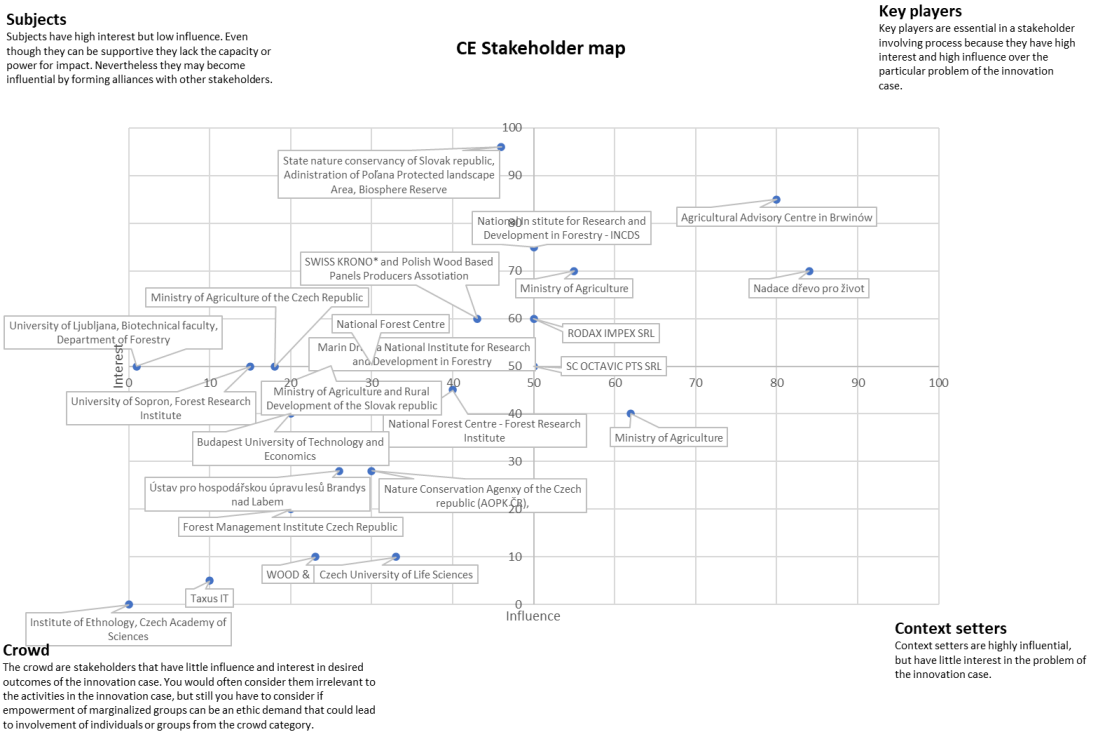
The analysis of stakeholder typologies comparing the list of actors invited against the effective participants shows that the composition described above regarding the invited stakeholder sectors is maintained for most of the aspects. Distribution of categories in scale and topics of interest remains the same. In relation to the type of organization from which the participant comes from, there is lower representation of *academia.* Representation of sectors remains heterogeneous, but the less represented sectors within the invited participants, as *water* and *human health,* disappear (Figure A 1).

4.1.2 Stakeholders' mapping

Considering the interest and influence rated by the invited participants themselves, the resulting stakeholder map shows a distribution of participants concentred in the *crowd* area, where those with low interest and low influence are positioned. However, most of them lay on the threshold with the *subject* area since they express having meaningful interest. Only

two of the invited stakeholders in this region fall into the *key players* group. There is a single stakeholder in the *context setter* group (Figure 3).

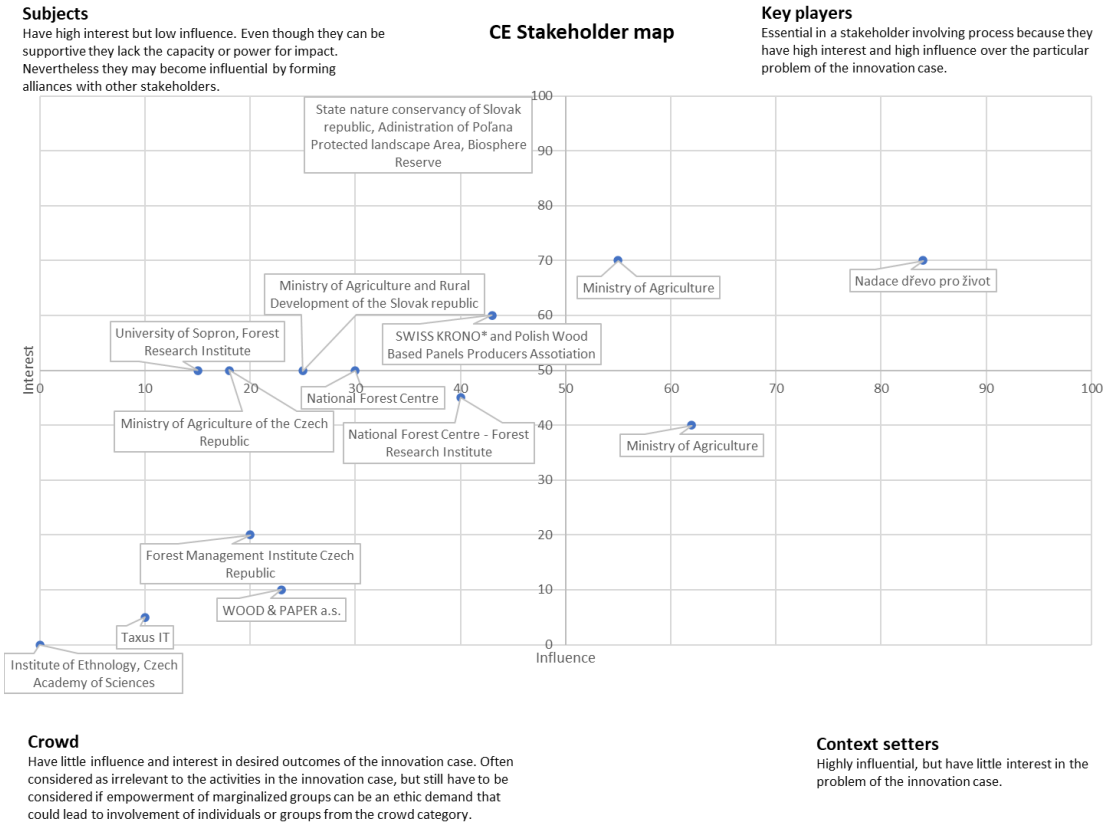
Figure 3. Stakeholder map of the invited stakeholders of the CE regional workshop.



Invited stakeholder mapping was shown to two effective participants of the workshop to gather comments on it. Additional proposed participants include Mendelova University, Czech Life Science University, Lesy ČR (state enterprise), SVOL (association of private forests owners), Stora Enzo (industry), forestry owners of Poland, industries like IKEA and energy sector industries. However, some of them were already on the invited participants list but not mapped due to lack of information. Furthermore, they commented that the Ministry of Agriculture should be represented in a position with higher interest and influence.

Final effective stakeholder representation maintains similar proportions of actors compared to the invited stakeholders (Figure 4). All invited stakeholders in the *key players* and *context setters* categories assisted the workshops, while most of those who finally did not assist were part of the *crowd* category.

Figure 4. Stakeholder map of the effective stakeholders of the CE regional workshop.



4.1.3 Stakeholders' needs and expectations.

Interviewed stakeholders manifest that their expectations were to share ideas and to learn about opinions and challenges from other countries and institutions. Expected outputs include a better understanding of how others manage the complexity of the project, and a definition of which issues need to be prioritised through a participatory decision-making process.

Another expected output is the definition of the impact of European agendas and regulation frameworks on the sector, which often appears to be negative and not considered.

4.2 Stakeholder engagement in the Mediterranean region

4.2.1 Stakeholders' typologies

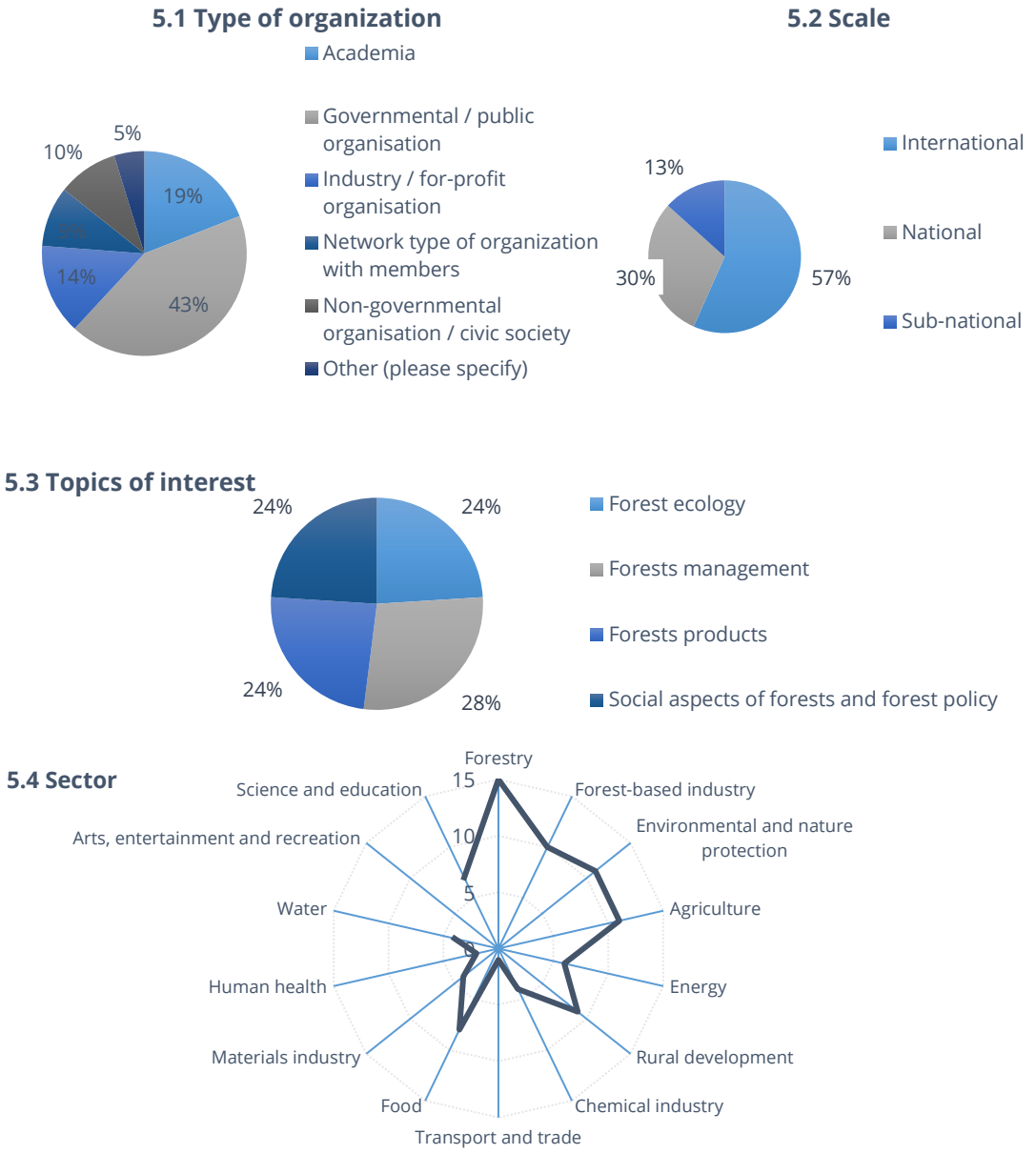
Regarding the organization from which invited actors came from, the governmental group is the most represented (43%), followed by academia (19%), industry (14%) and non-governmental organisations/civil society (10%). Network type of organization with members represent 9% of invited stakeholders, while other organizations (5%), refer to private technology centre (Figure 5.1).

For the scale and topic of interest (Figure **5**.2 & Figure **5**Figure 2.3), multiple categories are represented in an aggregated form, i.e. the same person can be found represented in several categories, as the question allowed for multiple responses. Regarding scale, we see that

most of invited participants work at an international level (57%), followed by the national (30%) and sub-national levels (13%) (Figure 5.2). The representation of the topics of interest is well-balanced (Figure 5.3). Interest on forest management appears as slightly higher than the others (28%), all other topics have equal representation (24%).

Although there were participants from almost all sectors (Figure 5.4), its representation is uneven. While there was greater presence of participants from sectors such as *forestry*, *forest-based industry*, *agriculture* or *environmental and nature protection*, other sectors like human health, arts, entertainment and recreation and water are not as present or even unrepresented.

Figure 5. Descriptive analysis of the invited stakeholders in the MED regional workshop



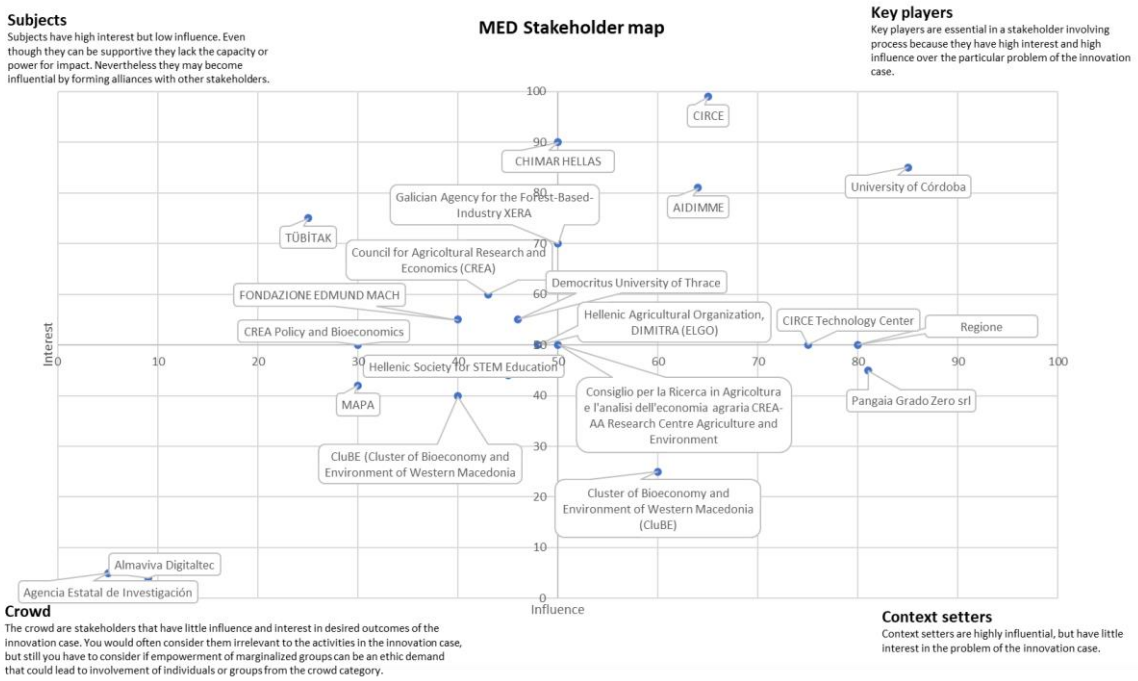
The analysis of stakeholder typologies considering effective participants differs specially regarding the type of organization from which attendants came from. Despite distribution of categories in scale and topics of interest remains the same, all effective stakeholders in the workshops for the Mediterranean region belong the governmental/public organization

category. Effective representation of sectors is also very different from the expected one, since only stakeholders from the most represented sectors within the list of invitations are represented, and those less represented disappear (Figure A 2). A possible explanation for this bias in the composition of invited and effective stakeholders is the lack of data in the pre-workshop survey, since less than half of the attendees in the workshop for the Mediterranean region filled in the survey.

4.2.2 Stakeholders' mapping

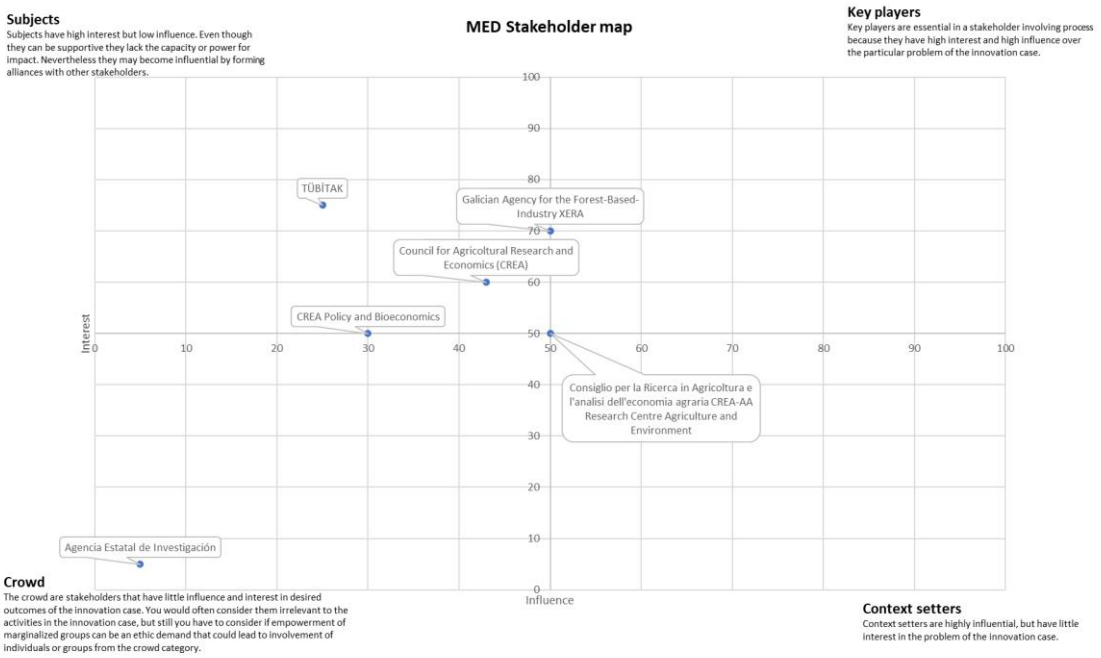
Considering the interest and influence rated by the invited participants themselves, the resulting stakeholder map shows a large amount of participants in intermediate positions, mainly in the *subjects* area. However, there are also some stakeholders clearly positioned in the *key players* group and in the threshold between *key players* and *context setters* (Figure 6).

Figure 6. Stakeholder map of the invited stakeholders of the MED regional workshop.



Invited stakeholder mapping was shown to one of the effective participants of the workshop to gather comments on it. Some important regional stakeholders identified as missing include as Cesefor, the Junta de Castilla y León, Neiker and the Centre for Forest Ownership. However, some of them were already on the invited participants list but not mapped due to lack of information. Furthermore, they commented that the Agencia Estatal de Ingestigación should be represented in a position with higher interest and influence.

Figure 7. Stakeholder map of the effective stakeholders of the MED regional workshop.



Final effective stakeholder representation only includes a few of the stakeholders in the central area of the map, all of them in the *subjects* category. None of the stakeholders initially present in the other categories of the map remain represented (Figure 7). Again, this misrepresentation could be due to the lack of information about the effective attendants.

4.2.3 Stakeholders' needs and expectations.

Interviewed stakeholder manifests that their expectations were to know more about the project and its expected outcomes. Another expectation was to understand priority lines coming out of the EUFORE project to consider it in the elaboration of a national strategic plan for the forest industry, and at the same time, to contribute with their vision and influence on the topic.

The only proposed improvement for future workshops is to make them more interactive.

4.3 Stakeholder engagement in the North-East region

4.3.1 Stakeholders' typologies

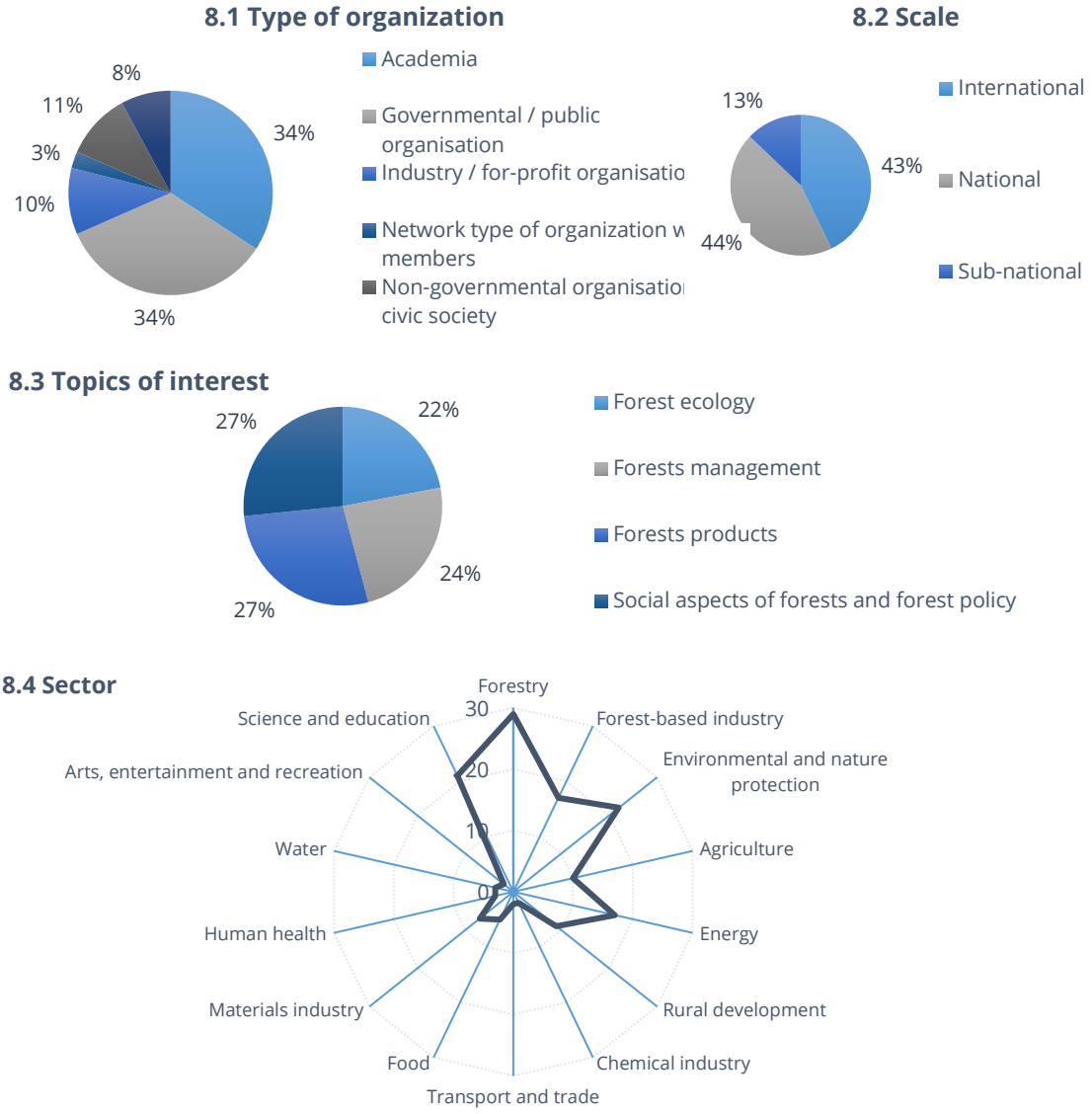
Regarding the organization from which invited actors came from, the governmental group and by academia are equally represented (34% each), followed by non-governmental organisations/civil society (11%) and industry (10%). Network type of organization with members represent 8% of invited stakeholders, while other organizations (3%), refer to private research institutions and a forest owners association (Figure 8.1).

For the scale and topic of interest (Figure **8**.2 & Figure **8**Figure 2.3), multiple categories are represented in an aggregated form, i.e. the same person can be found represented in several categories, as the question allowed for multiple responses. Regarding scale, we see that most of invited participants work at a national level (44%), followed by the international (43%) and sub-national levels (13%) (Figure 8.2). The representation of the topics of interest is well-

balanced (Figure 8.3). Interest on forest products and social aspects of forest and forest policy appears as slightly higher than the others (27% each).

Although there were participants from almost all sectors (Figure 8.4), its representation is uneven. While there was greater presence of participants from sectors such as *forestry*, *forest-based industry*, or *environmental and nature protection*, other sectors like *human health*, *arts, entertainment and recreation* and *water* are not as present or even unrepresented.

Figure 8. Descriptive analysis of the invited stakeholders in the NE regional workshop

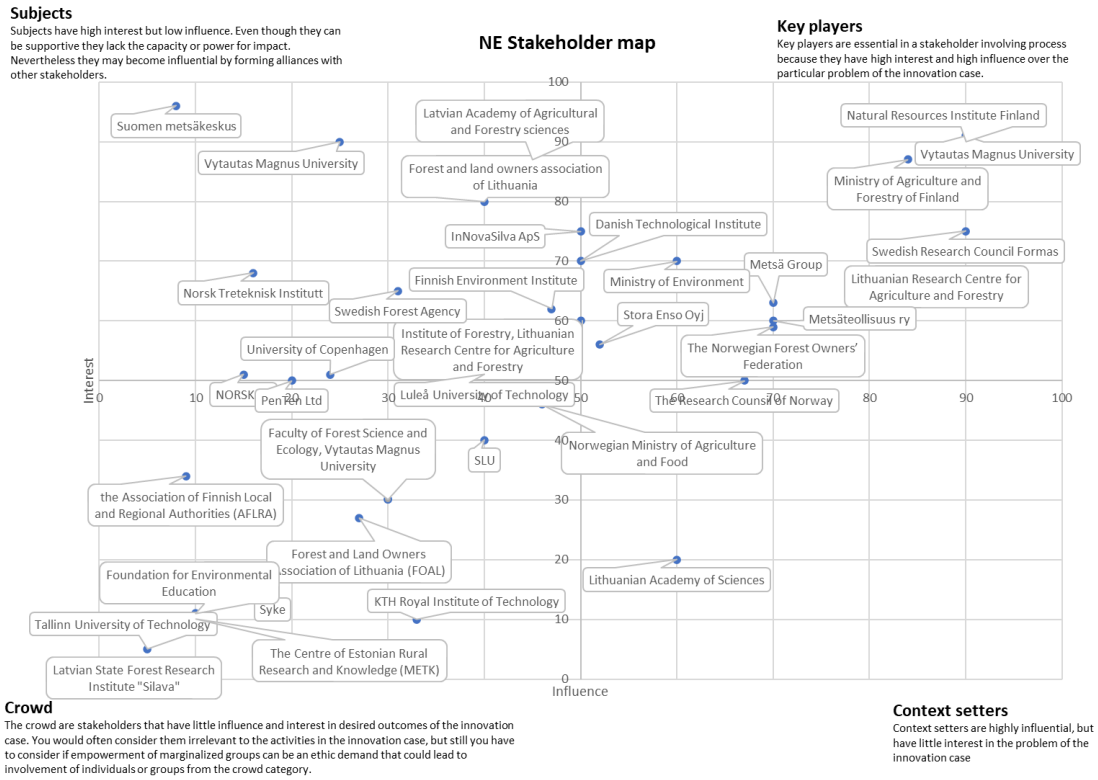


The analysis of stakeholder typologies considering effective participants shows that the composition described above regarding the invited stakeholder sectors is maintained for most of the aspects. Distribution of categories in type of organization, scale and topics of interest remains practically the same. Representation of sectors remains heterogeneous, but the less represented sectors within the invited participants, as *water* and *human health,* disappear (Figure A 3).

4.3.2 Stakeholders' mapping

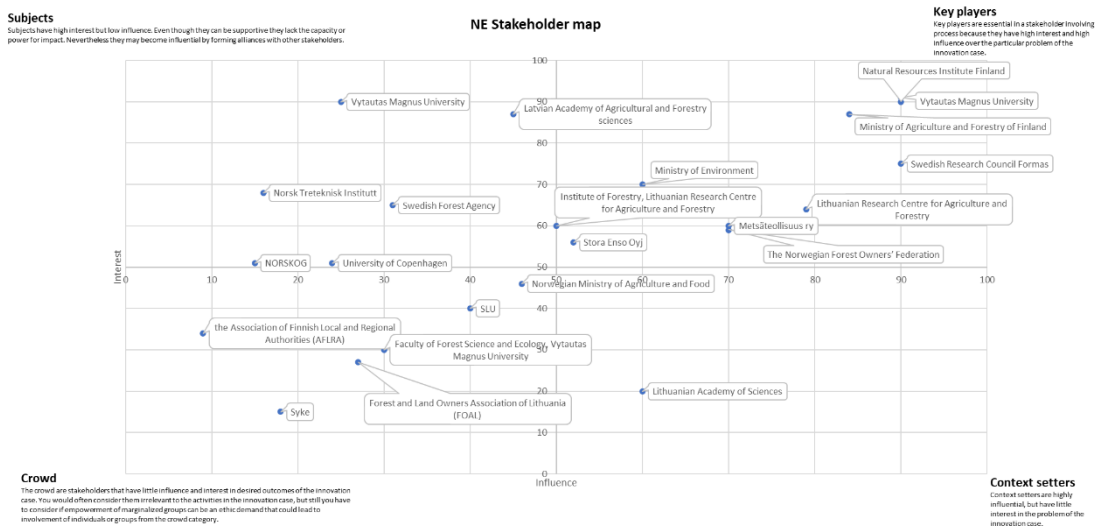
Considering the interest and influence rated by the invited participants themselves, the resulting stakeholder map shows most of the participants in the *subjects'* group and its thresholds with neighbouring groups. The second group with more stakeholders is the *key players* group. (Figure 9).

Figure 9. Stakeholder map of the invited stakeholders of the NE regional workshop.



Invited stakeholder mapping was shown to two effective participants of the workshop to gather comments on it. Some important regional stakeholders identified as missing include Tapio OY, MTK ry, Pellervo Economic Research Institute, Metsäteho Oy, VTT Oy, University of Helsinki, University of Eastern Finland and NGOs like WWF and Natursdkyddsföreningen. However, some of them were already on the invited participants list but not mapped due to lack of information.

Figure 10. Stakeholder map of the effective stakeholders of the NE regional workshop.



Final effective stakeholder representation maintains similar proportions of actors compared to the invited stakeholders (Figure 10). Almost all invited stakeholders in the *key players* and *context setters* categories assisted the workshops, while most of those who finally did not assist were part of the *subject* and *crowd* category.

4.3.3 Stakeholders' needs and expectations.

Interviewed stakeholders manifest that their expectations were to have a space for networking with other stakeholders to exchange experiences and information, and to also have a better understanding of the project itself and its functioning.

Moreover, they identified the need to better relate current challenges as global change with opportunities from sustainable forest management. They also manifested that would like to have more detail on the working plan and have workshops that are more grounded and not so formal, having more room for discussion.

4.4 Stakeholder engagement in the South-East region

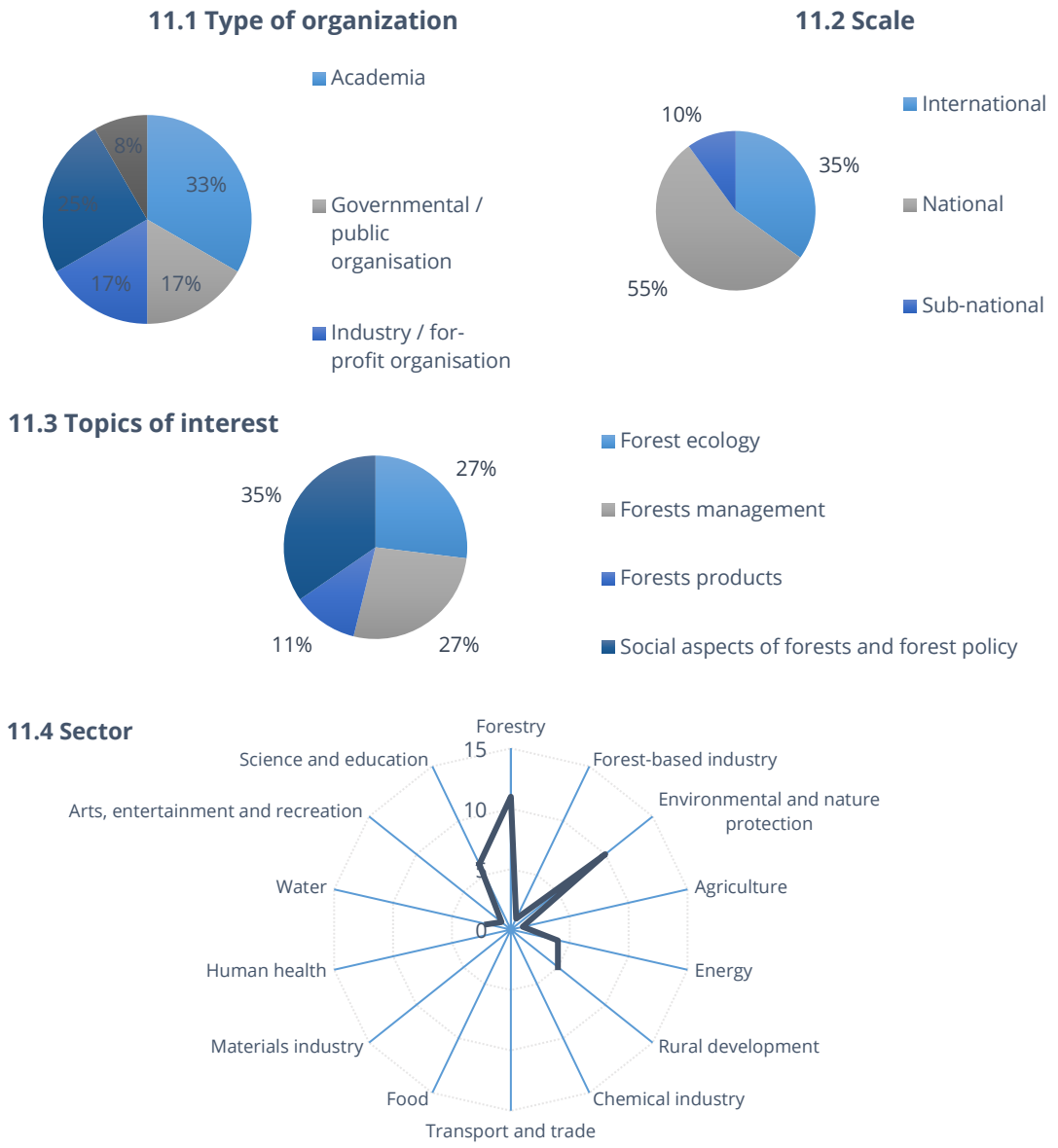
4.4.1 Stakeholders' typologies

Regarding the organization from which invited actors came from, *academia* is the most represented (33%), followed by governmental organisations/civil society (25%), *governmental/public organizations* (17%) and non- industry (17%). *Other* types of organizations represent 5%, including an education and scientific organisation. The group *network type of organisation with members* does not appear (Figure 11.1).

For the scale and topic of interest (Figure 11.2 & Figure 11Figure 2.3), multiple categories are represented in an aggregated form, i.e. the same person can be found represented in several categories, as the question allowed for multiple responses. Regarding scale, we see that most of invited participants work at a national level (55%), followed by the international (35%) and sub-national levels (10%) (Figure 11.2). The representation of the topics of interest is less well-balanced than in other regions (Figure 11.3). Interest on social aspects of forest and forest policy is higher than the rest (35%), while forest products represent only a (11%). Forest management and forest ecology are equally represented (27% each)

Representation of sectors is strongly uneven (Figure 11.4). While sectors like *forestry* and *environmental and nature protection have evident presence*, many other sectors are not as present or even unrepresented (like *chemical industry, transport and trade, food, materials industry* and *human health*). Not all the data about invited participants available, which could have a relevant impact in explaining this unbalance.

Figure 11. Descriptive analysis of the invited stakeholders in the SE regional workshop



The analysis of stakeholder typologies considering effective participants shows a different composition from the described above. Distribution of categories in scale remains quite similar. Regarding topics of interest, *forest products* are not represented, and *social aspects of forest and forest policy* turns out as the most represented category (56%). In relation to the type of organization from which the participant comes from, those in the category of *Others* disappear. Representation of sectors maintains the unevenness in representing some sectors, while those which were already majority within invited stakeholders remain as the most represented (Figure A 4). It is to be considered that there is a lack of data in the pre-workshop survey, since less than half of the effective participants filled in the survey.

4.4.2 Stakeholders' mapping

Considering the interest and influence rated by the invited participants themselves, the resulting stakeholder map shows most of the participants in the area with intermediate interest and low influence, in-between the *crowd* and *subjects* area. There are also some stakeholders clearly positioned in the *key players* group (Figure 12).

Figure 12. Stakeholder map of the invited stakeholders of the SE regional workshop.

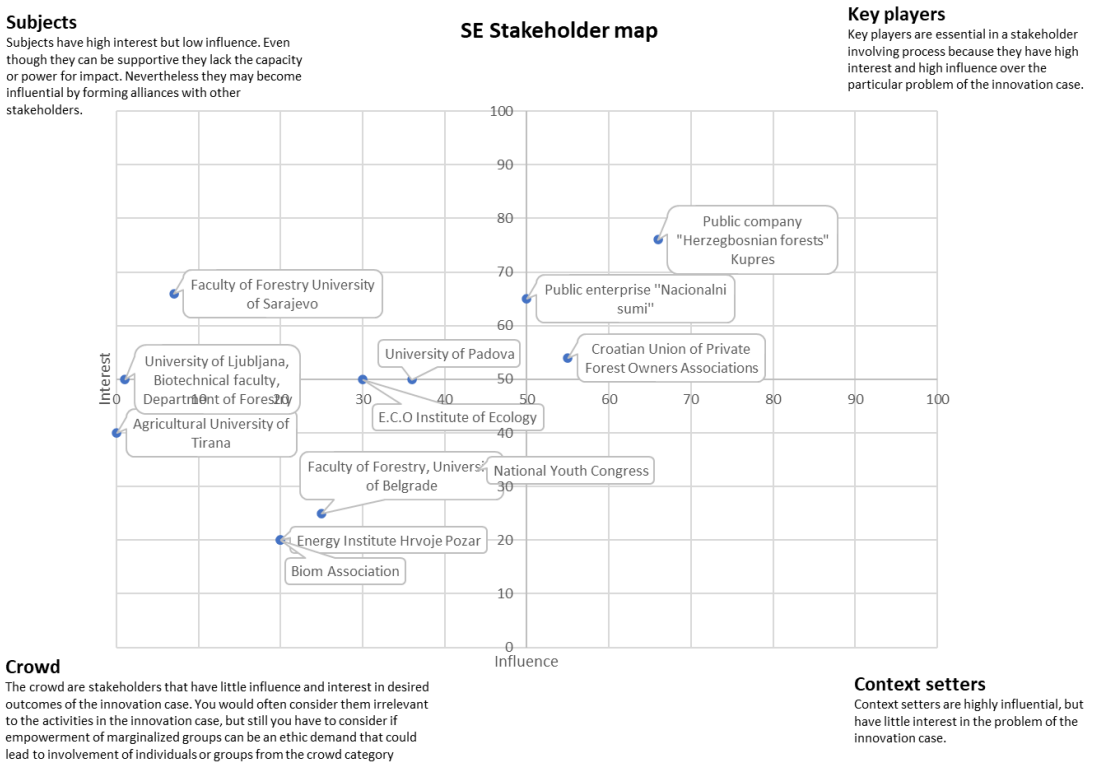
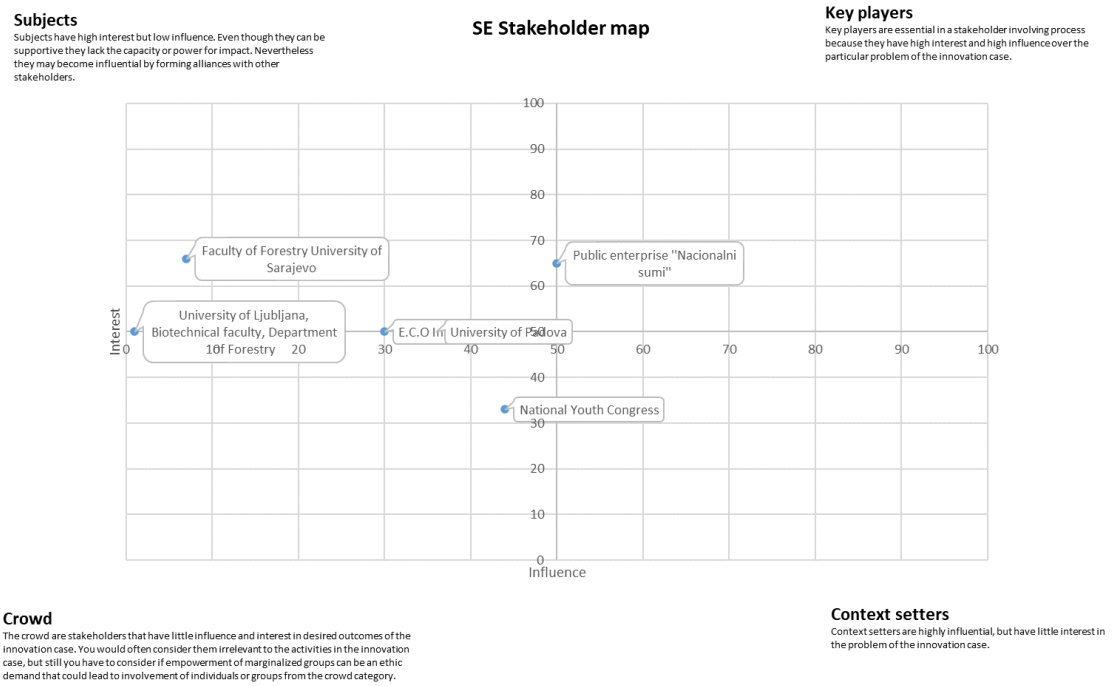


Figure 13. Stakeholder map of the effective stakeholders of the SE regional workshop.



Information on final effective stakeholder representation shows only 5 participants, all in the *subject* and *crowd* areas. The few invited stakeholders represented as *key players* disappear from the mapping (Figure 13).

4.4.3 Stakeholders' needs and expectations.

Needs and expectations have not been discussed with any of the effective participants, since none of them has still shown interest and availability for an interview.

4.5 Stakeholder engagement in the West Atlantic region

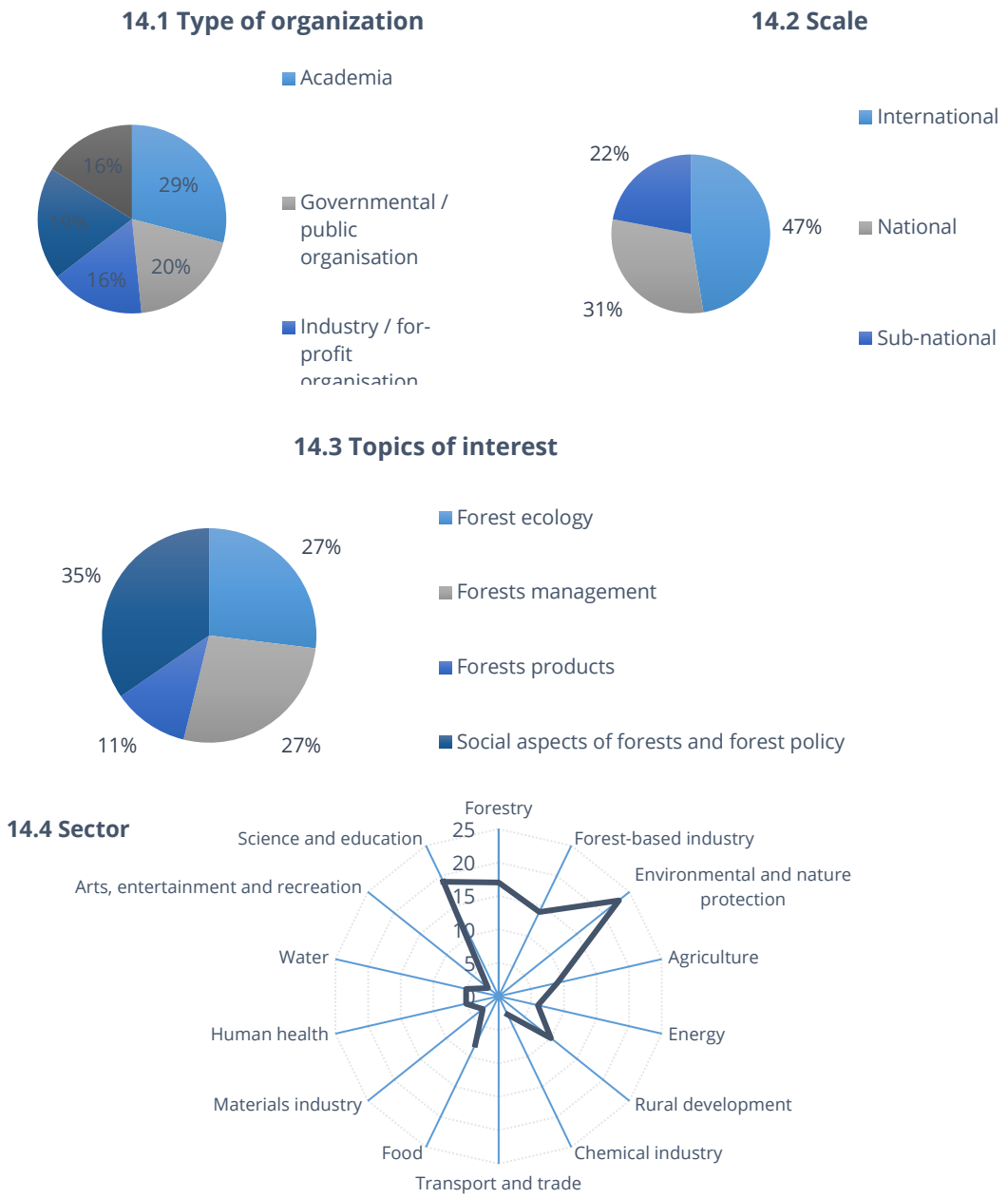
4.5.1 Stakeholders' typologies

Regarding the organization from which invited actors came from, academia is the most represented category (29%), followed by governmental/public organizations group (20%), non-governmental organisations/civil society (19%), industry (16%) and other organizations (16%), which refer to a representative of FAO and research institutes (Figure 14.1).

For the scale and topic of interest (Figure 14.2 & Figure 14.3), multiple categories are represented in an aggregated form, i.e. the same person can be found represented in several categories, as the question allowed for multiple responses. Regarding scale, we see that most of invited participants work at a international level (47%), followed by the national (31%) and sub-national levels (22%) (Figure 14.2). For topics of interest (Figure 14.3), interest on *social aspects of forests and forest policy* is the most relevant (29%), followed by forest ecology (26%), forests management (24%) and forests products (21%).

Although there were participants from almost all (Figure 14.4) its representation is uneven. While there was greater presence of participants from sectors such as *forestry*, *forest-based industry*, *science and education* or *environmental and nature protection*, other sectors like *human health*, *transports and trade, arts, entertainment and recreation* and *water* are not as present or even unrepresented.

Figure 14. Descriptive analysis of the invited stakeholders in the WA regional workshop



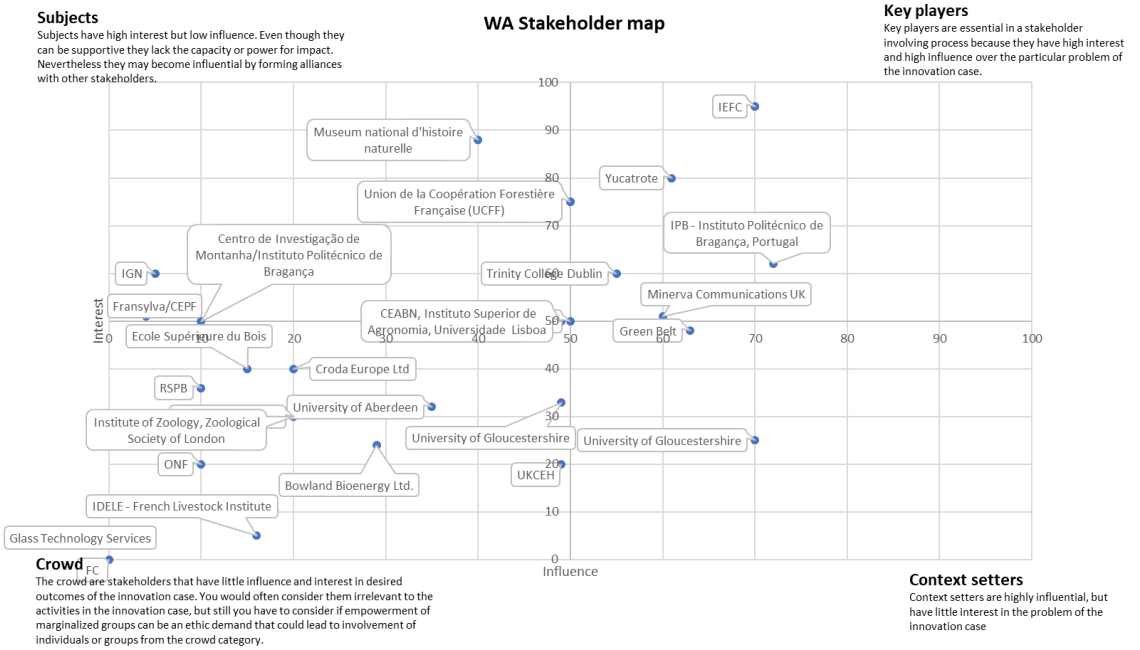
The analysis of stakeholder typologies considering effective participants shows that the composition described above regarding the invited stakeholders is maintained for most of the aspects. Distribution of categories in scale and topics of interest remains very similar. In relation to the type of organization from which the participant comes from, there is higher representation of *others* and *governmental/public organization.* Representation of sectors remains heterogeneous, but the less represented sectors within the invited participants, as *materials industry* and *food,* disappear (Figure A 5). However, it is to be considered that there is a lack of data that turns into an underrepresentation of the participants who did provide their information.

4.5.2 Stakeholders' mapping

Considering the interest and influence rated by the invited participants themselves, the resulting stakeholder map shows a large amount of participants in the *crowd* area, with low

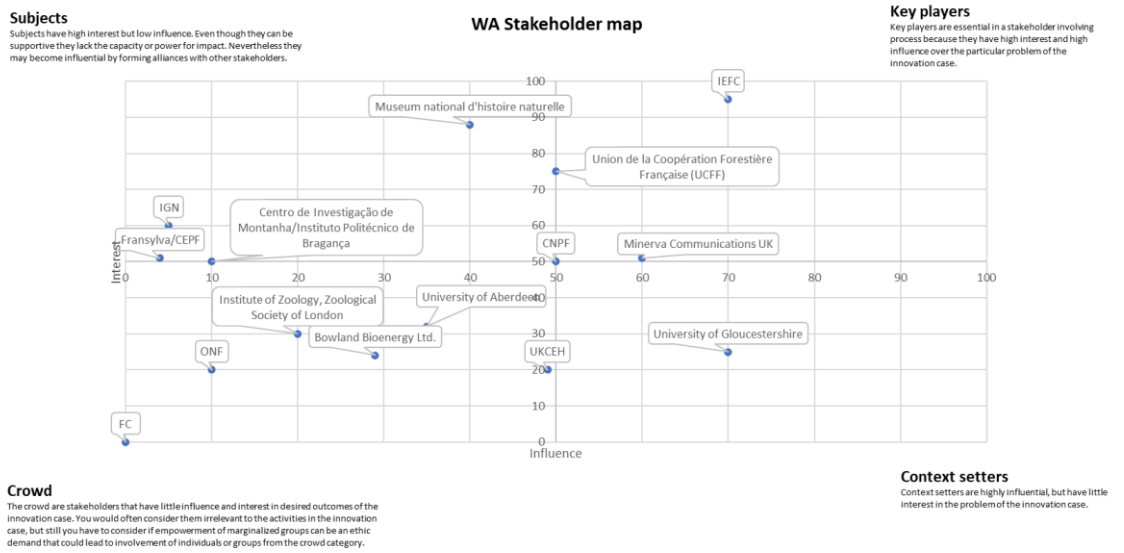
interest and influence. However, there are also a relevant number of stakeholders clearly positioned in the *key players* group (Figure 15).

Figure 15. Stakeholder map of the invited stakeholders of the WA regional workshop.



Invited stakeholder mapping was shown to two effective participants of the workshop to gather comments on it. Additional participants proposed include some universities such as Edinburgh, Oxford, Cambridge, Birmingham and Bangor, as well as forest owners in general, Scottish Woodlands (industry), Scottish Forestry (government), Woodland Trust (third sector), National Trust (third sector), Trees for life (third sector), the Institute of Chartered Foresters (UK), Confor (Confederation of forest industries, UK) and Royal forestry society (UK). However, some of the proposed ones were already on the invited participants list but not mapped due to lack of information. Furthermore, they commented that the UKCEH should be represented in a position with higher influence.

Figure 16. Stakeholder map of the effective stakeholders of the WA regional workshop.



Final effective stakeholder representation maintains similar distribution of actors, but with less stakeholders represented (Figure 16). Despite the fewer stakeholders represented, there are stakeholder for all groups, representing different interest and influence levels.

4.5.3 Stakeholders' needs and expectations

Interviewed stakeholders manifest that their expectations were to have networking opportunities among stakeholders and to bring up with positive recommendations for policy development, as well as having clear guidelines to follow the research agenda. According to their opinion, research agendas should be developed with the participation of the forest sector.

On the other hand, they identified the need to define common protocols and standards for forest monitoring, which could be conveyed through some kind of international observatory.

4.6 Stakeholder engagement in the West Central region

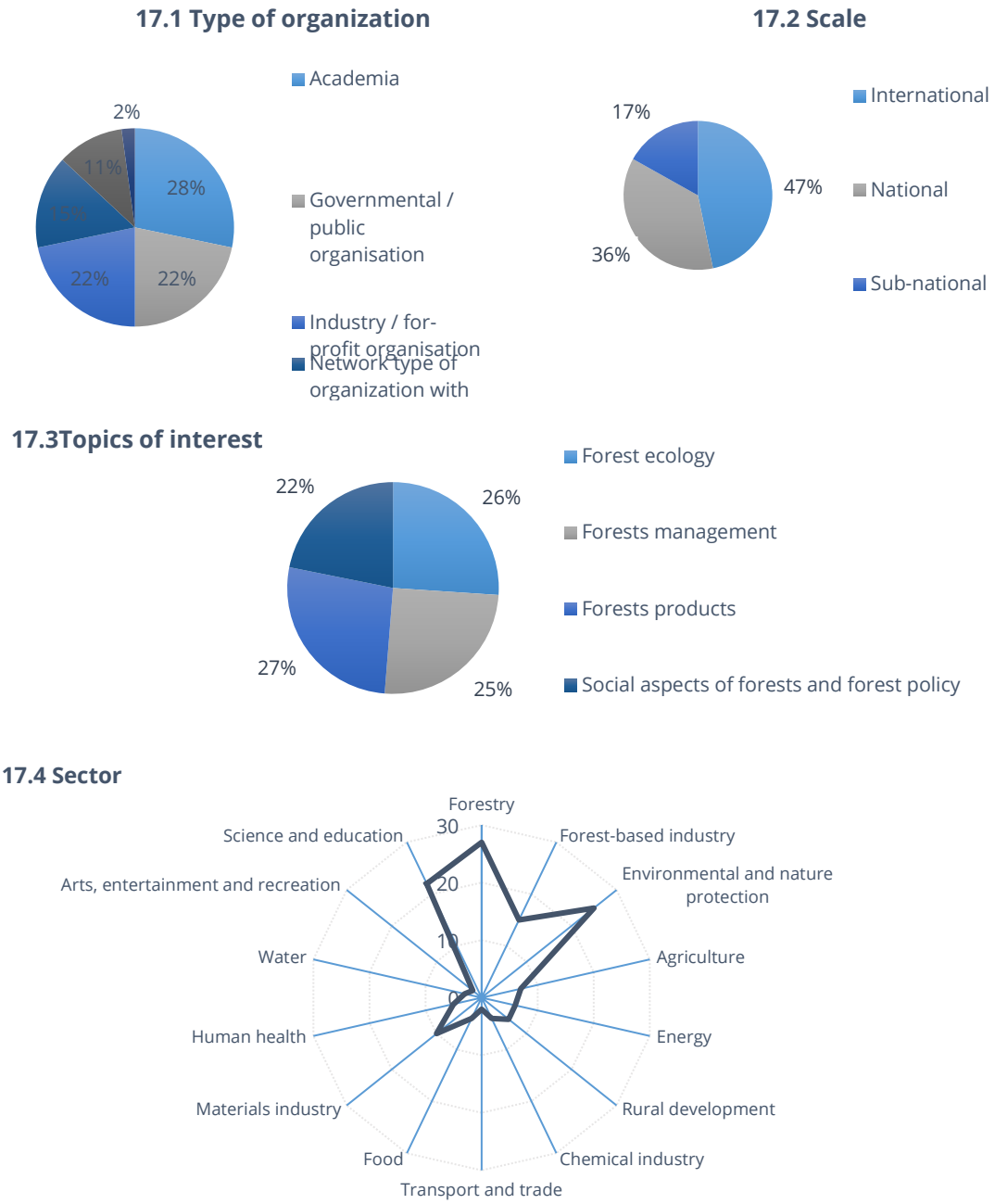
4.6.1 Stakeholders' typologies

Regarding the organization from which invited actors came from, the academia is the most represented (28%), followed by governmental/public organizations group (22%),, industry (22%) and Network type of organization with members (15%). non-governmental organisations/civil society represent 11% of invited stakeholders, while other organizations (2%), refer to a public forest research organization (Figure 17.1).

For the scale and topic of interest (Figure 17.2 & Figure 17.3), multiple categories are represented in an aggregated form, i.e. the same person can be found represented in several categories, as the question allowed for multiple responses. Regarding scale, we see that most of invited participants work at an international level (47%), followed by the national (36%) and sub-national levels (17%) (Figure 17.2). The representation of the topics of interest is well-balanced (Figure 17.3). Interest on forest products as slightly higher than the others (27%), followed by forest ecology (26%), forest managements (25%) and social aspects of forests and forest policy (22%).

Although there were participants from almost all sectors (Figure 17.4), its representation is uneven. While there was greater presence of participants from sectors such as *forestry*, *forest-based industry*, *science and education* or *environmental and nature protection*, other sectors like *human health*, *arts, entertainment and recreation, transport and trade* and *water* are not as present or even unrepresented.

Figure 17. Descriptive analysis of the invited stakeholders in the WC regional workshop



The analysis of stakeholder typologies considering effective participants shows that the composition described above regarding the invited stakeholder sectors is similar for most of the aspects. Regarding scale, national stakeholders turn out as the most (50%). Distribution of categories topics of interest remains the same. In relation to the type of organization from which the participant comes from, those in the category *others* disappear, and *governmental/public organization* has higher representation. Representation of sectors remains heterogeneous, but the less represented sectors within the invited participants, as *water, transports and trade* and *human health,* disappear (Figure A 6).

4.6.2 Stakeholders' mapping

Considering the interest and influence rated by the invited participants themselves, the resulting stakeholder map shows a large amount of participants all over the mapping, but specially in intermediate positions and in the *crowd* area. However, there are also some stakeholders clearly positioned in the *key players* group and in its thresholds between *key context setters* and *subjects* (Figure 18).

Figure 18. Stakeholder map of the invited stakeholders of the WC regional workshop.

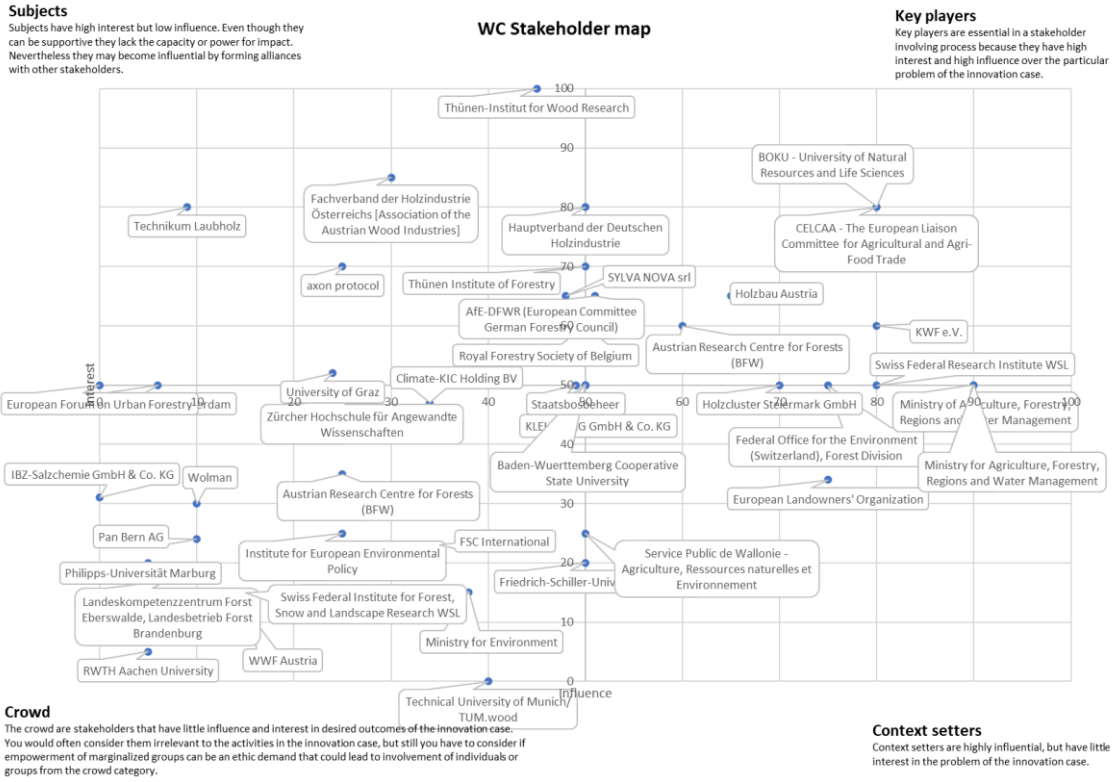
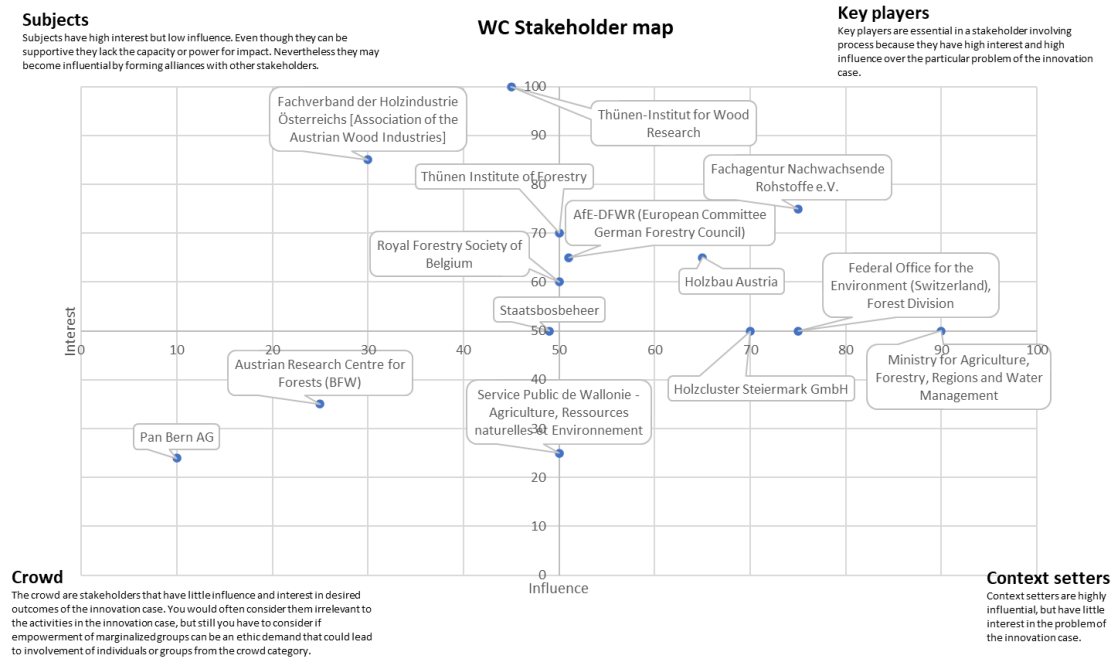


Figure 19. Stakeholder map of the effective stakeholders of the WC regional workshop.



Invited stakeholder mapping was shown to one of the effective participants of the workshop to gather comments on it. Additional proposed participants include NTF (landowners association of Belgium), ENB (public organization), ENBO (research institution), CBB (federation of wood workers), universities (Leuven and Liège), FBW (public institute), PEFC (forest certification in Belgium), CEPF (certification of European forest owners) and FECOF (European federation of organizations representing forests municipalities). No comments were made on the position of mapped stakeholders.

Final effective stakeholder representation maintains similar proportions of actors to the invited stakeholders, despite there is a clear decrease in the number of actors (Figure 19). Most of invited stakeholders in the *key players* category assisted the workshops, while most of those who finally did not assist were part of the *crowd* category.

4.6.3 Stakeholders' needs and expectations

Interviewed stakeholders give a positive opinion on the opportunity to meet different actors, which should allow to solve conflictive perspectives on the project. Its main expectation is to provide scientific knowledge that allows the development of forest policies based on science instead of opinions.

On of the needs of the project in further phases is to avoid duplication of work, increasing coordination and coherence among tasks of different groups.

5 RECOMMENDATIONS

1. The overall recommendations focus on achieving a balanced distribution of percentages. This could be enhanced by measures such as inviting a greater number of individuals from non-governmental organizations/civil society or considering the inclusion of the group network type of organization with member. The involvement of forest owners' associations is key to ensure the acceptance of the agenda. Moreover, stakeholders representing regulatory and cultural ecosystem services are missing in most of the cases (human health, water, or arts, entertainment, and recreation, for example). This applies as well to chemical industry, transport and trade. Engagement activities tailored to the needs and expectations of these groups could ease their participation.

2. Readjusting representation on topic depends to the region: Whilst in some regions (e.g. SE) forest product topics are underrepresented other (e.g. NE) could benefit from reduce the representation of social aspects and forest products in favour of forest ecology and forest management.

3. To address this misrepresentation, intensifying the efforts to contact them using the existing networks of the partnership is advisable.

4. Efforts should be made to ensure representation from all four stakeholders' groups on the map, with particular emphasis on reinforcing context setters and key players.

5. Contrasting the stakeholder map with some invited people could help to identify actors missing and check/adjust the self-assessment on power and interest of the institutions.

6. Most of stakeholder expectations are about ensuring transparency on the process specially as regards prioritization on research topics linked with their potential impact on the sector.

7. To achieve better representation of some categories and we encourage applying this protocol as a design tool before the implementation of the stakeholder engagement activities and not as a monitoring tool (post-assessment). This entails addressing data limitations, and therefore, we strongly recommend the use of the survey[4] for selecting the participants in future workshops balancing stakeholder types and interests. In case that finally other effective participants attend the workshops, to ease the analysis, they should complete the survey as soon as possible during the engagement activities.

[4] (https://www.surveymonkey.com/r/EUFORE)

ANNEX 1: INTERVIEW OUTLINE

1. INTRODUCTION

- Presentation of the CTFC and interviewer.

2. CONTEXT & AIM OF THE INTERVIEW

- EUFORE project. The overarching aim of EUFORE Project is to develop a sustainable, trans-national environment for co-defining, implementing, and evaluating Research and Innovation (R&I) agendas and roadmaps for forestry and the forest-based sector in Europe.
- Work Package 3 of the project specifically includes a stakeholder engagement analysis, which needs to be conducted to ensure that all categories and levels of influence have been considered.
- The interview aim is to perform a joint analysis of the results of a preliminary exploration of the invited and effective participants in each regional workshop.

3. PRESENTATION OF STAKEHOLDER MAPPING

- The map shows where stakeholders position according to their self-assessment in a scale of interest and influence on the research areas of the project.
- The map divides into four categories, depending on the level of influence and interest (being affected by SRIA).

- SUBJECTS: Stakeholders highly affected AND with a low level of influence
- KEY PLAYERS: Stakeholders highly affected AND with a high level of influence
- CONTEXT SETTERS: Stakeholders not highly affected AND with a high level of influence
- CROWD: Stakeholders not highly affected AND with a low level of influence

Questions about stakeholder mapping:

- Can you think of any other key actors who should be on the map but are not?
- Regarding the actors you see on the map, do you think any of them are not where they should be? If so, can you tell me which one and where you would place it?

4. FUTURE NEEDS AND EXPECTATIONS

Contextualization: This part is based on the participation of each stakeholder in their regional workshop, and the provided answers are meant to be used to improve future workshops.

Questions:

- What were your expectations regarding this activity?
- What could be valuable outputs/results of the workshops for your organization's activity/ sector?
- How could the outputs of the workshop respond to fulfil a current need in your organization's activity/ sector?
- Are there any other needs that need to be fulfilled (that the workshop didn’t address)?

5. INTERVIEW CLOSURE

ANNEX 2: LIST OF INTERVIEWEES

Region	Type of organization	Operation scale	Interest[1]
Central European	Industry / for-profit organisation	International	10
Central European	Governmental / public organisation	National & International	20
Mediterranean	Governmental / public organisation	Sub-national	50
Northeast	Academia	International, national & sub-national	40
Northeast	Governmental / public organisation	International, national & sub-national	87
Southeast	-	-	-
West Atlantic	Academia	International, national and sub-national	32
West Atlantic	Industry / for-profit organisation	Sub-national	24
West Central	Network type of organization with members	National	60

[1] Answer to the question "*How much will your organization be affected by the Research and Innovation Agenda of the forest-based sector developed in EUFORE?*"

ANNEX 3: EFFECTIVE STAKEHOLDER ENGAGEMENT ANALYSIS

The results shown in this report are based on the initial list of invited stakeholders. However, since the analysis was done after the engagement took place, we had access to the effective participant list, which in most of the cases was different from the initial one. Below are the graphs based on the later list. In the reported we have already included a paragraph emphasizing differences between the two list typologies (if encountered).

Effective stakeholder engagement in the Central European Region

Figure A 1. Descriptive analysis of the effective stakeholders in the CE regional workshop

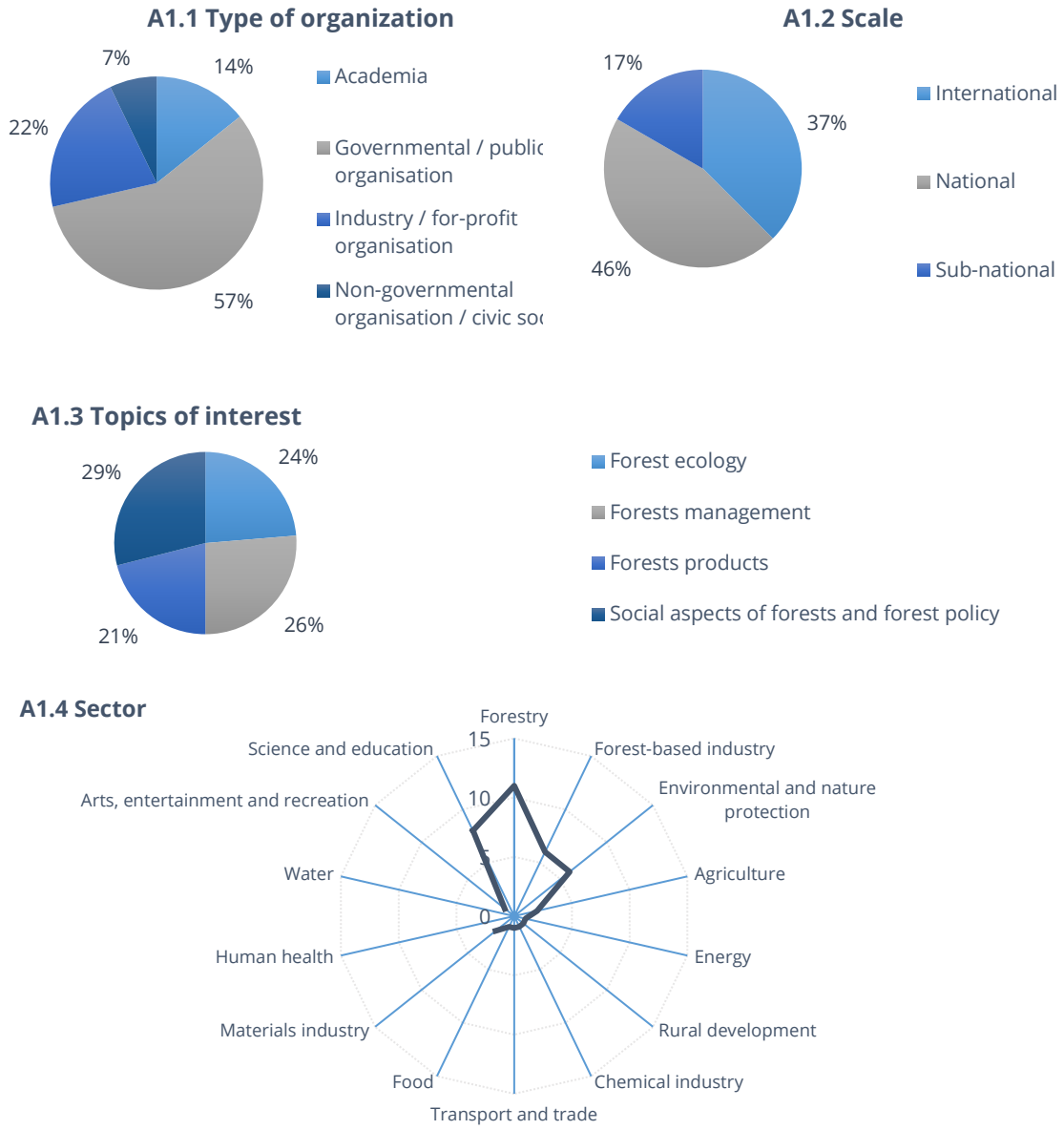


Figure A 2. Descriptive analysis of the effective stakeholders in the MED regional workshop

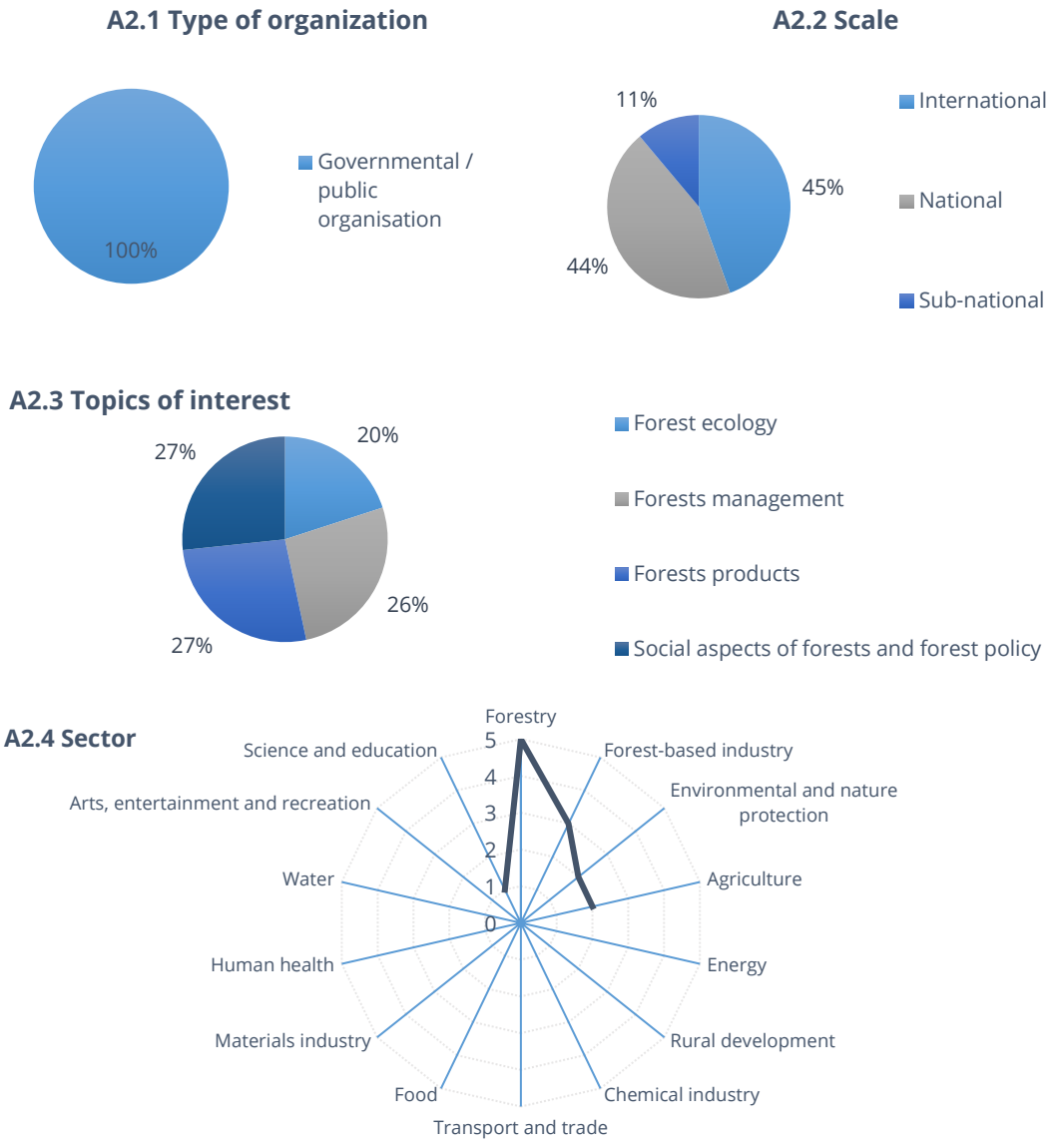
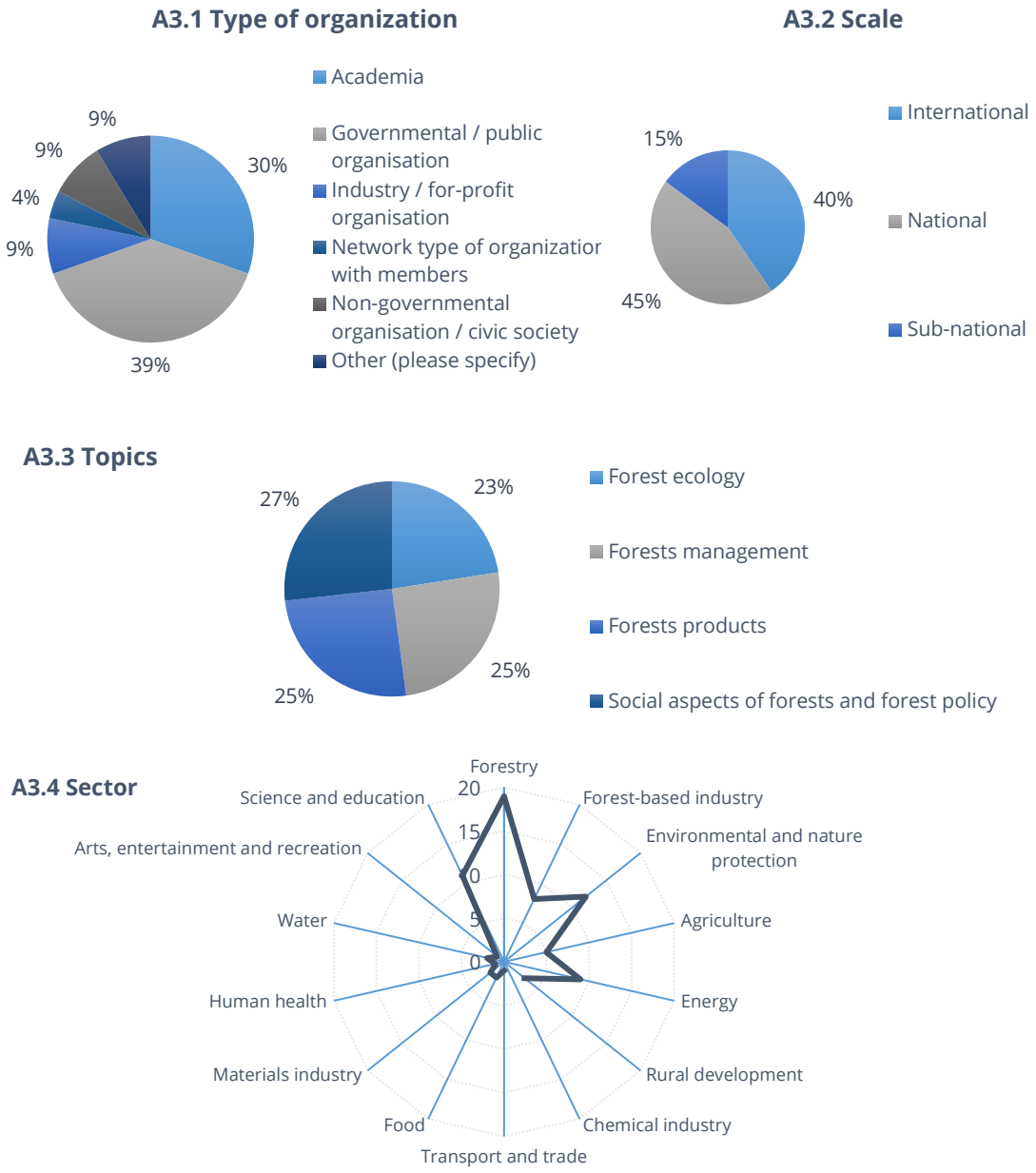


Figure A 3.. Descriptive analysis of the effective stakeholders in the NE regional workshop



Effective stakeholder engagement in the South-East Region

Figure A 4. Descriptive analysis of the effective stakeholders in the SE regional workshop

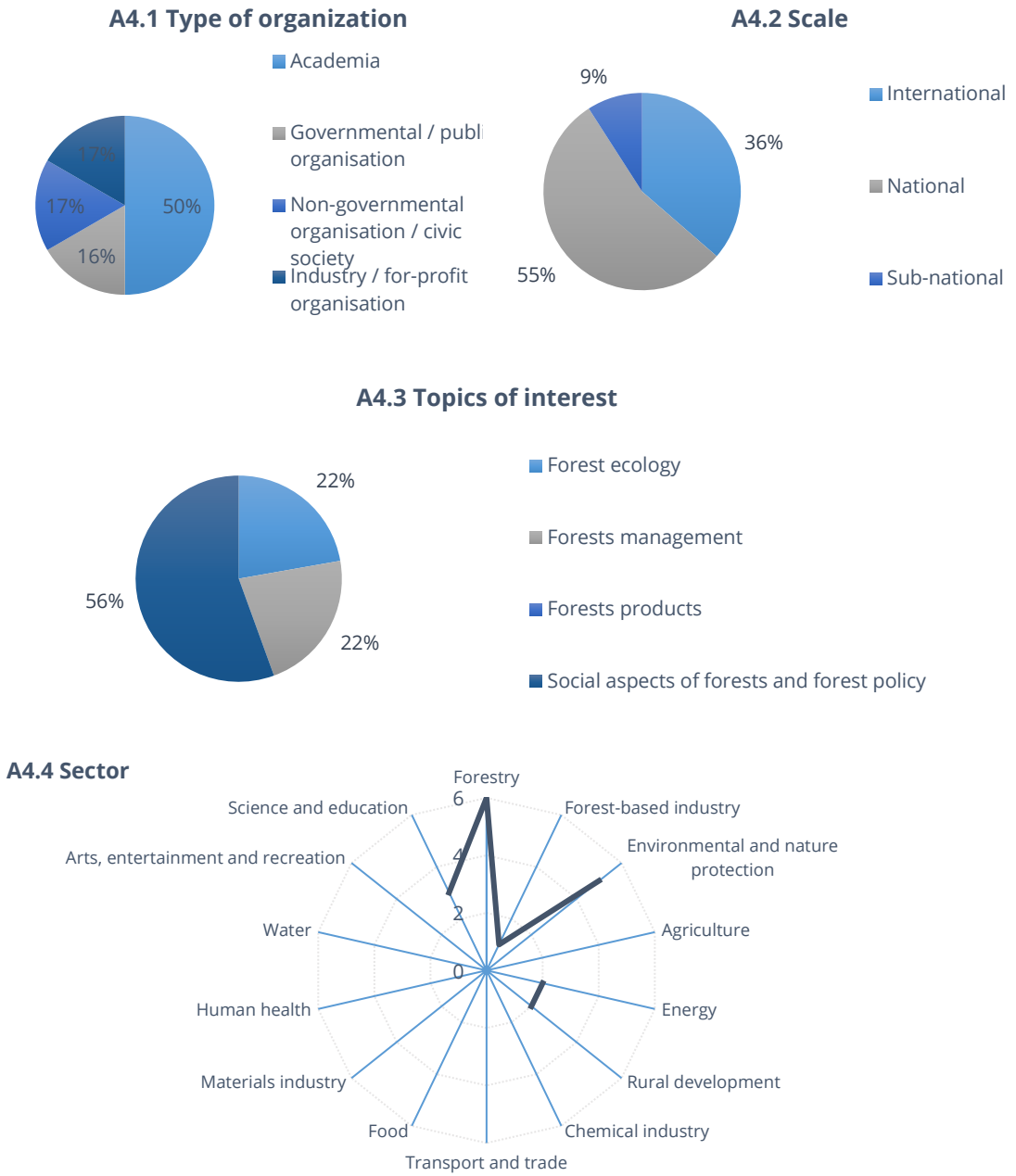
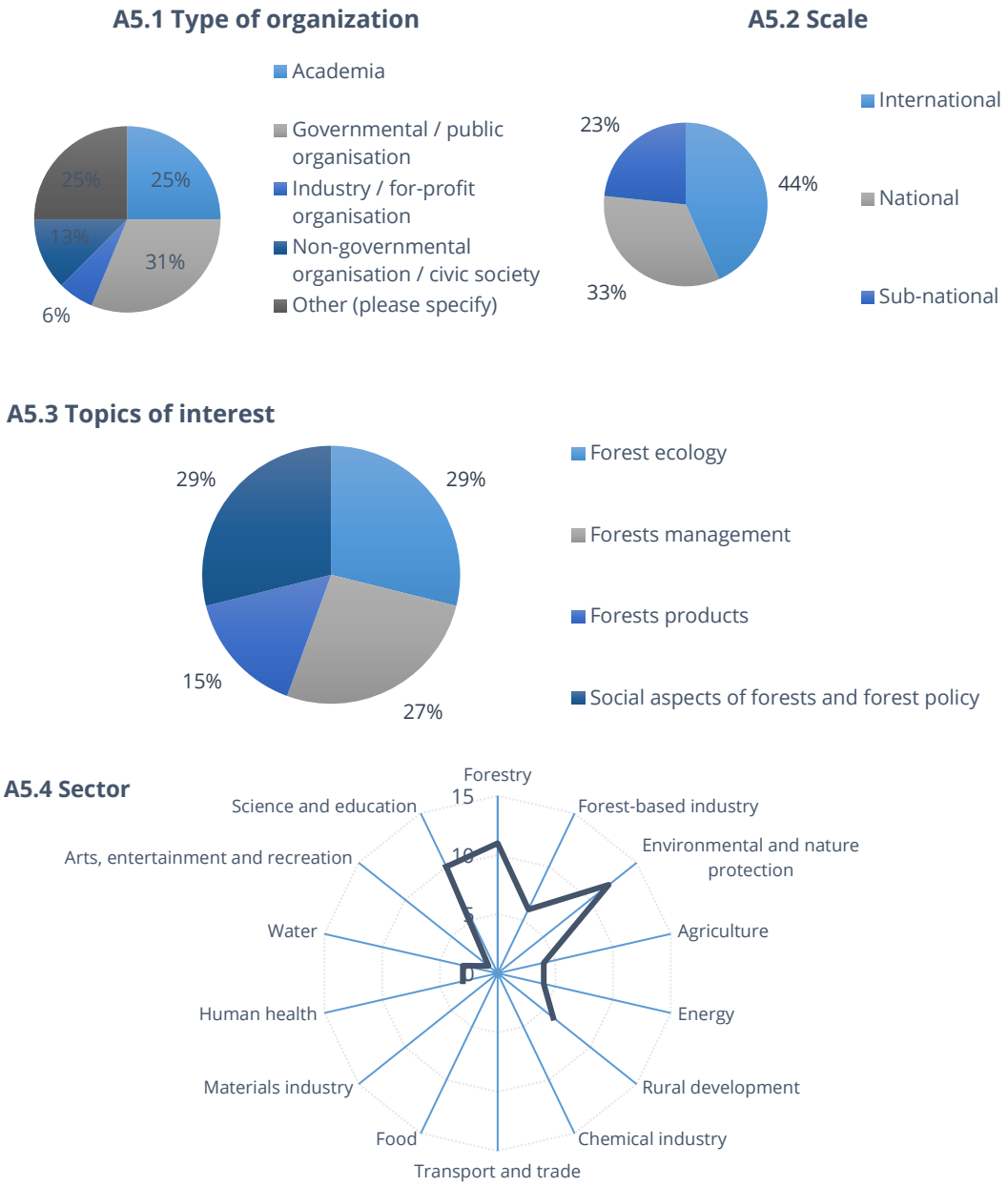


Figure A 5. Descriptive analysis of the effective stakeholders in the WA regional workshop



Effective stakeholder engagement in the West Central Region

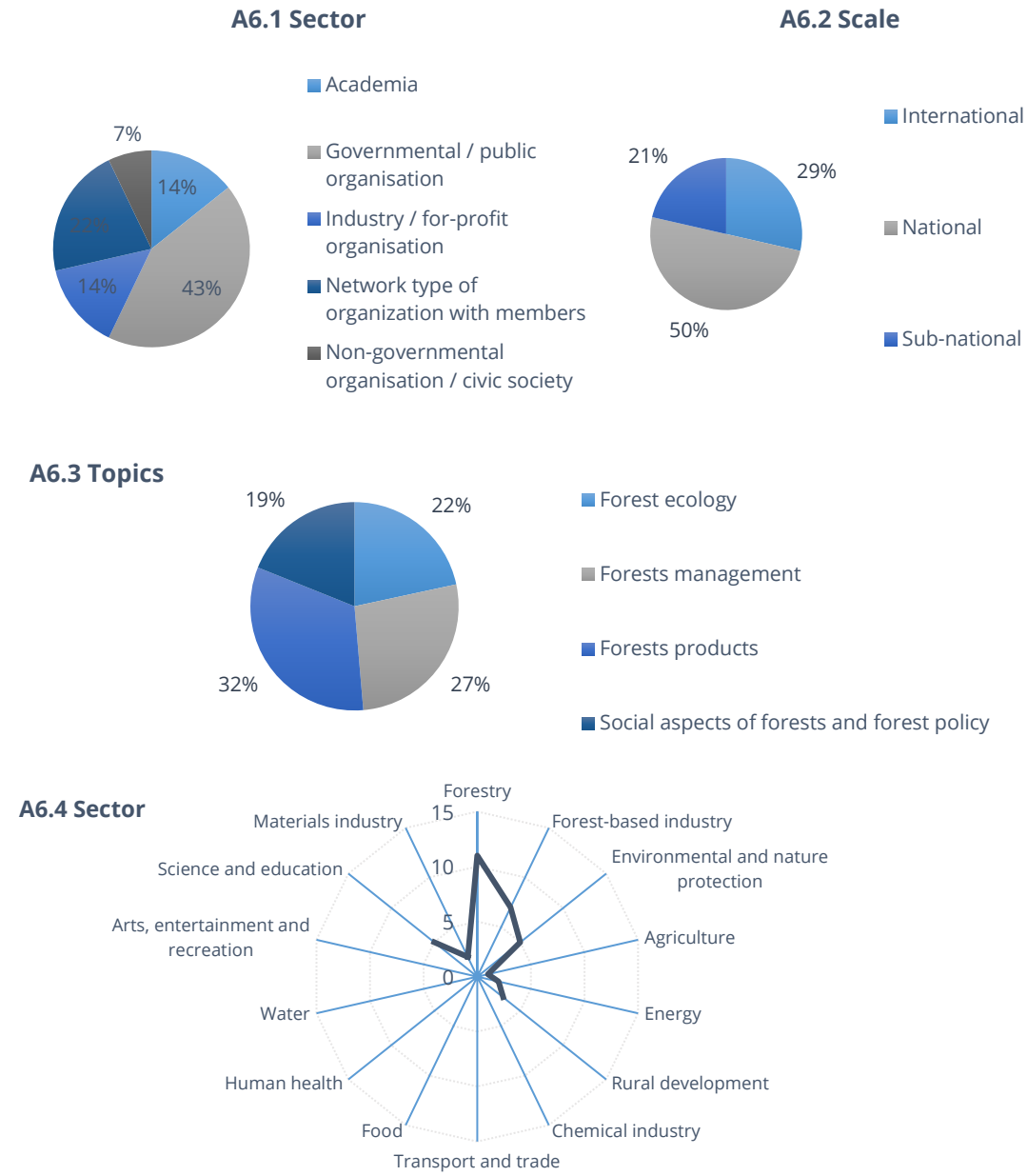



Figure A 6. Descriptive analysis of the effective stakeholders in the WC regional workshop