



1191R4

European Cultural Routes  
Transferring Experiences,  
Sharing Solutions



Mod. 5B-CRT-10

## GOVERNANCE INSTRUMENT FORM

*This Governance Instrument has been documented by CERTESS Partner  
and it has been given the reference code*

LP

6C-GI-LP-6

### 1. GENERAL

#### 1.1. Title of the instrument

**Stakeholder Analysis**

#### 1.2. Proprietary Organisation /Developer

Certess Project

#### 1.3. Typology <sup>1</sup>

A. Hard Law

B. Soft Law

### 2. DESCRIPTION

#### 2.1 Objective/s <sup>2</sup>

To provide a 4-stage process for the identification and active involvement of stakeholders in project or programme related activities. Effective strategies for stakeholder participation should be based, in fact, on good analysis of individuals, groups, and institutions with an interest in the project or programme.

#### 2.2 Affected/interested parties <sup>3</sup>

Project promoters or coordinators / administrators and advisors, helping all of them to assess a project or programme environment.

#### 2.3 Content

The tool aims to facilitate activities relating to:

1. Identification of KEY STAKEHOLDERS
2. Assess stakeholders' INTERESTS and the potential IMPACT of the Project/Programme on these
3. Assess stakeholders' INFLUENCE and IMPORTANCE
4. Outline a stakeholder PARTICIPATION STRATEGY

The presentation enclosed (4C-CRT-11 Stakeholders Analysis) was proposed to and utilised by CERTESS partners in the initial stage of project implementation. It incorporates n° 3 analytical matrix tables and indications for their possible utilisation.

#### 2.4 Expected results <sup>4</sup>

Achievement of participatory approaches to ensure a sustainable project/programme.  
Resolution/minimisation of conflicts and associated risks.

Revision

0

Date

20.06.2013

Page

1



**2.5 Relevance to RIP development stages <sup>5</sup>**

- A. Theme selection & justification
- B. Route promoters legal setup
- C. Local stakeholders' involvement & support
- D. Route physical setting & infrastructuring
- E. Route marking & signposting
- F. Route technical support facilities (water points, rest benches, etc.)
- G. Route hospitality services (hostels, rest houses, hotels, etc.)
- H. Route food & beverage services (restaurants, bars, hotels, etc.)
- I. Route tourist services (info-points, travel agents, etc.)
- J. Points of interest → Cultural & historical heritage (monuments, archaeological areas, etc.)
- K. Points of interest → Cultural & historical services (museums, exhibition centres, etc.)
- L. Points of interest → Environmental heritage (protected areas, parks, etc.)
- M. Trade elements of interest → Local typical products
- N. Immaterial elements of interest → Cultural events, local folklore, etc.
- O. Branding & promotion strategies → Route/theme & logo
- P. Branding & promotion strategies → Route section areas
- Q. Branding & promotion strategies → Interterritorial/transnational sectoral networking
- R. Development of tourist products & services (card, packages, gadgets, etc.)
- S. Development of ICT products & services (thematic websites, virtual tours, etc.)
- T. Development of educational/learning tools
- U. Development of printed information products

**Additional information and notes**

1. Centre for International Development and Training  
*"Training tools for development"*, version 15, September 2002 -> Chapter 2.

2. Overseas Development Agency:  
[http://www.sswm.info/sites/default/files/reference\\_attachments/ODA%201995%20Guidance%20Note%20on%20how%20to%20do%20a%20Stakeholder%20Analysis.pdf](http://www.sswm.info/sites/default/files/reference_attachments/ODA%201995%20Guidance%20Note%20on%20how%20to%20do%20a%20Stakeholder%20Analysis.pdf)

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It is recommended that stakeholder analysis is undertaken at the very start of each project.

**Source of information <sup>6</sup>**

INTERREG IVC 4<sup>TH</sup> Call funded project "CERTESS" - Intra-net Archive of project website:  
<http://certess.culture-routes.lu/>

**N.B.**

The present form is accompanied by the English version of the presentation "Stakeholder Analysis" (CERTESS document having reference code : 4-CRT-11).

Compiled by the Lead Partner on 20 June 2013.

Revision	Date	Page
0	20.06.2013	2



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## GOVERNANCE INSTRUMENT FORM

### Explanatory notes

- <sup>1</sup> Typology → ‘Hard laws’ are ... (regulatory), while ‘soft laws’ are ... (incentive|promotion|information).
- <sup>2</sup> Objectives → Describe the general and specific objectives that the Governance Instrument (GI) intends to pursue.
- <sup>3</sup> Parties → Identify here the entities (organizations, categories, individuals etc.) interested/involved/affected in the application of the GI of reference.
- <sup>4</sup> Results → Describe the results from the application of the GI of reference.
- <sup>5</sup> RIP stages → Indicate the stage of the RIP development process which the GI of reference could be associated to.
- <sup>6</sup> Source → Provide details of the official source of information (legal bulletin, private agreement, etc.) from which the information on the GI of reference has been obtained.