



Identity Management in PUBlic SERVICES

D7.11 Community management, briefings and demonstrations for end users, DIHs and stakeholders

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Executive summary

One of IMPULSE's WP7 objective is to create and maintain appropriate relations with the Community of Stakeholders – including related projects and stakeholders participating in other work packages – with the aim of disseminating and communicating the outcomes of IMPULSE through the appropriate tools and channels, fostering further and close collaboration.

Within WP7, T7.4 is responsible for “Community management, briefings and demonstrations for end users, DIHs and stakeholders”. As for its implementation, this task is carried out in two simultaneous and complementary stages, involving:

- The construction and ongoing management of an Open Community, involving a variety of stakeholders, both in form and scope of operation, expertise and interest, whose mission is to work together to realise and deploy the project.
- The participation in large-scale events, at levels ranging from local to national and European, in order to firstly present the results of the project using specially designed materials but also secondly reach out to new and growing open communities.

This deliverable took place in close collaboration with the activities of the other work packages. Indeed, each of the work packages having its own specialty and therefore its own related stakeholders, the Open Community has logically been nourished by them. This task therefore strives to bring together these stakeholders to make them work together under the aegis of IMPULSE as a whole so that synergies emerge.

As a result, the actions of Task 7.11 have already led to:

- The complete assessment of all the IMPULSE project stakeholders, in terms of impact, influence and interest in it.
- The general evaluation of the engagement of these stakeholders to the project, in particular on the issues of opportunities and risks that this may represent.
- The development of procedures to ensure this commitment, mainly on the means implemented or to be implemented (communications, actions, activities, etc.).
- The holding different activities, either indirectly within other work packages but participating in the Open Community, or also directly under the umbrella of T7.4 with joint activities.

It should be noted that the tasks carried out in this first period covered by this deliverable (M1-M18) turn out to be primarily its theoretical implementation, which goes hand in hand with that of the project. It is expected that the second period will provide tools and materials for the dissemination of the first results, in favour of the growth of the Open Community. Thus, the actions envisaged and/or already launched in the framework of this task will effectively continue as it lasts until the end of the project itself.

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Summary (for dissemination)	<p>This task tackles the management and continuous building of an open Community of Stakeholders, involving the participating public administrations, members of the Digital Innovation Board, the Advisory Board and the communities built in WP6 around 6 DIHs in 6 different EU countries; and engaging with relevant external organisations – especially additional public administrations, DIHs, innovative SMEs, GovTechs and entrepreneurs – to get feedback on the IMPULSE assessment, technology and pilots. One of main goals will be the briefing and demonstration of the project results to the community of interest, with the aim of disseminating the outcomes to the specific audience of engaged stakeholders and, thus, promote and underpin the use of the eID-related disruptive technologies by public administrations alone and/or in partnership with private companies. Specific materials such as exemplary manuals for specified end user groups will be developed in this task focusing on target groups within the Community of Stakeholders.</p>
Keywords	Community of Stakeholders ; Stakeholders assessment ; Key actors engagement ; Dissemination events

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Abbreviations and acronyms

AB: Advisory Board

AEI : Agency for European Integration and Economic Development

AI: Artificial intelligence

ARH: City of Aarhus, Denmark

BDIH: Basque Digital Innovation Hub

CEI: Call for expression of interest

CEL: CyberEthics Lab. Srls

dApps: Decentralized Applications

DEP: Digital Europe Programme

DIB: Digital Innovation Board

DIH: Digital Innovation Hub

DIN: Deutsches Institut für Normung e. V.

DoA: Description of action (IMPULSE project)

Dx.x: Deliverable

EDIH: European Digital Innovation Hub

e-ID: Electronic identification

ERTZ: Basque Government – Security Department – Ertzaintza

Fh ISI: Fraunhofer Institute for Systems and Innovation Research

GIJON: City of Gijón, Spain

GRAD: Fundación Centro Tecnológico de Telecomunicaciones de Galicia

ICERT: Infocert S.p.A.

ICT: Information and Communication Technologies

LUT: Lappeenranta-Lahden Teknillinen Yliopisto

MOP: Municipality of Peshtera, Bulgaria

NGO: Non-Governmental Organization

PAs: Public administration-s

RTOs: Research and Technology Organisations

RVK: City of Reykjavik, Iceland

STP: Sofia Tech Park

TES: Association du Pole de Competitivite Transactions Electroniques Securisees – DIH

TREE: Tree Technology SA

Tx.x: Task

UC/IC: Union of Italian Chambers of Commerce / InfoCamere

UNE: Asociación Española de Normalización

WP: Work package (IMPULSE DoA)

1 Introduction

1.1 Reminder of the task

IMPULSE is carrying out a user-centric and multidisciplinary impact analysis on the integration of blockchain and AI for eID in public services. In order to assure a coordinated co-creative demand-driven approach in which the opinions from relevant organisations (even beyond participating partners) are taken into account in all phases, a Community of Stakeholders has been created. This community is thought as being open in order to allow its extension to any other interested parties during and beyond the lifespan of the project.

Given this scope and in the framework of WP7 (innovation and exploitation management, dissemination and communication), Task 7.4 addresses the notion of Community management, briefings and demonstrations for end users, DIHs and stakeholders.

This task is divided into two main categories of activity, both independent and complementary. The first is the creation, management and animation of a community of stakeholders gathered around the same theme of interest and ambition. The second is the demonstration of the project to these stakeholders at European, national and local events, with the aim of gathering essential feedback for the development, deployment and sustainability of the IMPULSE solution.

During the first period of the project, which is equivalent to the time span covered by this task (M1-M18), it is mainly the first category of activities that has been developed, as this period was primarily dedicated to setting up the project. Thus, the second part of this task will also address the second category of activities.

Within this task, and more generally for the whole project, TES is responsible for the engagement with the Community of Stakeholders through a set of interactive and appealing activities. Special attention to:

- Creating and maintaining a stakeholders' contact list, identifying the relevant stakeholders (including citizens, IT companies, citizens, associations, public servants, etc.) and public services.
- Coordinating engagement and liaison of stakeholders and public services during the different phases.
- Organising briefings and demonstrations of the project results (T7.4).
- Promoting the cooperation with other institutions (and related projects) as well as the scale-up and uptake of the IMPULSE solution by other public administrations.

1.2 Aim of the deliverable

This deliverable aims to present the activities carried out on stakeholders' engagement and community management, beyond the participating partners. This is a mid-term version and will be updated at the end of the project.

Specifically, this first version will attempt to detail IMPULSE's pathway for creating and managing engagement with its stakeholders in the context of the Open Community. The deliverable follows the general principles of community management, i.e. following the prerequisites for assessing the commitment, influence and impact of stakeholder participation in the project. The aim is to create an engagement strategy that is highly beneficial to both the project and its stakeholders.

1.3 Research questions

The following research questions were covered in activity 7.4:

- Who are the stakeholders taking part into the IMPULSE's Open Community?
- What kind of impact do they have on the project and vice-versa?
- What influence do stakeholders have on the project and vice-versa?
- What opportunities does the project offer them and what opportunities do they bring?
- What risks, related to stakeholder involvement, can the project face?
- How to categorise the stakeholders' engagement level?

- How can the project ensure an efficient level of engagement for all the stakeholders, all along the project duration?

1.4 Relation to the whole project

Goal 1: Specify the requirements, acceptance and impact on the use of eID technology from regulatory, technical, operational and societal standpoints through the engagement of stakeholders in a co-creative demand-driven research process, including pilots in 5 different countries.

- **SO1.1** – Evaluate operational aspects, acceptance, usability and inclusion, security and privacy protection (in line with goals 2 and 3) in real-life public services through 6 different case studies to address the identified critical challenges. KPI: Acceptance, accessibility and usability rates (>70%).
- **SO1.2** – Co-create a holistic and sustainable blockchain-based eID solution responding to the needs of multidisciplinary stakeholders based on the current status of research and technical standards through an agile approach for an efficient specification, implementation and validation. KPI: No. stakeholders involved (>100) and detailed requisites (D2.2).
- **SO1.4** – Test and validate the IMPULSE approach in 5 European countries (Spain, Bulgaria, Denmark, Iceland and Italy) with the support of DIHs and their innovation ecosystems for cross-region/field comparisons from diverse social, economic and cultural perspectives and further engagement of innovative IT suppliers. KPI: No. of trained users (>25), involved DIHs (>7); solution readiness by pilot (1 or 2) stage (>50% and >90).

Goal 3: Assess the socio-economic and policy impacts, both benefits and risks, for public administrations, public servants, citizens and other stakeholders, as well as define the mid- and long-term business models to assure sustainability of the disruptive eID management concepts in public services.

- **SO3.1** – Identify social and cultural factors driving adoption and acceptance of the eID solution for public services proposed in IMPULSE, including potential barriers to its adoption and its effects on dynamics of societal and/or economic inclusion and exclusion. Assess their impacts to develop appropriate response strategies. KPI: A set of ~3-5 scenario-specific factors driving adoption among different stakeholder groups, specified for each case-study pilot where the IMPULSE eID solution is implemented (D4.1).
- **SO3.2** – Analyse good practice and policies in related areas in pioneering countries based on SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis to derive recommendations for the practical implementation of IMPULSE in the future. KPI: SWOT analysis and recommendations in D4.3; blueprint for enhanced public governance and public engagement in D2.7.
- **SO3.3** – Analyse the economic advantages (in line with social and cultural factors) of the selected eID disruptive technologies for public services to facilitate their implementation in suitable areas. KPI: Estimates of potential efficiency improvements and changes in operating costs (impact on capital), and of effects on deployment and skill-set requirements for public servants (impacts on labour and knowledge).
- **SO3.4** – Develop and evaluate potential business models for a sustainable ecosystem, ensuring the practicability and transferability of IMPULSE to other comparable public services as a compliant and user-friendly blockchain-based eID solution to boost e-government initiatives. KPI: Business models in D4.4.

Goal 4: Evaluate the performance of the selected and promising disruptive technologies (AI-based biometrics and document verification techniques, blockchain and smart contracts) as part of the proposed holistic eID technology solution for public services.

Goal 5: Define clear, tangible and specific roadmaps for the introduction, adoption, escalation and long-term sustainability of the holistic eID framework, supporting public services at different levels.

- **SO5.2** – Build actionable roadmaps, aligned with DIH plans, defining pathways for a successful adoption of disruptive technologies benefitting eID on public services, considering the variety of stakeholders and particularities of potential fields of applications. KPI: “6+1” roadmaps in D6.3, analytical report in D6.4.

- **SO5.4** – Build a community to encourage the scale-up and adoption of the IMPULSE solution through the engagement of DIHs, which will be trained to support the implementation of the IMPULSE initiative locally, as well as new public administrations and service providers in general and other stakeholders relevant for the business ecosystem. KPI: No. of interested public administrations (>20) and innovative IT suppliers (>25) and trained DIHs (>10).

Goal 6: Foster the dissemination of results, knowledge and experiences as well as a close and effective communication with stakeholders, ensuring the sustainable exploitation of the outcomes with the involvement of relevant actors in the field of ICT and public services.

- **SO6.1** – Design and implement measures (e.g., website, social media accounts, collaboration with other research projects, etc.) to reach out to the identified audiences (Community of Stakeholders) and the society as a whole.
- **SO6.3** – Organise specific actions for a closer and more effective communication with target groups of stakeholders for standardisation, certification, policy-making, adoption and scalability, etc. purposes.
- **SO6.4** – Analyse and define specific market opportunities and accordingly design individual and joint exploitation strategies aligned with the particular interests of each partner or group of partners. KPI: Continuously updated exploitation plan in WP7 (D7.6 – 2 versions), no. business plans following (≥ 2) and extending the exploitation strategy.

1.5 Timeline

The task 7.4 began in February 2021 (M1) and will last until the end of the project (M36). This deliverable 7.11 (V1) takes place in the middle the project duration (M18), to provide an initial view of the project's progress in terms of stakeholder relations within the Open Community.

Considering this task, another deliverable 7.12 (V2) is expected to be produced at the end of the project (M36), in order to assess the evolution of stakeholder engagement in the project, particularly following participation in various events where the project will be presented.

1.6 Document architecture

This deliverable is divided into 5 parts:

- Part 1 is dedicated to the presentation of the IMPULSE stakeholders' engagement approach and the vision adopted by the project in terms of Open Community.
- Part 2 is focusing on the listing, mapping and assessment of the stakeholders expected to take part in this Open Community.
- Part 3 shows the preparation phase of the strategy to engage with the different stakeholders, especially regarding opportunities and risks involved.
- Part 4 addresses the concrete strategy for stakeholders' engagement in a typological manner.
- Part 5 highlights the action plan already undertaken with the activities devolved and/or connected to the task.

2 IMPULSE' stakeholders engagement approach

2.1 From the need for a stakeholder engagement strategy to its definition by the project

Project stakeholders are key actors who are able to impact on the success of a project and may have a legitimate interest into it. In this regard, a stakeholder is understood as being anyone (individual, group or organisation) who might be impacted by our project or has a business interest in how our project turns out¹. Furthermore, depending on the level of involvement desired and/or envisaged, some of those stakeholders could also be qualified as key project stakeholders as they not only have an interest in the project outcome but also have the power to influence it.

Identifying and managing their commitment is the key to successful project dissemination and impact. In order to ensure both the engagement and the management of this community, a stakeholder management plan (SMP) has been prepared. This means a plan that identifies project stakeholders, assess their participation, the strategies used to engage and communicate with them as well as to meet their requirements. This plan serves to give a picture as complete as possible of the stakeholders in a project.



Figure 1: Engagement Wheel.

2.1.1 Step 1: The engagement strategy

This step addresses the issue of the strategic vision of the project stakeholders. It originates from the fact that the different stakeholders are often heterogeneous in their logic, values, goals, capacity and power, as well as

¹ Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. *The Academy of Management Review*, 22(4), 853–886. <https://doi.org/10.2307/259247>

their field of activity, experience and interests. Indeed, it is hardly conceivable that the different stakeholders have similar views of the same project.

Establishing and proposing a common vision, even if only for the project, is an essential asset for stakeholder engagement. In the case of the IMPULSE project, this commitment is achieved through the vision of the IMPULSE Open Community (following Section 2.2).

2.1.2 Step 2: The stakeholder mapping

Once the engagement strategy has been determined, the next step is to carry out stakeholder mapping. This means listing the actors concerned by the project and analysing them in order to model and establish the appropriate level of communication with them according to their influence and interest in the project. This mapping is done in several steps through 1) listing the stakeholders in the project; 2) classifying them via a commitment matrix, assessing the levels of involvement and influence on the project; and finally 3) the actual mapping.

2.1.3 Step 3: The preparation

Once the mapping is complete, the preparation phase continues, this time to determine the opportunities but also the risks represented by and for the stakeholders regarding this engagement with the project. This helps to identify important project concepts that should be highlighted for the benefit of the stakeholders, but it also helps the project to identify points where it might be able to recover interesting data. Similarly, the risk assessment helps to highlight potential friction points for which it will be necessary to define ways of, if not eliminating them, at least limiting/mitigating them.

2.1.4 Step 4: The engagement

For the engagement part, this is understood to be the definition of the engagement strategy itself and not yet the act of engaging the process (Step 5). This phase includes the definition of the means of engaging with stakeholders, as well as the means of communication by translating the matrix engagement into a case-by-case strategy.

2.1.5 Step 5: The action plan

Finally, the action plan is the actual realisation of the strategy and the transition to the community management part. During this stage, the actions, activities and tasks to be carried out are developed. The main purpose of this stage is to translate the results and insights developed in the previous stages into action and communicate them to the stakeholders.

It is also important to note that this action plan, as well as the entire engagement wheel, is not a closed plan but a process. Indeed, in setting up this action plan, it is also important to take into consideration that it serves as a progress report to evaluate the means of commitment. Thus, the plan must be constantly evaluated during the course of the project in order to adapt to its evolution and that of the stakeholders.

2.2 Definition of the IMPULSE Open Community

When it comes to justifying the vision of the project as a whole, we can quote the text of the project and thus: IMPULSE's vision stands on the conviction that the enhancement of eID management in public services will only be successful through a user centric approach, where the technology aspects go hand-in-hand with the aforementioned societal values. This approach must be understood as a multidisciplinary environment – involving ICT professionals but also experts in Social Sciences and Humanities (e.g. Economics, Sociology, Law, Politics, etc.). Besides, to achieve meaningful impacts to gain acceptance and promote the adoption of disruptive eID concepts in public services, citizens, public administrations/servants and stakeholders (their opinions, needs, expectations and concerns) are considered at the core of IMPULSE, underpinned by the knowledge and expertise of Digital Innovation Hubs (DIHs).

From this paragraph clearly derives the desire to work together with a set of actors, whether during the upstream phase of the project, its implementation but also downstream to guarantee its impact and sustainability. The project has thus decided, by adopting its vision of a multidisciplinary environment, to form the Open Community.

From the Latin *communitas*, a community can be defined as a group of people united by common interests, habits, opinions or characteristics. In the framework of this project, the community is understood as the grouping of actors whose vocation is to jointly explore the notion of eID management for public services, with different backgrounds, in terms of expertise and reach. Furthermore, collaborative work, pooling and cooperation are the foundation of this community, enabling the various actors who make it up or will make it up to plan together and act towards a common goal.

This community is also thought as being open. That is to say that the opportunity is offered for anyone to join and contribute to the collaborative effort. This means that not only is this community de facto made up of the project's internal stakeholders, but also, out of a desire for openness, of other stakeholders who will help to collaboratively determine the direction and outcomes of the project.

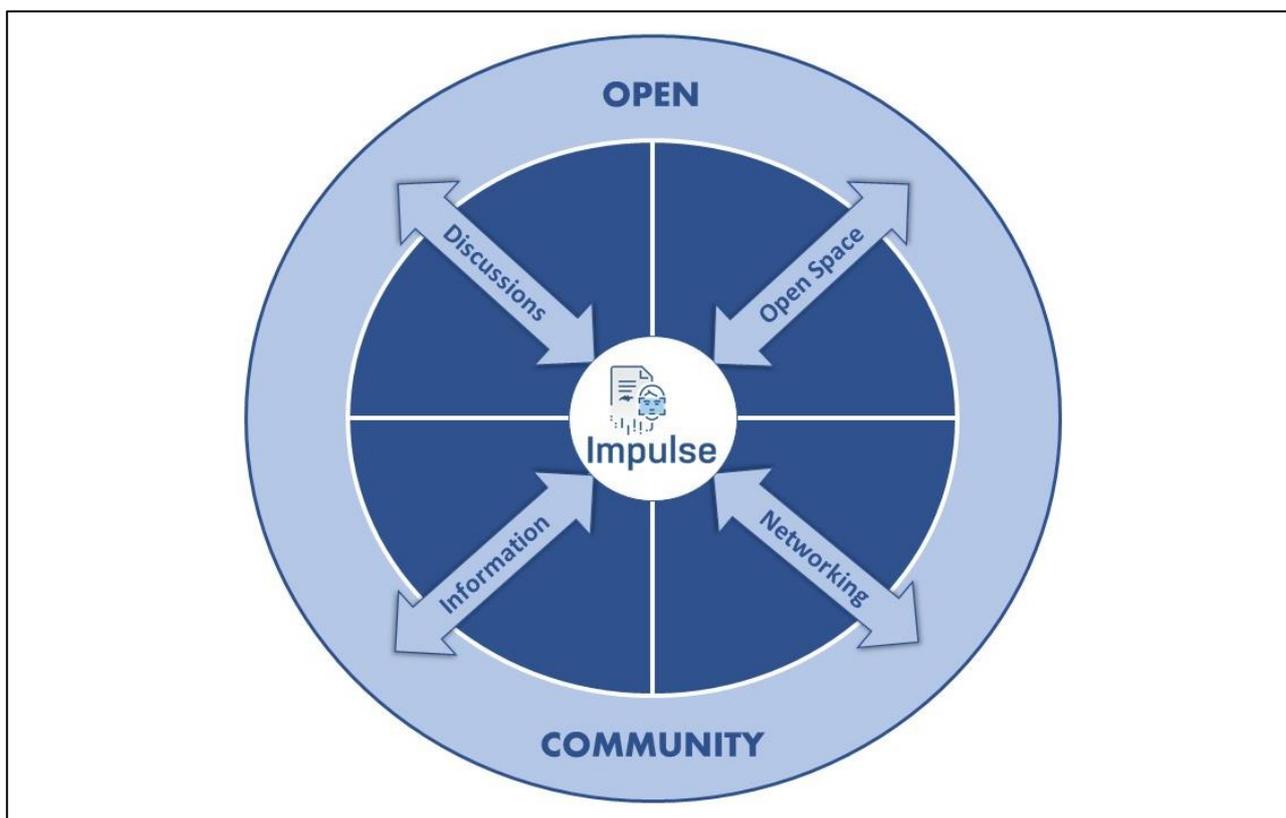


Figure 2: IMPULSE's vision of its Open Community

This goes hand in hand with an open innovation approach that follows a quadruple helix participation model of collaboration between cities and public bodies, industry and business, research and academia, and citizens and civil society.

Thus, the project will also be able to benefit from this opening to a wider community than the project team. Particularly in terms of visibility for example, first of all by benefiting from a first audience represented by all the stakeholders of the community, then by taking advantage of them in relation to the rest of the world, making the latter the vectors of dissemination. Projects will also benefit from the legitimacy of community members in their respective spheres and thus support the project's own legitimacy.

Of course the members of the community are not perceived only as a first audience for the project, they are above all actors of it. The fact that the project shares its results and progress with the members of this community also makes it possible to benefit from volunteers at times when the project needs more people (for example during the organization of the various workshops). But also, it represents a reservoir of people who, in the future, will be able to continue to carry the project and/or make it evolve beyond the borders in which it is currently thought.

Within this Open Community, IMPULSE plays the central role of animator / facilitator, that is to say Community Manager. A Community Manager is responsible for the engagement with the Community of Stakeholders through a set of interactive and appealing activities, that are designed to animate it, in addition to the activities of the project itself (i.e. the tasks within the work packages). We find activities such as:

- Information sharing, comparable to a "newsfeed" to share project news on a regular basis (e.g. via the website or newsletter).
- Networking, face-to-face or remotely, in large or small groups to promote exchanges and synergies (e.g., matchmaking meetings)
- Discussions on particular topics, more formal or just informal exchange (e.g., policy maker roundtable)
- A sharing space where project information can be found: work in progress (research, questionnaires, analyses, etc.) addressing internal stakeholders (see sub-section 3.1.1) or published results (e.g., project's roadmaps) addressing the general public.

3 Stakeholders mapping and assessment

3.1 Stakeholders identification and listing

During the preparation phase, and as indicated in the project action plan, stakeholders were clearly identified as relevant to the project. For the preparation of the stakeholder strategy, stakeholders were initially defined and listed in general categories and not individually. However, it should be noted that for the second part of this same deliverable (D7.12 due in M36), individual differentiation will be made.

This part will list all the key stakeholders and describe them in a sufficiently exhaustive way to facilitate their understanding for the rest of this deliverable. For the sake of logic, the stakeholders are categorised as follows: already included in the project (Sub-section 3.1.1), to be enrolled at the beginning and/or during the project as well as specific partners (Sub-section 3.1.2) and to be engaged during the lifecycle of the project (Sub-section 3.1.3). Furthermore, it is important to mention that each stakeholder can act in multiple or different roles throughout the project.

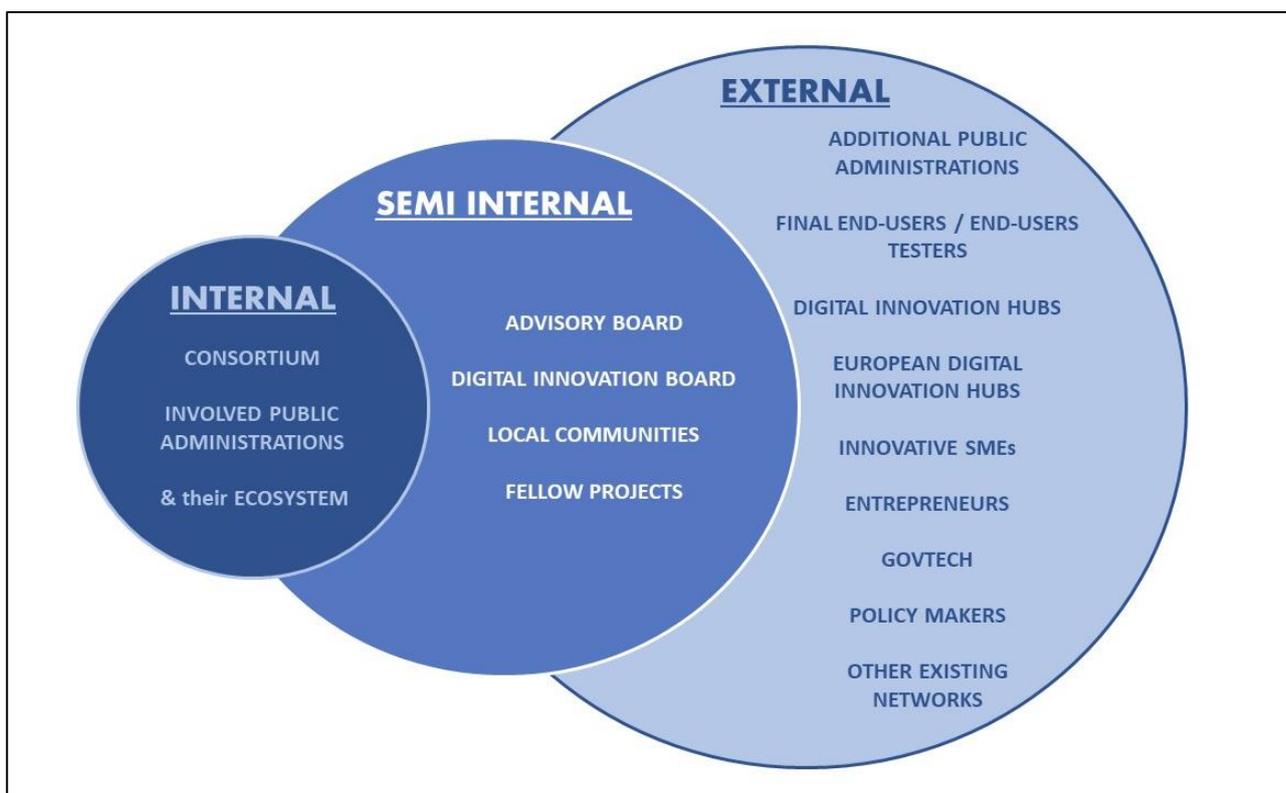


Figure 3: Stakeholders list.

3.1.1 Internal stakeholders – Stakeholders already involved in the project

By internal stakeholders it is meant those who are directly and actively involved in the project. These include all the partners in the consortium, and also the public administrations involved, as well as their associated networks.

3.1.1.1 IMPULSE consortium

A consortium is a group of two or more individuals, companies or governments working together to jointly carry out a common objective, this is the operative team. As mentioned in the project DoA, the consortium reflects the multidimensional approach set up for the project and thus enables holistic views, which will enrich the projects efforts, quality and outcomes. The bundling of diverse and interdisciplinary expertise and experience is an obvious strength of the project consortium.

The IMPULSE consortium has been built to fulfil the following criteria:

- Balanced participation with an adequate involvement of interested parties, covering all the roles needed to develop and validate the proposed approach, and an adequate level of manageability.
- Previous collaboration, commitment, flexibility and adaptability together with extensive experience in EU projects.
- Interdisciplinary team involving technical and non-technical experts and a wide range of specialists and experts in the latest technologies applied in the field of eID in public services.
- Great importance of socio-economic aspects.

Towards fostering the transfer of knowledge and exploitation of IMPULSE, a strong public-private partnership has been established among 16 partners from 9 EU countries including: 6 Public Administrations (ARH, ERTZ, GIJON, MOP, RVK, UC), 1 DIH (TES), 2 RTOs (GRAD, Fh ISI), 1 university (LUT), 4 SMEs (TREE, AEI, CEL, ALiCE), 1 large company (ICERT) and 1 standardisation body (DIN).

It should be noted that this stakeholder will not be further developed in the assessment part of this document. However, it is possible to refer to the assessment's findings on the project's public administrations if necessary for comparison.

3.1.1.2 Involved public administrations

Although fully part of the consortium as a whole, it is important to make a distinction for public administrations (PAs) since they also have the status of case studies:

- City of Aarhus (Denmark): NemID card retrieval from lockers
- Police Department of Ertzaintza (Spain): Online complaints service
- Gijon City Council (Spain): City public services app
- Municipality of Peshtera (Bulgaria): Civil registration and certification
- Union Camera & Info Camere (Italy): Enterprise digital drawer
- City of Reykjavik (Iceland): Better Reykjavik participatory democracy portal

These 6 public services from 5 different countries, involved as partners, provide a broad and rich EU context and serve as experimentation locations to test and evaluate the impacts of disruptive eID technology solution for public services.

3.1.1.3 Public administrations' network

When talking about PAs network, this refers to firstly the stakeholders identified in WP2 (see D2.1 "Stakeholders analysis and evaluation criteria"). This includes, but is not limited to, citizens/end-users, financial or political sponsors, regulators and policy makers, consultants and experts, software vendors and developers, among others. This ensemble ensures that the various players in the territorial ecosystem are representative. Each one, through its own knowledge, is relevant to the case study to which it is associated and to the project as a whole, since it offers a different point of view as well as a societal representativeness. These aspects allow the case studies to gather constructive feedback in big pictures to carry out the experiments.

More specifically, a description of the connections that have already been made between the pilot cases and some external actors can be found in deliverable D6.1 ("Community building around DIHs"). These 6 descriptions stem from the work of the pilot cases linked to the two-stage strategy for the creation of these local communities (see D6.1).

Due to the heterogeneity of the ecosystem of the case studies as well as the references to them in several project deliverables, the presentation of each of the stakeholders will not be reproduced (see D2.1 on "Stakeholders analysis and evaluation criteria", as well as D6.1 on "Community building around DIHs"). However, each of the pilot cases was willing to list and define their ecosystem and the actions taken to address it in more detail. This assessment can be found in the sub-section 6.1.2 of this document.

3.1.2 Semi-internal stakeholders – Stakeholders enrolled during the project

A distinction is also made at mid-level of involvement for semi-internal stakeholders. These are the various partners or groups of interests who support the project but are not fully part of the consortium. This is the case of the Advisory Board, the Digital Innovation Board, the Communities (in the sense of WP6) and the fellow projects financed and running at the same time as IMPULSE in the framework of the EU programme DT-TRANSFORMATIONS-02-2020.

3.1.2.1 Advisory Board (AB)

The Advisory Board (AB) consists of international experts with proved experience in the different fields addressed in IMPULSE. Their function within the project is to give advice and complement partners' expertise on specific topics areas. The AB is currently made up of the following members:

- Danube Tech (Austria)
- Data Competence Center for Cities and Regions – DKSR (Germany)
- University of Amsterdam (The Netherlands)
- University of Torino (Italy)

Regarding its involvement, the latter is done via the following process: some deliverables are shared with the members of the AB in advance to get feedback. The experts provide their suggestions in a written report. On the occasion of the F2F meeting held in Vigo, Spain, on 16-17 March 2022, a live online debriefing was also held, allowing the whole consortium to discuss the actions taken live and gather valuable discussion and feedback. Additionally the AB experts were asked to provide a brief CV to be included on IMPULSE website, serving also as promotional material of the project collaboration.

3.1.2.2 Digital Innovation Board (DIB)

The Digital Innovation Board consists of representatives from supporting DIHs with specific technical expertise and other DIHs, clusters, and networks that may join them over the course of the implementation. The main objective of the DIB is to be involved in the design, development and validation process and participate in the roadmap definition and exploitation plans mainly to:

- Support experimentation,
- attract innovative technology suppliers,
- build bridges among public administrations and technological companies.

After obtaining the final consent of each of the DIHs contacted and the signing of the consent form, the Digital Innovation Board with its first members was formalised. This constitution was made official during a first meeting of all its members. The latter being DIH Ost (Austria), Sofia Tech Park (Bulgaria), the Basque Digital Innovation Hub (Spain) and DIH Industry/TECOS (Slovenia). For more details on the DIB, please refer to the deliverable 6.1.

3.1.2.3 Local communities

In the sense of the project, the communities are a grouping of at least one pilot case and one DIH (member of the DIB or not). The aim of these communities is to further validate the outputs of the pilot experimentations in connection with WP2, and foster the adaptation, adoption and further development of the IMPULSE solution for and in new contexts, as well as foster the innovation of new products, services and technology solutions that could be built on top of the IMPULSE solution, in connection with WP4, 5 and 6.

Currently three communities have been developed that are respectively:

- Ertzaintza and the Basque DIH (Spain)
- Peshtera and Sofia Tech Park (Bulgaria)
- Aarhus and Digital Lead (Denmark)

So far, only one meeting has been conducted by each of the couples, but positive prospects for collaboration have already emerged. This has been developed in WP6 (specifically in D6.1).

3.1.2.4 Fellow projects

As well as IMPULSE, other projects have been funded under the same EU programme to support the digital transformation DT-TRANSFORMATION-02, these are:

- CO3 “Digital Disruptive Technologies to Co-create, Co-produce and Co-manage Open Public Services along with Citizens”
- HECAT “Disruptive Technologies Supporting Labour market Decision Making”
- ETAPAS “Ethical Technology Adoption in Public Administration Services”
- NLAB4CIT “Network of laboratories for civic technology co-production”
- QualiChain “Decentralised Qualifications’ Verification and Management for Learner Empowerment, Education Reengineering and Public Sector Transformation”
- TOKEN “Transformative impact of distributed technologies in public services”

With them, clustering activities are planned, especially with the aim to support close cross-project cooperation and joint dissemination/communication strategies with other projects. This is because, although different in scope, the themes are complementary and this is reflected in the activities performed and the results to be achieved. By collaborating, this undeniably allows for the sharing of good practices and the exchange of knowledge. With further collaboration, prospects for inter-project collaborations may arise. This includes participation in each other's webinars and presentations, relaying project information, and co-organising activities, an example of which can be found in the sub-section 6.1.2.

3.1.3 External stakeholders – Stakeholders to be engaged in the project

External Stakeholders are individuals or groups outside a business or project, but who can affect or be affected by the business or project. In the context of IMPULSE, those stakeholders are any additional public administrations, end-users, Digital Innovation Hubs (DIHs) as well as European Digital Innovation Hubs (EDIHs), innovative SMEs, entrepreneurs, GovTech, policy makers and other established networks.

3.1.3.1 Additional public administrations

Public administrations are defined as all institutional units whose main function is to produce non-market goods and services or to carry out operations of redistribution of national income and wealth and whose resources come mainly from compulsory contributions, as defined by INSEE².

Logically, the so-called additional public administrations are those that would be involved in the project in addition to the studies. This would give the project an even broader and richer perspective of the EUs public context. This participation would take the form of workshops (specifically designed for them or with other actors) during which they could share their own needs in terms of digital services linked to eID, the areas in which this could be developed, or even explore economic impacts and benefits derived from the modernisation and optimisation of public service provision.

By participating, these public administrations could also gain new ideas and perspectives for implementing a solution such as IMPULSE in the territory and also be a vector of change for the benefit of their constituents.

3.1.3.2 End-users / -testers

Mainly in the field of information technology, the term "end-user" is used to refer to the person for whom a hardware or software product is designed, and is also used to distinguish it from the consumer. In the case of the IMPULSE project itself, a distinction is made between the end-user tester and the end-user. The tester is the one who will have access to the first versions of the IMPULSE solution, who will be involved in the testing phases (first and second iterations) and is therefore part of a defined group. The second mentioned user is the end-user, in the sense of the final user of the solution. We are referring to the ultimate consumer understood more broadly, in a more abstract way, for whom the final solution is designed and who may not be aware of

² Définition - Administrations publiques / Secteurs des APU / Secteurs des APU | Insee. (2021, January 27). <https://www.insee.fr/fr/metadonnees/definition/c1244>. <https://www.insee.fr/fr/metadonnees/definition/c1244>

the entire process extract from the project. In the sense of this evaluation, the final end-users are equal to the general public.

3.1.3.3 Digital Innovation Hubs / European Digital Innovation Hubs

A Digital Innovation Hub (DIH) is a multi-partner regional cooperation, including organisations such as Research and Technology Organisations (RTOs), universities, industry associations, chambers of commerce, incubators/accelerators, or regional development agencies. Therefore, it can be considered that DIHs act as one-stop-shops to help companies and administrations become more effective in their business/production processes, products or service provision through digital technologies. To do this, they provide access to the latest knowledge, expertise and technologies to help their members test, pilot and experiment with digital innovations.

In line with European digital policies and the Digital Europe Programme, DIHs also had the opportunity to become European Digital Innovation Hubs (EDIHs), meaning that they maintain their local anchor, while having a more European recognition and expansion.

It is planned to get in touch with them – also with the EDIH candidates that got Seal of Excellence (SoE) in evaluation) – in the second part of the project since they were not already officialised in the first part. Emphasis will be naturally those EDIHs that also focus on public services.

3.1.3.4 Innovative SMEs

SME stands for small and medium-sized enterprise as defined in European Union law³. The main factors that determine whether a company is an SME are:

- number of employees,
- economic activity and
- revenue or balance sheet total.

To be labelled as innovative, a SMEs should have the ambition to collaborate on R&D and innovation with foreign partners to develop new products, processes and services for European and global markets.

3.1.3.5 Entrepreneurs in the private sector

An entrepreneur is a person who is involved in a sector of activity and who is behind the creation of an economic activity, for which he or she assumes full responsibility and who is not subject to a subordinate relationship. Several elements characterise an entrepreneur, such as a strong involvement in his/her project as well as a significant material and/or moral investment.

3.1.3.6 GovTech

A fusion of the two words "technology" and "government", GovTechs are start-ups/technology companies whose clients include at least one public player. They use new technologies to innovate and serve the government and therefore the public domain to improve public action and create the public services of tomorrow.

3.1.3.7 Policy Makers

Policy-makers are individuals responsible for or involved in formulating policies. In that sense, a policy is not a law; it is more like a plan of action / recommendations to others. They operate at some level of government or decision-making institution, including but not limited to international organisations, non-governmental agencies or professional associations. The role of the policy maker is to gather information through research and consultation, to analyse and extract from the information, a policy or a set of policies, which serve to highlight what is the preferred way of procedure.

³ EUR-Lex - 32003H0361 - EN - EUR-Lex. (2003, May 6). <https://eur-lex.europa.eu/legal-content/en/txt/?uri=CELEX:32003H0361>.

3.1.3.8 Other existing networks

Within the framework of the IMPULSE project, contacts have been made with other established networks. These networks operate in different spheres which are the components of the project. These include:

- DIH-World – a Horizon 2020 project co-funded, which aim is to harmonise and widen the landscape of European DIHs across all of Europe to address the “digital innovation hubs divide”. This collaboration started with TES and then expanded to IMPULSE. In particular, the project was presented at a meeting of the DIH Board on 14 September 2021, in front of at least thirty participating DIHs. IMPULSE, represented by TES, has been invited to join the DIH-World Steering Committee alongside with three other members. This collaboration with other fellow projects, that has been formalised on December 2021, will allow IMPULSE to identify and exploit synergies and avoid duplication of activities with the view of enhancing the impact of its actions.
- European Network of Living Labs (ENoLL) – IMPULSE applied to organise a workshop during the Open Living Lab Days (Sept. 2022), which unfortunately was not selected. However, a first contact has been made and further collaboration will be done in the framework of the specific ENoLL Working Group to which IMPULSE has been invited. This network will allow us to address the issue of the involvement of all stakeholders in the project, in the manner of living labs.
- Within the identification and assessment of standards relevant for IMPULSE, standardization technical committees on national, European and international have been identified. More than 15 standardization committees have a relation to the project, of which on international level ISO/TC 307 ‘Blockchain and distributed ledger technologies’ and ISO/IEC JTC1 ‘Information Technology’, on European level CEN/CLC JTC 19 ‘Blockchain and distributed ledger technologies’ and on national level CTN 71/SC 307 - ‘Blockchain and distributed ledger technologies’ (Spain) may the most relevant ones. Within these committees a variety of organizations are involved, of which expertise IMPULSE can benefit from and to which the projects’ solutions can be shared for feedback and potential uptake in standardization. Interacting with these stakeholders is therefore crucial for the project from the very beginning. So far a liaison (partnership agreement) with the Spanish standardization committee SC 307 has been established in March 2022 via the project partner GRAD, as there a standard has been developed that is highly relevant for IMPULSE. GRAD participates at the national meetings and ensures the exchange about IMPULSE with this standardization committees. The project partner DIN organizes regularly updates with the standardization committees of Germany and will gather feedback from them for the project and invite them to project activities as appropriate.

3.2 Assessment

Once the list of stakeholders has been drawn up, it is a matter of making an evaluation. In the first instance, this evaluation serves to take stock of the current situation at the beginning of the project (M1), in this case also at mid-term (M18). It allows defining the expectations and perspectives for the project and its stakeholders and thus envisaging the way to reach them by also setting up the activities for that. In a second phase, at the end of the project (M36), it allows evaluating the progress made and seeing if the goals have been reached.

3.2.1 Stakeholders classification – Engagement matrix

The stakeholder engagement matrix is the transcription of the current (C) and desired (D) levels of engagement by the project of each individual stakeholder, as well as for some a potential (P) level.

C	Current engagement level
D	Desired engagement level
C/D	When the current and desired levels are the same
P	Potential additional level to take into consideration

It provides a baseline at the beginning of the project and invites regular assessment of its evolution during the project and a report at the end. Underlying this, it also gives an initial idea of the efforts that will be needed to

ensure stakeholder engagement. The level of commitment is divided into five categories, from the lowest to the highest:

Unaware	U	Unaware of project and potential impacts
Resistant	R	Aware of project and potential impacts and resistant to change
Neutral	N	Aware of project yet neither supportive nor resistant to change
Supportive	S	Aware of project and potential impacts and supportive to change
Leading	L	Aware of project and potential impacts and actively engaged in ensuring project success

Table 1: Stakeholders classification (Current vs. Desired)

Stakeholder	U	R	N	S	L	Comments
IMPULSE PAs					C/D	Current and desired at the same level on LEADING , since they are part of the consortium. Yet, a focus on: maintaining regular contact and exchange to ensure the co-creation process.
PAs ecosystem				C/D		Currently considered as SUPPORTIVE since they have already agreed to collaborate / provide feedback, hence the desired level remains as the current. It can be mentioned that others may join the project later on (see sub-section 6.1.2 on PAs ecosystem).
End-users testers			C	D		As for now, they are considered as NEUTRAL since even if some of them have been informed, no activity has been performed yet. However, we can expect a level equal as SUPPORTIVE (as they will provide valuable feedback during the various IMPULSE activities in which their participation is planned).
Final end-users	C	P		D		Currently, they remain UNAWARE since the solution has not been broadly promoted yet. This category is not easy to assess either since it is heterogeneous in terms of for example level of knowledge and/or interest in a solution as envisaged by the project. One can think about potential foreseen it as RESISTANT , to consider how to limit this risk.
Advisory Board				C/D		It is considered as already SUPPORTIVE since its members have agreed to be part of it and will remain at this level, since its function is to provide advice and feedback on the project.
Digital Innovation Board				C	D	It is considered as SUPPORTIVE for the moment because its members have agreed to be part of it and have already shown a great interest in the project (and its further applications). But the desired level is on LEADING as they are expected to actively collaborate with the consortium (e.g., pilot cases) and possibly deploy the experimentation on their territory (see paragraph 3.1.2.2).
Local Communities				C	D	They are considered as SUPPORTIVE for the moment because interest has been showed for this type of collaboration from both sides. The desired level is LEADING since the communities' members are expected to closely collaborate on various task, e.g., pilot experimentations (see paragraph 3.1.2.3).
Additional PAs (already aware)			C		D	Additional PAs have been approached in different events and/or specific presentations for them have been done. Yet, the current level in on NEUTRAL as even if they have already shown some interest, they are waiting for the first results / workshops where they can participate, so considered them as already SUPPORTIVE would perhaps be too



Stakeholder	U	R	N	S	L	Comments
						great an assumption. However, the desired level is LEADING as they are expected to be able to take over the project on their territory.
Additional Pas	C	P		D		Currently they are UNAWARE since they will be approached during the second part of the project (e.g., through briefings and demonstrations), they are then expected to be SUPPORTIVE of the project. However, one might take into consideration that they potentially could be RESISTANT , both in terms of how to approach them as well as for the roadmaps writing in WP6.
DIHs (already aware of the project)				C	D	Currently they are SUPPORTIVE since high interest has been expressed by those contacted and with which meeting were held as they see the potential of the whole or part of the project for themselves or their members. The desired level is of LEADING if they also want to experiment on their own territory.
DIHs	C			P	D	Since no contact has been done, they are UNAWARE , but they are expected to be, if not LEADING at least SUPPORTIVE .
EDIHs	C			D	P	Currently, since no contact has been done, they are UNAWARE , but they are expected to be SUPPORTIVE of the project and depending on their interest and availability, potentially LEADING .
GovTech	C			D		For the majority they are currently UNAWARE but they are expected to be SUPPORTIVE in the second part of the project as the latter needs their private-public collaboration expertise for further IMPULSE development.
Innovative SMEs	C			D		For the majority they are currently UNAWARE but they are expected to be SUPPORTIVE in the second part of the project as the latter needs their private sector knowledge and expertise for further IMPULSE development / deployment.
Entrepreneurs in private sector	C			D		For the majority they are currently UNAWARE but they are expected to be SUPPORTIVE in the second part of the project as the latter needs their private sector and market knowledge and expertise for further IMPULSE development / deployment.

Stakeholder	U	R	N	S	L	Comments
Policy makers		P		C/D		They are currently considered as SUPPORTIVE because some of those who were approached provided really useful insights. Logically, that level should remain the same. However, the idea of having them RESISTANT should be taken into consideration.
Other established networks			C	D		Connections have already been made with some relevant network. However no significative action has been taken from both side, so the current level is NEUTRAL . Interesting perspectives have been expressed (IMPULSE information sharing throughout their networks, presentations, networking, etc.) so the desired level is logically SUPPORTIVE .
Fellow projects			C	D		As for the majority, the current level can be considered as NEUTRAL since all the projects were financed together on the same topic. It is expected to have a minimum level of SUPPORTIVE for the rest of the respective projects as cross-project meeting as well as co-organised workshop (possibly led by IMPULSE) are being planned.

Logically, as can be seen, internal stakeholders have a level of engagement that is already advanced, with at least a supportive level at the time of finalisation of this deliverable (M18). Also, mainly, the desired level of engagement remains the same as the current. However it could be envisaged that from time to time certain members of the public administration ecosystems involved could take the lead.

Conversely, the majority of external stakeholders have a low level of commitment since they remain, at least if we take into account the beginning of the project, totally unaware of it. Of course, this has already changed somewhat as a result of the activities undertaken by the consortium, hence the consideration for the “already involved” actors. Similarly, the desired level of engagement is that of at least supporter of the project.

Finally, three categories of stakeholders are indicated as potentially (P) resistant (R) to change once informed of the project. These are the final end-users (i.e., general public), the additional public administrations and the policy makers. For the first category, it is possible to think that the prospect of change is more complicated to imagine, notably in the fear of adding an additional constraint to actions that are easy to carry out. The contribution of WP4 (“Socio-economic/political impact analysis”) will bring more insights into this issue in the second part of the project. For the category of additional public administrations, similarly, the change in processes may be a brake on the interest in experimenting, particularly by considering the heaviness of the process rather than its ease. The piloting phase as well as the research to be conducted beginning with M19 are expected to draw some light both on the frigidity of PA governmental structures and the potentials to enhance their engagement. Finally, for the last category of policy makers, it may be the vision of the difficulty of passing a new policy that will be considered. These points should be taken into consideration and lead to a particular attention, as it is explained in the risk assessment, developed in the section 4.2 of this document.

3.2.2 Stakeholders implication and influence over the project

Concomitantly, the possible interest of the stakeholders, the impact that the project could have on them, but also, conversely, the influence that they could have on the project, must be defined. This assessment is done by indicating the level for each of the categories, from low to high. Again, the analysis was done between the current period (M1-M18) and the desired level for the second period of the project, again in view of the analysis at the end of the project.

High	Significant involvement in all or most parts of the project
Medium	Implication which can vary from less to more depending on activities
Low	Little or no implication
*	Not foreseen, since it is not the ultimate goal / planned perspective, but possible
<u>level</u>	To keep the expectation at a reachable level



Table 2: Stakeholders implication over the project

Stakeholder	Interest for the project (Project expectation)	Impact of the project on them (Project expectation)	Influence over the project (Project expectation)	Interest for the project (M1-M18)	Impact of the project on them (M1-M18)	Influence over the project (M1-M18)	Comments
IMPULSE PAs (i.e., case studies)	High	High	High	High	High	High	Logically both current assessment and expected are the same, reflecting a general high level since they are essential parts of the project. However, it is important to ensure that interest and implication will remain the same throughout the project and/or equally for all pilot cases.
PAs ecosystem	High	High	High	Medium	Low	Medium	As for now, interest has been showed as they are aware of the project and its activities, but since little activity inducing an impact has been performed the level of interest is logically medium and the impact on the PA ecosystem remains low. However, as they have participated in the questionnaire of WP2 (D2.1), they already had a medium influence. For the second part of the project, all levels should be high.
End-users testers	High	Medium	High	Low	Low	Low	Some might have been informed by the experimentations planned but not the majority, hence the current levels remain low. But is expected a high influence over the project (via their feedback for example). Yet the level of impact on them directly, as considered only as tester remains quite medium (they might find an interest and start to think about the use of eID).
Final end-users	Medium	High	High	Low	Low	Low	They have not been informed massively on the project, so all three levels are low. But, despite a potential medium interest, there is a hope for a high impact on them in mid-/long terms with the solution as developed by IMPULSE and one can expect a high influence over it since their acceptance of the solution would also define its relevancy.
Advisory Board	High	Medium *	High	High	Medium	Medium	High interest can be considered since the members have accepted, on a voluntary basis, to participate in the project, yet the influence remains medium as only few actions has been done until M18. Nevertheless, more actions involving them are planned, hence the high level of influence.

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101004459



Stakeholder	Interest for the project (Project expectation)	Impact of the project on them (Project expectation)	Influence over the project (Project expectation)	Interest for the project (M1-M18)	Impact of the project on them (M1-M18)	Influence over the project (M1-M18)	Comments
Digital Innovation Board	High	Medium *	High	High	Medium	Medium	High interest can be considered since the members have accepted, on a voluntary basis, to participate in the project, yet the influence remains medium as only few actions has been done until M18. Nevertheless, more actions are planned, involving them, hence the high level of influence.
Local Communities	High	High	High	Medium	Low	Medium	Positive interest has been expressed and for the moment only matchmaking meetings between a pilot and its affiliate DIH have been conducted, but good perspectives are underway so the level of influence is medium. For the next period, all categories should reach a high level.
Additional PAs (already aware)	High	High	High	Medium	Low	Low	The current level of interest is on medium since some of the contacted PAs have expressed an interest for the project outputs and see also opportunities locally. However since no activity has been jointly performed, they wait to see which implications would have IMPULSE on them, which also explains the current low level of impact and influence. Higher levels are expected for all categories during the second part of the project since first result will be shared.
Additional Pas	<u>Medium</u>	High	<u>Medium</u>	Low	Low	Low	Since they are unaware (see previous table in sub-section 3.2.1) current levels are low. In terms of expectations, at least a medium interest for the project is foreseen, taking into account the potential for resistance and also to keep it at a reachable level. It is the same for the influence over the project, but one could expect "enthusiasm" over the solution.
DIHs (already aware of the project)	High	Medium	High	High	Low	Low	For those contacted, despite a few number of meetings yet, a clear interest for the project and its deployment. As for the second part of the project, a high level of influence over it is expected since they activities where their participation and expertise are planned. Also, as ultimately they are not fully

Stakeholder	Interest for the project (Project expectation)	Impact of the project on them (Project expectation)	Influence over the project (Project expectation)	Interest for the project (M1-M18)	Impact of the project on them (M1-M18)	Influence over the project (M1-M18)	Comments
							considered as end-users but more like transformation vector, the level of impact of the project on them remains medium.
DIHs	High	Medium	High	Low	Low	Low	Since no contact action has been done yet, the current levels are low. As for the second part of the project, a high level of influence over it is expected since they activities where their participation and expertise are planned. Also, as ultimately they are not fully considered as end-users but like transformation vector, the level project impact on them remains medium.
EDIHs	High	Medium	<u>Medium</u>	Low	Low	Low	Since no contact action has been done yet, the current levels are low. As for the second part of the project, a high level of influence over it is expected since they activities where their participation and expertise are planned. Also, as ultimately they are not fully considered as end-users but more like transformation vector, the level of impact of the project on them remains medium. The medium level for influence over the project comes from schedule consideration as potentially they are busy with the officialisation of their EDIH status and may focus, for their first months of existence on their own internal activities.
GovTech	<u>Low</u>	Low	Medium	Low	Low	Low	They are unaware for the majority, hence the current low levels. For the second part, the levels remain low in terms of interest and impact on them, since IMPULSE is a research and innovation action project and the developed solution is not expected to go on market. But one could expect implication over the project (via advice and feedback on results), as well as interest for effective further development (IMPULSE n°2).
Innovative SMEs	<u>Low</u>	Low	Medium	Low	Low	Low	They are unaware for the majority, hence the current low levels. For the second part, the levels remain low in terms of interest and impact on them, since IMPULSE is a research and innovation action project and the developed

Stakeholder	Interest for the project (Project expectation)	Impact of the project on them (Project expectation)	Influence over the project (Project expectation)	Interest for the project (M1-M18)	Impact of the project on them (M1-M18)	Influence over the project (M1-M18)	Comments
							solution is not expected to go on market. But one could expect implication over the project (via advice and feedback on results), as well as interest for effective further development (IMPULSE n°2).
Entrepreneurs in private sector	<u>Low</u>	Low	Medium	Low	Low	Low	They are unaware for the majority, hence the current low levels. For the second part, the levels remain low in terms of interest and impact on them, since IMPULSE is a research and innovation action project and the developed solution is not expected to go on market. But one could expect implication over the project (via advice and feedback on results), as well as interest for effective further development (IMPULSE n°2).
Policy makers	High	Medium	High	Medium	Low	Medium	The first contacts were difficult, but at the policy round table (the event they attended) there was good interaction, but afterwards there was no further contact, hence the moderate level of interest on the project as well as the impact of IMPULSE on them. Higher levels of interest and impact are expected in the second period when concrete results will be made available. So far the influence has been low, even though the preparation phase (circulating the questions among partners, etc) and also the writing of the D3.5 probably contributed to bringing to the surface many interesting points.
Other established networks	<u>Medium</u>	Low	Medium	Medium	Low	Low	Those contacted have showed interest in the project, but more opportunities will come later this year (2022) and next one, hence the current medium impact. Also, the impact would remain the same since they are not foreseen as end-users but more as information broker.
Fellow projects	High	Medium	Medium	Medium	Low	Low	An interest from medium to high, following results delivery, is quite logical as the projects stem from the same funding topic and knowledge sharing is expected. For the moment few activities have been jointly performed (hence

Stakeholder	Interest for the project (Project expectation)	Impact of the project on them (Project expectation)	Influence over the project (Project expectation)	Interest for the project (M1-M18)	Impact of the project on them (M1-M18)	Influence over the project (M1-M18)	Comments
							the low impact and influence levels), but they are expected to go higher since e.g., co-organised workshops or events are planned.

It can be seen that this assessment reflects the results of the engagement matrix. Namely, for external stakeholders the levels of interest, impact and influence are necessarily considered low as most of the mentioned stakeholder are not aware of the project. The first half of the project served to lay the theoretical foundations of the project and to prepare for the experimental phase. Even if the basic theoretical knowledge is very exciting, it is still not tangible enough for the broad interest community as well as for applied fields. Higher levels of interest and impact are expected in the second period when concrete results of IMPULSE will be made available after the piloting phases and through different dissemination event.

In addition, certain levels expected for the project as a whole have been deliberately defined as medium, in order to ensure that they are achieved, but also out of concern for the quality of collaborations rather than quantity, at least for close collaborations.

3.2.3 Stakeholders mapping

The stakeholder mapping allows determining who the stakeholders are in terms of how much engagement, communication and consideration they would need and thus to see where the focus could be the most impactful. This mapping is done using the results extracted from the previous table, precisely in that case by using the interest/influence rate for the whole project (M1-M36).

Table 3: Stakeholders mapping - based on interest and influence

Stakeholders mapping		
HIGH INTEREST LOW INFLUENCE	HIGH INTEREST MEDIUM INFLUENCE	HIGH INTEREST HIGH INFLUENCE
	EDIHs	IMPULSE PAs
	Fellow projects	PAs Ecosystem
		End-users testers
		Advisory Board
		Digital Innovation Board
		Additional PAs (already aware)
		DIHs (already aware)
		DIHs
		Policy Maker
MEDIUM INTEREST LOW INFLUENCE	MEDIUM INTEREST MEDIUM INFLUENCE	MEDIUM INTEREST HIGH INFLUENCE
	Additional PAs	Final end-users
	Other established networks	
LOW INTEREST LOW INFLUENCE	LOW INTEREST MEDIUM INFLUENCE	LOW INTEREST HIGH INFLUENCE
	GovTech	
	Innovative SMEs	
	Entrepreneurs in private sector	

The aim of the stakeholder map is not necessarily to have an exact and unchanging map, but to understand the internal vision and to identify the driving or blocking actors around the project, in order to anticipate actions.



It will also allow, in the development phase of collaboration and communication, to define the means and levels for this (developed in Part 5).

4 Preparation of the strategy

In the preparation phase, it is a question of defining the opportunities, but also the risks, involved in this community collaboration, which will help to create value but also to target the areas where a particular focus should be given.

4.1 Identification of opportunities

In line with the stakeholder analysis, an opportunity analysis is also important. It helps to define and gauge the particular interests of each stakeholder, so that, for example, interactions can be targeted, communication can be more specific, but also similarities can be identified and possible collaborations between stakeholders can be initiated.

From the point of view of opportunity definition, two levels can be addressed. The first is to consider both the project itself and its results as an opportunity (mainly for external actors and at the end of the chain). The second level is more concerned with the distinct components of the project, such as the work on technologies or the different research carried out (more for internal actors or those with greater power of influence).

The transcription of this opportunity identification is done by considering what is important in the project for the stakeholder but also how the stakeholder can contribute to the project so that the opportunities are bilateral / multilateral.

Table 4: Opportunities assessment

Stakeholder	What is important in the project for the stakeholder?	How could the stakeholder contribute to the project?
IMPULSE PAs (i.e., case studies)	Get access to a new technology through scientific and research support, experiment and lead public service transformation.	Provide the environment and possibility to experiment the solution in real-life conditions.
PAs ecosystem	Get access to a new technology and participate in experimentation.	Participate in the experimentations and provide valuable feedback.
End-users testers	Possibility to experiment a new solution to ease one they already have / bring new one.	Provide feedbacks during the testing process (first and second round of pilots).
Final end-users	Understand the solution in a simple way and/or have access to a non-binding solution.	Provide feedback and recommendations after presentations (e.g. at events after demonstrations, briefings, etc.).
Advisory Board	Access to project research and progress as well as networking opportunities.	(Re-)orientate the project through their suggestions and recommendations.
Digital Innovation Board	Access to project research and progress as well as networking opportunities.	(Re-)orientate the project through their suggestions and recommendations (especially during pilot experiments when acting as expert testers).
Communities	Participate in the experiments in a close way and create synergies with the case study and the local DIH network.	Further validate the outputs of the pilot experimentations, develop the IMPULSE solution for and in new contexts and the innovation of new products, services and technology solutions that could be built on top of the IMPULSE solution.

Stakeholder	What is important in the project for the stakeholder?	How could the stakeholder contribute to the project?
Additional PAs (already aware)	Have a proposal for a turnkey solution that facilitates their process and is easily implemented.	Provide additional feedback and recommendations after workshop and presentations (e.g. at events after demonstrations, briefings, etc.), as well as be a change agent by experiencing the IMPULSE(-like) solution.
Additional PAs	Have a proposal for a turnkey solution that facilitates their process and is easily implemented.	Provide additional feedback and recommendations after workshop and presentations (e.g. at events after demonstrations, briefings, etc.), as well as be a change agent by experiencing the IMPULSE(-like) solution.
DIHs (already aware of the project)	Gain added value from participating on a voluntary basis, e.g. access to the results of the project and being able to transcribe them to their territory, networking with the consortium and other members of the open community.	Test and validate the IMPULSE approach during piloting test phases (in WP2), participate in thematic workshops (e.g., WP6 to define new services where IMPULSE(-like) solution could be deployed), map relevant local stakeholders (PAs / tech provider) to launch experiments, participate in / (co-)organise dissemination activities.
DIHs	Gain added value from participating on a voluntary basis, e.g. access to the results of the project and being able to transcribe them to their territory, networking with the consortium and other members of the open community.	Test and validate the IMPULSE approach during piloting test phases (in WP2), participate in thematic workshops (e.g., WP6 to define new services where IMPULSE(-like) solution could be deployed), map relevant local stakeholders (PAs / tech provider) to launch experiments, participate in / (co-)organise dissemination activities.
EDIHs	Gain added value from participating on a voluntary basis, e.g. access to the results of the project and being able to transcribe them to their territory, networking with the consortium and other members of the open community.	Test and validate the IMPULSE approach during piloting test phases (in WP2), participate in thematic workshops (e.g., WP6 to define new services where IMPULSE(-like) solution could be deployed), map relevant local stakeholders (Pas / tech provider) to launch experiments, participate in / (co-)organise dissemination activities.
GovTech	To be offered proposals in line with their vocation to improve public action and create the public services of tomorrow.	Provide valuable insight on public-private partnership working for the evolution of public services.
Innovative SMEs	Offer to collaborate on R&D and innovation project with foreign partners to develop new products, processes and services for European markets.	Sharing knowledge from a private point of view for the market introduction of the solution for public services.

Stakeholder	What is important in the project for the stakeholder?	How could the stakeholder contribute to the project?
Entrepreneurs from private sector	To be offered an interesting and promising opportunity to bring to the market and thus assume the risks.	Sharing knowledge from a private point of view for the market introduction of the solution for public services.
Policy makers	To be offered arguments for useful change, in line with their need/policy, possibly non-binding and concrete ways to manage change. The similarity and at the same time difference with other concomitant approaches to the same problem, both at EU and at national level. The possibility to interact with other policy makers of other countries and to exchange ideas, point of views, solutions.	By providing a perspective and recommendations from those who have the capacity and means to influence the transformation of public services.
Other established networks	Possibility to link their actions to the project (e.g. the project is used as an example during a webinar) and/or to connect members of their network.	Networking, disseminating project information (e.g., sharing events, results) and participating and/or inviting network members to project activities.
Fellow projects	Exchange good practice and share knowledge, including on the functioning of the project throughout its implementation and the overall results.	Exchange of good practice and knowledge sharing, including on the functioning of the project throughout its implementation and the overall results, as well as their sharing or network sharing.

4.2 Identification of risks

The identification of risks stems from the need to answer the question “what could go wrong?” This makes it possible, from the outset of the project, to consider all the possibilities and to highlight points of vigilance. It should also be noted that it is possible to consider that risks do not only have a negative connotation (threat to the proper conduct of the project) but also a positive one, i.e. hidden opportunities (for example, challenges to be considered in order to go beyond the limits of the project).

For this part, risks are taken into consideration on a case-by-case basis depending on the stakeholder and the strategy to limit or annihilate them that the project must or will have to implement.

Table 5: Risks assessment

Stakeholder	Risk to be considered in terms of engagement	Strategy to eliminate / mitigate the risk
IMPULSE PAs (i.e., case studies)	<ul style="list-style-type: none"> • Lose interest during the project. • Not easy to recruit user testers for experimentation. • Changing team and no involvement from new one. 	<ul style="list-style-type: none"> • Maintain communication on a regular basis (weekly, monthly...). • Ensure that needs are met (especially for experimentation preparation and implementation). • Ensure that new team is properly introduced to other consortium members.
PAs ecosystem	<ul style="list-style-type: none"> • Despite being supportive, drop out before experimentation or after the first round of pilots. 	<ul style="list-style-type: none"> • Ensure comprehensive and understandable communication. • Make sure to include them in the experimentation process (inducing a feeling of being part of the project). • Define which interest they could have in the project, which benefits they could gain, etc. on a case-by-case basis.
End-users testers	<ul style="list-style-type: none"> • Difficulties to recruit testers. • Do not understand the necessity of the solution. • Do not understand the testing process. • Little or no feedback provided. 	<ul style="list-style-type: none"> • Preparation of a clear and explicit communication / explanatory materials. • Contact sufficiently in advance, yet not too early to ensure proper time between the communication of the action and its completion. • Accompaniment throughout the whole experimentation process (i.e., provide explanatory material in advance, answer questions). • (Not mandatory) Provide incentives for participation.
Final end-users	<ul style="list-style-type: none"> • Do not see any benefit in the solution. • Do not understand how to use the solution. • Potentially resistant to experiment / to change their way of doing (i.e., identify digitally). • Reluctant to use the solution with regard to data protection issues. 	<ul style="list-style-type: none"> • Ensure that roadmaps are sufficiently explanatory – including the benefits for end-users and a change management plan. • Preparation of clear and explicit communication / explanatory materials which are adapted according to technological development if necessary.
Advisory Board	<ul style="list-style-type: none"> • Fail to create the AB with the planned members (extract from the DoA). • Few availabilities. • Do not provide enough feedback. • Consortium fails to take into account feedback, resulting in AB not seeing no point in providing it. 	<ul style="list-style-type: none"> • Find other members interested in taking part in the project Advisory Board. • Plan meeting sufficiently in advance to comply with everyone availabilities. • Provide them with the deliverables and any other documents they have to review, sufficiently in advance so that they have time to prepare feedback. • Consortium makes sure to take into account the feedback and seize opportunity it brings.
Digital Innovation Board	<ul style="list-style-type: none"> • Fail to create the DIB from the planned members (extract from the DoA). • No match making with pilot case to build communities. • No capacities / interest in bringing the experimentation on their territory. 	<ul style="list-style-type: none"> • Maintain communication on a regular basis (weekly, monthly...). • Ensure that needs are met (especially for experimentation preparation and implementation). • Ensure that new team is properly introduced to other consortium members.

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Stakeholder	Risk to be considered in terms of engagement	Strategy to eliminate / mitigate the risk
		<ul style="list-style-type: none">• Ensure that support from IMPULSE is provided in bringing the experimentation on their territory

Stakeholder	Risk to be considered in terms of engagement	Strategy to eliminate / mitigate the risk
Communities	<ul style="list-style-type: none"> • Consortium fails to create them. • Unsuccessful match making between pilot and DIH. • Not any actual help during the experimentation. 	<ul style="list-style-type: none"> • Select the right DIH for the right pilot (based on location, interest, similarities of needs and search for expertise). • Ensure that the matchmaking meeting happen at the right time for both sides and possibly do it in mother tongue (if same country) to ensure full understanding. • Regular update meetings (online or onsite if possible).
Additional PAs (already aware)	<ul style="list-style-type: none"> • Fail to maintain interest already expressed. • Fail to maintain connexion between needs and what IMPULSE can offer. • Lack of interest with time (e.g., if contacted too soon). • No participation in the activities where they are expected too. 	<ul style="list-style-type: none"> • Regular meeting (in group or individually) to share info / results. • Gather their needs, assess them to both ensure that they are met and that their interest remain. • Invite them to activities that not only fit IMPULSE agenda but also theirs.
Additional Pas	<ul style="list-style-type: none"> • Consortium fails to attract them. • Fail to maintain interest already expressed. • Fail to maintain connexion between needs and what IMPULSE can offer. • Lack of interest with time (e.g., if contacted too soon). • No participation in the activities where they are expected too. 	<ul style="list-style-type: none"> • Provide clear information (based on previous assessment of their environment, e.g., via desk-based research). • Target them within IMPULSE PAs network and/or the one of additional PAs already in the Open Community.
DIHs (already aware of the project)	<ul style="list-style-type: none"> • Consortium fails to maintain regular contacts, leading to drop out. • No interest in participating in the DIH dedicated activities. 	<ul style="list-style-type: none"> • Define DIHs communication and engagement strategy (D6.1) to ensure the right communication at the right time and implication. • Assess the benefits for DIHs to collaborate with the project (D6.1). • Make connections with the consortium members or other Open Community members for networking purposes.
DIHs	<ul style="list-style-type: none"> • Consortium fails to attract new one. • No answer or refusal when contacting it. • No time available. • See interest but no capacity (e.g., financial or human). • Different schedule due to agreement signature and launch of internal activities before participating. • Fatigue of solicitation from various projects. 	<ul style="list-style-type: none"> • Rely on DIHs communication and engagement strategy (D6.1) to ensure the right communication at the right time and implication. • Target (using DIH search platform) and contact directly relevant DIHs for the project (sufficient number of emails sent to ensure minimum of answers). • Use partners network and/or other established networks to identify and contact relevant DIHs. • Launch a call for expression of interest dedicated to DIHs to make them proactive in contacting the project. • Maintain an Open Community also in terms of typology of DIHs that can join (no restrictive requirements). • Consider, list and share the current and future benefits to be gained from the solution.

Stakeholder	Risk to be considered in terms of engagement	Strategy to eliminate / mitigate the risk
<p>EDIHs</p>	<ul style="list-style-type: none"> • Consortium fails to attract new one. • No answer or refusal when contact it. • No time available. • See interest but no capacity (e.g., financial or human). • Different schedule due to agreement signature and launch of internal activities before participating in new one. • Fatigue of solicitation from various projects. 	<ul style="list-style-type: none"> • Rely on EDIHs communication and engagement strategy (D6.1) to ensure the right communication at the right time and implication. • Target (using EDIH search platform) and contact directly relevant DIHs for the project (sufficient number of emails sent to ensure minimum of answers). • Use partners network and/or other established networks to identify and contact relevant DIHs. • Launch a call for expression of interest dedicated to DIHs to make them proactive in contacting the project. • Maintain an Open Community also in terms of typology of EDIHs that can join (no restrictive requirements). • Consider, list and share the current and future benefits to be gained from the solution.
<p>GovTech</p>	<ul style="list-style-type: none"> • Fatigue of solicitation from various projects. • No interest in the solution. • Already expiring that same solution. • Do not see how to make connexion with private sector. 	<ul style="list-style-type: none"> • Share the information / results most relevant to them (e.g., on the technologies used, on the business model, etc.). • Make connections with pilots, DIHs and policy makers for collaboration. • Organise specific meetings dedicated to deploying IMPULSE on the market. • Consider, list and share the current and future benefits to be gained from the solution.
<p>Innovative SMEs</p>	<ul style="list-style-type: none"> • Due to the growing interest on topics related to IMPULSE (AI, blockchain, SSI) there is a risk of fatigue in terms of participation in research projects. • No interest in the solution. • Already expiring that same solution. • Do not see how to make connexion with private sector. 	<ul style="list-style-type: none"> • Share the information / results most relevant to them (e.g., on the technologies used, on the business model, etc.) using an information sheet on the project with clear, concrete and structured information about IMPULSE. • Make connections with pilots, DIHs and policy makers for collaboration. • Organise specific meetings dedicated to deploying IMPULSE on the market. • Work on IMPULSE business plan, to be shared and perfected with their help. • Consider, list and share the current and future benefits to be gained from the solution.

Stakeholder	Risk to be considered in terms of engagement	Strategy to eliminate / mitigate the risk
<p>Entrepreneurs from private sector</p>	<ul style="list-style-type: none"> • Fatigue of solicitation from various projects. • No interest in the solution. • Already expiring that same solution. • Do not see how to make connexion with private sector. 	<ul style="list-style-type: none"> • Share the information / results most relevant to them (e.g., on the technologies used, on the business model, etc.) using an information sheet on the project with clear, concrete and structured information about IMPULSE. • Make connections with pilots, DIHs and policy makers for collaboration. • Organise specific meetings dedicated to deploying IMPULSE on the market. • Work on IMPULSE business plan, to be shared and perfected with their help. • Consider, list and share the current and future benefits to be gained from the solution.
<p>Policy makers</p>	<ul style="list-style-type: none"> • No answer to solicitation due to fatigue of solicitation from various projects. • Extremely busy schedule. • Difficulty to engage. 	<ul style="list-style-type: none"> • Contact them with great advance. • Ask them for written contribution to avoid the need to schedule a joint meeting and allow more flexibility. • List and share the current and future benefits for the society as a whole as well as for particular civil (vulnerable) groups to be gained from the solution.
<p>Other established networks</p>	<ul style="list-style-type: none"> • Consortium fails to get in touch with most relevant ones. • Network loses interest after the networking activity and no longer follow the project. • Unilateral benefit. 	<ul style="list-style-type: none"> • Provide some printed material, like the IMPULSE flyer or 1 pager with some basic information and contact address. • Maintain communication on a regular basis (weekly, monthly...). • Ensure that needs are met (especially for experimentation preparation and implementation). • Ensure that new team is properly introduced to other consortium members.
<p>Fellow projects</p>	<ul style="list-style-type: none"> • Project failed to communicate with each other. • No equal share of info / good practice. • Projects run at different pace. • Conflict of interest especially in selecting and inviting external participants (e.g. policy makers, experts, participants for surveys). 	<ul style="list-style-type: none"> • Reach each other from the beginning. • Manage regular meetings to ensure the sharing of information / best practices and find synergies. • Avoid duplication and instead encourage collaboration / co-creation (especially in terms of collaboration with external participants). • Co-organise events / workshops based on identified common issues / needs.

5 Engagement

All of this assessment work is finalised by the stakeholder engagement matrix developed by Mendelow, A. L. (1991)⁴. By taking the engagement matrix, which classifies stakeholders into current and desired levels of involvement, and combining it with the interest/influence matrix to map stakeholders, the engagement grid can be developed. The latter allows all stakeholders to be divided into categories of engagement and thus to predict how the engagement will take place.

5.1 Stakeholders engagement grid

Table 6: Mendelow's Grid

SHOW CONSIDERATION Inform + Consult + Collaborate	KEY PLAYER Inform + Consult + Collaborate + Involve + Empower
Fellow projects	IMPULSE PAs
Final end-users	PAs network
Policy Makers	Communities
GovTech	Advisory Board
Innovative SMEs	Digital Innovation Board
Entrepreneurs in the private sector	
LEAST IMPORTANT Inform	MEET THEIR NEEDS Inform + Consult + Collaborate + Involve
Other established network	End-users testers
	Additional PAs
	DIHs
	EDIHs

5.1.1 Group typology

Four main groups are visible on this grid, each with its own character.

5.1.1.1 Key players

The *Key Players* represents stakeholders with a high interest in the project and a high capacity to influence it. It is important to pay a very close attention to the needs and requirements of these stakeholders since their withdrawal from the project could be detrimental to its proper functioning. Logically, as it can be seen on that matrix, the Key Players are the internal stakeholders as well as the semi-internal one (except for the fellow projects).

5.1.1.2 Meet their needs

Those for whom the project should *Meet Their Needs* have a high potential to influence the project process, but for the time being a rather low level of interest in the organisational part of the project. Yet, since they may

⁴ Mendelow, A. L. (1991) 'Environmental Scanning: The Impact of the Stakeholder Concept'. Proceedings From the Second International Conference on Information Systems 407-418. Cambridge, MA.



develop a higher level of interest in a near future and could take part of the project, thus making them important, they must be treated with caution and be kept satisfied. In that category, we can find the end-users testers, any additional public administrations, as well as both Digital Innovation Hubs and European Digital Innovation Hubs.

5.1.1.3 Show consideration

Those for whom the project should *Show Consideration* have high level of interest but currently a low level influence over the project. However, this level of interest could sporadically rise, and collaboration could be considered. An equally important point to consider is their ability to influence the views of other, which can be beneficial for the sustainability and success of the project. Thus, at the very least, they should be kept well informed, and might be consulted on specific topic and even offered the possibility to collaborate. The stakeholders in that category are the other EU projects funded at the same time as IMPULSE, the final end-users (general public), the policy makers, the GovTech, the innovative SMEs and the entrepreneurs in the private sector.

5.1.1.4 Least important

For the *Least Important*, there is evidence of a low level of interest in the project's internal operations and only a limited power to influence the organizations activities. However, they might be able to make some interesting connections with other actors, thus they should be kept informed of the project results. Only one stakeholder is in that category, that is the other established networks.

5.1.2 Action to undertake

The position allocated to a stakeholder on the grid shows the actions needed to be taken with them.

5.1.2.1 Inform

This is done via two possible ways of communication, depending on their place on the grid:

- Push: information is pushed to the stakeholder or through a work management software, where email notifications are sent every time a project action has been performed, e.g., via emails, newsletter, etc.
- Pull: information, like results or reports, are kept in central storage for the stakeholder to retrieve if needed. This can either be on the website or social media (for external stakeholders) or on share folder (for internal stakeholders) of the project.

5.1.2.2 Consult

In that case, it refers to a process for getting stakeholders input on a specific issue or proposed course of action, however they do not have a direct impact on the project itself.

5.1.2.3 Involve

In that case, the involvement refers to a two-way process and to the active participation of stakeholder in the project. For instance, communication is more active (compared to the push/pull way). It means that it is done in group and one-on-one meetings, training sessions, workshops, brainstorming sessions phone calls, video calls, i.e., anything implying a direct communication from someone to someone.

5.1.2.4 Collaborate

Collaboration here implies somehow the constitution of a partnership, that has been officialised or not. This collaboration could take the form of joint action / activities for example.

5.1.2.5 Empower

This encompasses both a certain amount of decision-making power over the project itself (e.g., including its (re-)orientations) as well as the possibility of acting as a vehicle for the project (e.g., by taking on activities on one's own account).

5.2 Strategy to engage the stakeholders

Table 7: Engagement strategy case by case

Stakeholder	Approach	Format
IMPULSE PAs (i.e., case studies)	Inform Consult Collaborate Involve Empower	Already involved in the project, yet constant communication by e-mail and meetings to follow up on pilot cases involved, as well as co-creation workshop facilitation training session could also qualify as an engagement strategy, i.e., collaborative workshop design and execution, knowledge and skills impact (referencing D2.3).
PAs ecosystem	Inform Consult Collaborate Involve Empower	It has been showed that most of the actors from the PAs ecosystem are already collaborating with them. Yet, for those not already in, the idea is to inform about the project via email (sending of presentation) and/or direct contact if in close ecosystem or common contact. They would then be involved in different workshops (e.g., ideation for further deployment) and collaboration will be done via co-creative session (e.g., for the solution implementation locally). They could also be empowered when organising recruitment campaigns to invite participants for workshops/pilots and inform about IMPULSE initiatives through their networks.
End-users testers	Inform Consult Collaborate Involve	Similarly to PAs network, engagement in the workshop sessions, conveying IMPULSE concept through a structured co-creation activities, e.g., using IMPULSE prototype as a boundary object (referencing D2.3). Another strategy is the recruitment campaigns that PAs implement to invite the participants for workshops/pilots and inform about IMPULSE initiatives through their networks.
Final end-users	Inform Consult Collaborate	Targeting with specific "marketing" campaign on social media and website as well as direct contact during local / national / European events where they are present to inform them on the project and raise their interest. Invite those who have shown an interest to participate in the test phases (especially second round) and even try to reach out to those who are more sceptical about the solution (impact, risks, etc.) to gather various opinions.
Advisory Board	Inform Consult Collaborate Involve Empower	Members receive updated information on the progress of the project and are invited to express their points of view as advisors and to take part in the demonstration activities.
Digital Innovation Board	Inform Consult Collaborate Involve Empower	Renewal of contact with presentation of the project, first presentation meeting, once agreement has been reached 1) follow-up with regular information (e.g. newsletter) or by email, 2) organisation of update meetings during periods with little or no group or individual activity, 3) invitation to take part in activities (e.g. board, workshops, experimentation), 4) Proposition to participate in sessions dedicated to DIHs ("Get together") in example for discussion on specific topics, 5) Proposition from IMPULSE to participate in event they organise as speaker on topic related to the project, 6) Face-to-face meetings in parallel with the pilot case experiments (if one or more partners visit) or at events.

Stakeholder	Approach	Format
Communities	Inform Consult Collaborate Involve Empower	First contact with presentation of the project, proposal for a match making meeting with one or more pilot cases and once the agreement is reached 1) follow-up with regular information (e.g., newsletter) and by email or organisation of update meeting during periods with little or no activity, and 2) invitation to take part in activities (e.g., workshops, experiments)
Additional PAs (already aware)	Inform Consult Collaborate Involve	Invite them to subscribe to the newsletter for updated information and manage to have regular exchange (email, telco, meetings) with them to maintain the level of interest. Invite them to participate in the different workshops organised (e.g., WP6 for ideation of new fields and services where IMPULSE solution could be deployed).
Additional Pas	Inform Consult Collaborate Involve	Targeting with specific “marketing” campaign on social media and website as well as direct contact during local / national / European events) where they are present to inform them on the project and raise their interest. Invite those who have shown an interest, and even try to reach out to those who are more sceptical about the solution (impact, risks, etc.) to gather various opinion, to participate in the different workshops organised (e.g., WP6 for ideation of new fields and services where IMPULSE solution could be deployed).
DIHs (already aware of the project)	Inform Consult Collaborate Involve	First contact with presentation of the project, proposal for a match making meeting with one or more project partners and once the agreement is reached 1) follow-up with regular information (e.g. newsletter) and by email or organisation of update meeting during periods with little or no activity, 2) invitation to take part in activities (e.g. workshops, experiments), 3) Proposition to participate in sessions dedicated to DIHs (“ <i>Get together</i> ”) in example for discussion on specific topics, 4) Proposition from IMPULSE to participate in event they organise as speaker on topic related to the project, 5) Face-to-face meetings in parallel with the pilot case experiments (if one or more partners visit) or at events.
DIHs	Inform Consult Collaborate Involve	First contact with presentation of the project, proposal for a match making meeting with one or more project partners and once the agreement is reached 1) follow-up with regular information (e.g. newsletter) and by email or organisation of update meeting during periods with little or no activity, 2) invitation to take part in activities (e.g. workshops, experiments), 3) Proposition to participate in sessions dedicated to DIHs (“ <i>Get together</i> ”) in example for discussion on specific topics, 4) Proposition from IMPULSE to participate in event they organise as speaker on topic related to the project, 5) Face-to-face meetings in parallel with the pilot case experiments (if one or more partners visit) or at events.
EDIHs	Inform Consult Collaborate Involve	First contact with presentation of the project, proposal for a match making meeting with one or more project partners and once the agreement is reached 1) follow-up with regular information (e.g., newsletter) and by email or organisation of update meeting during periods with little or no activity, 2) invitation to take part in activities (e.g., workshops, experiments), 3) Proposition to participate in sessions dedicated to DIHs (“ <i>Get together</i> ”) in example for discussion on specific topics, 4) Proposition from IMPULSE to participate in event they organise as speaker on topic related to the project, 5) Face-to-face meetings in parallel with the pilot case experiments (if one or more partners visit) or at events.

Stakeholder	Approach	Format
GovTech	Inform Consult Collaborate	Use network to find them and contact them via email and advertise the project, or get in touch with them when participating in major events where they are involved and present the project in a more informal way when networking. In case of a positive reply establish a first call for collaboration. Invite them to subscribe to the newsletter for updated information and manage to have regular exchange (email, telco, meetings) with them to maintain the level of interest. Invite them to specific meetings (e.g., innovation application, business development, etc.).
Innovative SMEs	Inform Consult Collaborate	Search in the company register of the Chamber of Commerce's for suitable SMEs, contact them via email and advertise the project or get in touch with them when participating in major events where they are involved and present the project in a more informal way when networking. In case of a positive reply establish a first call for collaboration. Invite them to subscribe to the newsletter for updated information and manage to have regular exchange (email, telco, meetings) with them to maintain the level of interest. Invite them to specific meetings (e.g., innovation application, business development, etc.).
Entrepreneurs	Inform Consult Collaborate	Use network to find them and contact them via email and advertise the project, or get in touch with them when participating in major events where they are involved and present the project in a more informal way when networking. In case of a positive reply establish a first call for collaboration. Invite them to subscribe to the newsletter for updated information and manage to have regular exchange (email, telco, meetings) with them to maintain the level of interest. Invite them to specific meetings (e.g., innovation application, business development, etc.).
Policy makers	Inform Consult Collaborate	First contact is done via email, containing details of the project, as well as the questions/problematic areas the project has identified and with the explanation why their contribution would be interesting for the project. Individual and group meeting are also foreseen, as well as dedicated workshop for policy makers (first one on 28 th April 2022 organised by CEL.)
Other established networks	Inform	Active participation in network meetings or get-together events and promotion of the IMPULSE project in informal discussions. In this way 1) interesting contacts for the project can be made who can take part in various activities (for example expert interviews, workshops), 2) the project is also advertised in an informal way, interested parties look up for the homepage or for the entries on the social media channels of IMPULSE.
Fellow projects	Inform Consult Collaborate	Get in touch with them at the beginning of the project and maintain regular update of the progress via emails and individual or joint meetings. Those meetings could also be the occasion to share the latest result and see if synergies with other activities performed in other projects could complete/support/nuance our own. Collaboration could also be done during co-organised workshop based on commonly identified needs to find joint solutions.

6 Action Plan

The final stage of this stakeholder assessment is the action plan. This is the transition from what has been planned to what is actually done. While considering the notion of process, this action plan is a living plan (not immutable) since it will be fed by feedback provided by the implementation of actions and the updating of the various engagement matrices.

The actions are thus to contact the different stakeholders according to the defined modalities and to follow the engagement procedures. For the first period covered by this deliverable (M1-M18), we are rather upstream of this action phase. Indeed, for the most part, it was about setting up the project (consortium, pilot cases, tasks, etc.) and starting the promotion of the project in its generality (in the absence of results for the moment), considering the fact that the first project time concentrates on setting up the experimental second half of the project. In this sense, the second part of the project will be more dedicated to the promotion of the project and the Open Community collaboration.

6.1 Activities carried out during the first period (M1-M18)

6.1.1 Activities carried out in different work packages

For this first period, task T7.4 is mainly based on the different networking and partnership building actions carried out in the different work packages, namely:

- WP1:

Establishment and implementation of the relationship system with the Advisory Board.

- WP2:

Stakeholder analysis, through a survey, to feed into the assessment of requirements and specifications against their needs, as well as the setting up of pilot cases and activities organised with them and their networks. (see D2.1 on “Stakeholders analysis and evaluation criteria” ; D2.2 and D2.3 on “IMPULSE requirement specification – V1 & V2”).

- WP3:

In the context of the WP3 the Consortium is due to seek the opinion and feedback of policy makers so as to understand what could be the main barriers to the introduction of an eID system like the one that IMPULSE is developing, as well as to highlight the opportunities and advantages that they foresee. To be noted that the approach here is quite general, as we are requested to take into account not only the IMPULSE eID solution but the IMPULSE eID considered as a disruptive technology. In other words, what we have to learn from the dialogue with policy makers is not only what has an immediate impact on the IMPULSE project, but on any project that is based on disruptive technologies. To accomplish this task we first performed an internal policy analysis, asking partners to highlight the most relevant aspects of the work they are doing that could have an impact on policy making, and then we organized a policy round table, in which 12 policy makers from 9 different EU countries participated. From the internal analysis we extracted a set of questions that we submitted beforehand to the policy makers, to foster and facilitate the discussion. From the results of the internal analysis and of the policy round table we derived the material for the deliverable D3.5 (M18) - Policy Brief V1. We are due to organize a second policy round table in M36, at the end of the project.

- WP4:

Interviews with the PAs in order to better understand their needs and expectations.

- WP5:

Following the discovery of EBSI/ESSIF and the great contribution it could make to the project, the possibility of joining and Early Adopters programme was identified by the WP5. The WP5 leader forwarded this proposal to the project coordinator, who in turn contacted the project officer, to know if they could help us to access

this programme. The project officer arranged a meeting with GRAD and ICERT from the WP5, the project coordinator, and the EBSI team (Pierre Marro, Joao Rodrigues, Gregory Steenbeek, Robert Czarny, Zaira Lin). In this meeting, they explained all the benefits of being part of the EBSI Early Adopters Programme and encouraged IMPULSE to join them. This led the project coordination to make an internal presentation of EBSI and the Early Adopters Programme, and a subsequent internal vote within the consortium to join this programme. After an affirmative result, IMPULSE officially joined the EBSI Early Adopters Programme and started to participate in the different webinars among other 21 European projects. In one of the webinars, the WP5 leader presented the IMPULSE solution with an Elevator Pitch to the EBSI people and all of the other Early Adopters partners. This Early Adopters programme was a key factor to accomplish our objectives:

- We received early access to the pre-production environment of EBSI.
- The EBSI people put us in contact with a wallet provider (WalletId) that owned an open-source digital wallet (SSIKit) that helped us build the IMPULSE wallets (Enterprise Wallet and User Wallet).
- The EBSI people helped us throughout the design phase of the IMPULSE solution.
- The developers of EBSI helped us throughout the building phase of the IMPULSE solution.

- WP6:

The tasks of WP6 have been partly mentioned throughout this document, however as a reminder these are: the creation of the Digital Innovation Board, the launch of a DIHs contact campaign and the listing of several interesting and interested stakeholders to participate in the next WP6 workshops (see D6.1 on “Community building around DIHs”)

- WP7:

Setting up of communication means such as website, social networks, newsletter, publications and launching of attempts to participate in events to present and promote the project work (see D7.5 on “Communication plan and liaison activities – V1” ; D7.6 on “Intermediate communication and dissemination activities report” ; D7.8 on “Dissemination plan and report”)

6.1.2 Activities carried out linked to the task 7.4

Nevertheless, some activities can be linked to this task. This is particularly true of the assessment carried out by each of the case owners, who were willing to review their ecosystems.

Table 8: Public Administrations' network assessment

Who are the most relevant stakeholder(s) in your ecosystem?	
ARH	1. Decision has been taken to work only with on stakeholder (Værestedet , a drop in centre) as the experimentation will be done in their premises.
ERTZ	1. The most relevant stakeholders are publics as beneficiaries ; 2. The Ertzaintza's investigation units who check that the IMPULSE tool complies with the corresponding regulations and criminal prosecution processes & the Ertzaintza's internal network and internet services (DGTSI) for the tool implementation ; 3. The Basque DIH for question of cybersecurity.
GIJON	1. In the first phase, part of the Gijon staff was involved in one way or another in the project. 2. In the second phase, selected publics (among the 43,000 people who already use the Gijón App) will represent the main stakeholder as they will experiment the solution
MOP	1. Local organisations such as representatives of civil society organizations and NGO (e.g., Association “Centre for sustainability and Economic Growth” and energy agency REAP) ; 2. Publics ; 3. DIH .
UC/IC	1. Business Register (IC/UC) : Trust Service Provider in charge for certifying company representatives and for providing them with credentials) 2. Digital Identity provider : Trust Service Provider in charge for recognizing physical persons and for providing digital identities ; 3. Entrepreneur : Owner or representative of the company and the one who operates the impulse wallet ; 4. Company : whose information are accessed within the Digital Drawer
RVK	1. Any customer of RVK's online services among the resident population , especially the target pilot group (2022), comprised of physically disadvantaged persons through their CSOs and NGOs ; 2. Governing institutions (state/municipal), whose role is agenda-setting and policy development in the areas of technological progress that can be associated with IMPLUSE (incl.ÍST standards body) ; 3. The newly established EDIH , involving private enterprise and services, existing innovation accelerators and academic institutions.



How / Why are your stakeholders relevant for your case and/or for the project?	
ARH	1. This stakeholder is relevant for the experimentation as it is in contact on a daily basis with the end-users who will test the solution. Also, the staff there helps already the end-users on the topic of ID document and administrative procedures.
ERTZ	1. Publics are important because they will ultimately be the real beneficiaries. The project's ability to convince them of its virtues and the benefits of its use is a priority. 2. As far as ERTZ and its different departments are concerned, it will lead to an optimisation of the resources allocated to police work and creation of a new digital police-public interaction. 3. The DIH will play an active role in all matters relating to technological innovation and its implementation in public systems.
GIJON	1. In the first phase, the staff is considered important as it carries out tests to check that everything works, that the environment is controlled and that the services that can be accessed are the necessary ones. 2. In the second phase, the selected publics will gain in importance, because at the same time they represent the end-users that Gijon works for on a daily basis as well as the testers who will evaluate the project.
MOP	1. These are mainly civil society organizations that provide very good connection with publics. They work every day with them, and they also have access to vulnerable groups, for example such publics, who suffer from energy poverty. 2. We intend to involve in the pilot activities publics from various socio-economic groups, not only young and computer literate publics. 3. As well as Sofia Tech Park because they will provide a link with the large and rich representatives of the IT and research sectors.
UC/IC	1. Entrepreneurs and, indirectly, also companies are the foundation of the local communities and the ones that will mostly benefit from the introduction of the IMPULSE solution.
RVK	1. Customers of public services (municipal and state) are relevant to the development of those self-same services, especially to flesh out concerns about accessibility, inclusion, security, confidence and trust. The target pilot group will be in direct communication on those issues ; 2. Governing institutions responsible for the <i>Digital Transformation Programme</i> will benefit from the lessons learned during the pilots, esp. in areas that can directly influence policy on trust services and eGov more generally ; 3. The new EDIH can serve as the main communication for all outreach and knowledge exchange.

How did you attract them to participate in the project?	
ARH	The collaboration was already in place before the project, so this is just a continuation. The question of attracting other stakeholders may arise for the second round of pilots.
ERTZ	ERTZ is on the way to adapting to the technological revolution that society is experiencing and must therefore align itself with it. This, moreover, has been defined by the management of ERTZ and the Regional Ministry of Security as a priority in the steps to be taken in the coming years. This is why the participation of the different police departments, as well as public institutions, are already committed to the project. On the other hand, publics must be motivated to participate by the Ertzaintza and achieve a solid engagement that allows for the interaction of all parties. To this end, the following actions to attract publics must be prioritised: provide detailed information (objective, evolution, project development, etc.) ; ensure and promote transparency ; guarantee the protection of personal data ; take action to ensure the trust in the institutions.
GIJON	Although GIJON is still working on it, it will be thanks to the fact that they are already users of the Gijón App.
MOP	MOP is already partnering with these organizations on some other social initiatives.
UC/IC	To attract them, the idea is to be able to include a potential IMPULSE workshop in an existing activity / event (whose topic overlaps with the project's theme) to ensure participation and to put it into perspective with another topic they might already be familiar with for example.
RVK	The connections are already there for categories 1 and 2, and communications already proven to be useful. The EDIH is new and will start its organised activities in the autumn. The project is in ideal position to establish connection and organise events with the hub, given the outreach IMPULSE organises to other EDIH units across Europe.

What do they find interesting about the project?	
ARH	There is a strong interest in the locker solution as the staff already deals with administrative issues. In particular, when documents are lost, a member must accompany the person who has lost his or her papers to make the necessary arrangements (time allowed). Thus, the opportunity of the lockers would make it possible to limit the rate of document loss.
ERTZ	The publics who participated in the WP2 workshop were enthusiastic about the possibility of speeding up the process of filing complaints.

GIJON	For the moment, this question remains unanswered. This issue will be addressed in more detail once the first phase of integration with the use case has been developed, and will thus feed into the second phase of experimentation.
MOP	In regards to IMPULSE, they are interested mainly on topics related to digital identification, data privacy and data protection, innovative technologies like Blockchain and how these could be used to protect personal data.
UC/IC	Streamline the procedure of identification both from a resident and for an entrepreneur's prospective.
RVK	<ol style="list-style-type: none"> 1. This group has stakes in the game, so to say. The outcome of IMPULSE can directly affect their experiences of using online services which is why they are involved; 2. this group makes all the policy decisions and develops the strategic agendas, hence, are interested in what IMPLUSE has to offer , 3. We still have to find out what exactly will interest the Icelandic EDIH about IMPULSE
How do you evaluate their interest for the project? (unaware, resistant, neutral, supportive or leading)	
ARH	Current and desired levels are evaluated at SUPPORTIVE.
ERTZ	As for general publics, the level of interest is evaluated as SUPPORTIVE.
GIJON	Currently the level is evaluated as NEUTRAL but the expectation is for them to be SUPPORTIVE, while taking into account that they might be potentially RESISTANT.
MOP	SUPPORTIVE.
UC/IC	NEUTRAL / SUPPORTIVE.
RVK	<ol style="list-style-type: none"> 1. Was rather NEUTRAL for some time, however, recently much more engaged in preparation for the 1st pilot - so - SUPPORTIVE ; 2. So far also been rather NEUTRAL, however, also now much more engaged as the pilots are underway - so - SUPPORTIVE ; 3. The agencies that now are part of the new EDIH, and RVK has been in touch with, have been rather NEUTRAL. We hope to change that before the end of 2022.

How do you communicate with them?	
ARH	Email and direct conversation since ARH building and the Værestedet premises are closely located.
ERTZ	Currently all communication is done through email, except for the dissemination that is done through Twitter and some telcos.
GIJON	By email and/or by the messaging service available in the APP Gijón (PUSH type service via mobile phone).

MOP	Mostly emails and telco.
UC/IC	Mostly emails and telco, ultimately via workshops.
RVK	Online conferencing equipment (interviews / presentations), telco, email, in-person meetings.

Have you identified a risk in terms of their collaboration? (lack of interest, disinterest during the project, resistant in experimenting, etc.)	
ARH	The risk regarding Værestedet isn't high since they have a real interest. The greatest risk is rather with the end-user testers because of their own personal difficulties (deeply vulnerable people, e.g. homeless persons or people with severe psychical and social problems). Information about the experiment will only be given shortly before it takes place and there is a risk that few or no people will agree to experiment.
ERTZ	No high risk has been fully identified so far.
GIJON	Although no general appeal has been done, a lack of interest might be foreseen and/or a reluctance to use something new from an administration.
MOP	Due to the voluntary character of the collaboration, they might lose interest at some point in the project activities, especially in the phase of testing and providing feedback on the IMPULSE solution.
UC/IC	Prioritization of their own business activities VS a European Research Project, they must see a potential advantages of the solution respect to the incumbent technology (SPID in Italy) to be attracted in the participation.
RVK	Identification of the risks of maintaining interest, lack of relevance, outright opposition to IMPULSE tech (SSI / BC /AI), and more - applying variably to the three categories of stakeholders.

How did you and/or how will you mitigate or eliminate that risk?	
ARH	One of the solutions to limit the risk is the opportunity to be offered a passport (identity document allowing many procedures and recognition) whose cost is often too high for these people (i.e., 100 Danish kroner, or about 14 euros).
ERTZ	Appropriate measures will be considered and implemented if necessary.
GIJON	Communicate and explain to them the scope of the project and the impact it can have for Gijón.
MOP	One way to attract and maintain a collaboration with civil society organizations in such EU initiatives, is by establishing a long-term collaboration with them and both sides have mutual benefits, i.e. we support them on their EU initiatives, and they support us on our initiatives. Which is something MOP is trying to manage with the identified organisations.
UC/IC	Implementing the pilot solution in a real business service environment (Enterprise Digital Drawer) could let them appreciate the technology of IMPULSE solution.
RVK	Communication has been (and will be) key to igniting and maintaining interests, and to have clarity on relevance or lack thereof.

6.2 Ambitions for next period (M19-36 – D7.12)

For the second period of the project, two levels of activity, albeit interrelated, will take place. On the one hand, it will be a question of maintaining and animating the Open Community, but also of continuing its expansion in order to maximise the contributions to the project and its impact. On the other hand, participation in events of various sizes (from major European events to more local ones) is expected, with a view to presenting the results of the project (e.g., those of the research activities of WP6) to specific and large audiences, to maximise feedback and dissemination of the project.

6.2.1 Actions towards the animation and expansion of the Open Community

6.2.1.1 Call for expression of interest for DIHs and EDIHs

During the first period, the idea was raised to launch a call for expressions of interest (CEI), aimed at Digital Innovation Hubs as well as European Digital Innovation Hubs, to get them to participate more massively in the project and possibly counter the low level of participation noted.

This CEI aims to invite DIHs / EDIHs to put themselves forward as candidate to join our network to collaborate on the future of eID management solutions for public services and create a strong and collaborative European network serving the public sector and focused on the end user.

Overall, the idea is to have a pool of DIHs, in an IMPULSE network, who could, on a voluntary basis, participate in interesting sessions and workshops upon invitation as well as get support and expertise from the Digital Innovation Board, all under the umbrella of IMPULSE. The idea is to have a strong community driven by the same will to work together on the digital transformation of the public sector and on the scope of disruptive technologies, which IMPULSE addresses. With the underlying objective of creating synergies, not only between the DIHs but also with the partners in the IMPULSE project, who are actively participating in EU projects. In order to be able to perpetuate IMPULSE experiments but also to consider going further, particularly in the context of other European projects potentially.

For the time being, no exact date has been set for the launch of this call for expressions of interest, but it is expected to occur around the end of 2022. This is to take into account the timing of the signing of the EDIH agreements. Most of the material for the launch is already ready, including the definition of the specifications, the framework of the call to be published, the application file to be filled in (note that this is fairly light since it is mainly a registration of DIHs/EDIHs rather than an application as such).

6.2.1.2 IMPULSE's events

In the period M1-M18, no events were organised by the project, apart from those of the project activities. In the future, the idea would be to organise, for example, a project presentation webinar containing the first results of the project, which would be promoted within the network of consortium members and the Open Community.

Another event could be the organisation of webinars especially dedicated to certain stakeholders, e.g., :

- For DIHs/EDIHs – bringing together the DIB, DIHs already in the Open Community and any others who wish to join. It would serve as a stage for the presentation of the project as well as a round table in order to generate new ideas for novel/enhanced services and technologies as well as for DIHs/EDIHs the possibility to present their projects to the other member of the community (to generate ideas, exchange good practice, etc).
- For GovTech, Entrepreneurs and Innovative SMEs to discuss business ambitions for the project, with a view to its wider roll-out to the market.
- For public administrations – including pilot cases, public administrations already interested in the project and any others who would like to join. In particular, to discuss their needs and wishes regarding the digital evolution of their eID-related service.



6.2.1.3 Collaboration with NLAB4CIT

Discussions with the NLAB4CIT project, funded at the same time as IMPULSE, have already begun. For the time being, the two projects are discussing the involvement of stakeholders and the idea of organising a joint workshop to explore this issue together and, in particular, how to encourage this involvement.

This workshop should probably be held in mid-September before the Open Living Lab Days event organised by ENoLL (the European network of living labs), for which IMPULSE had proposed a workshop which was unfortunately not selected.

6.2.1.4 Collaboration with other established networks

Concerning the partnership with DIH-World, the second Steering Committee meeting is expected to take place in September 2022. This will be an opportunity to review the current situation of each of the members. This will be an opportunity for IMPULSE to present its news and invite, via the network managers, other DIHs to participate in the project's activities (workshops or pilot experiments).

With ENoLL this time, discussions are underway to join one or more working groups within the Living Labs network, with whom it will be possible to explore other issues of the project (notably on the co-creation and inclusion of all stakeholders).

Finally with the Standardisation Committee, it will be a matter of establishing a liaison with the relevant one on European level⁵, to interact with standardization experts on European and national level (as in this committee are experts of national standardisation committees of Europe involved), and equally to the liaison with UNE (Normalización Española⁶) standardization committee exchange results and project activities with them.

6.2.2 Events participation

6.2.2.1 Real Corp 2022

A participation to present the project at a major European event is already planned. This is the 27th International Conference on Urban Planning and Regional Development in the Information Society - Real Corp 2022, to be held in Vienna in November 2022. This event is organised around the theme of Mobility, Knowledge and Innovation Hubs in Urban and Regional Development.

There, a delegation from IMPULSE will present a paper entitled "Impact assessment of disruptive technologies on electronic identities (eID) for the improvement of digital public services for citizens". Overall, this paper and the presentation that will be done will address the subject of how a single adaptive eID solution can be useful to the whole city ecosystem.

6.2.2.2 Woman in AI

Women in AI (WAI⁷) is a non-profit global network connecting women and minorities working in the field of AI in more than 140 countries through a community-driven initiative bringing empowerment, knowledge and active collaboration. WAI encourages a responsible use of artificial intelligence combined with strong gender and ethical aspects via education events, research activities and blogging. In each involved country there is a national "sub"-network that carries out different activities.

The IMPULSE partner AEI laid the foundation for an initial meeting with IMPULSE. After contacting the WAI representatives from Austria via email, IMPULSE invited the WAI network to organise a collaborative workshop in the second part of the project. Firstly, to introduce the ambitions of IMPULSE and then have a

⁵ CEN Technical Bodies - CEN/CLC/JTC 19. (2022).

https://standards.cencenelec.eu/dyn/www/f?p=205:7:0::::FSP_ORG_ID:2702172&cs=148F2B917E4B67BCFD6FE36CE0EA923AC

⁶ UNE – Normalización Española. <https://www.en.une.org/>

⁷ Women in AI (#WAI). (n.d.). Women in AI (WAI). <https://www.womeninai.co/>

thematic round table. The initial suggestion would focus on the upcoming activities in T2.6 aiming to enhance the community engagement as well as on the question of how to increase user acceptance in the context of AI applications for PAs. The topic of the envisioned workshop still can be adjusted to the current needs of the project. Nevertheless, this activity is in planning stage and still requires internal coordination in the second half of 2022.

Additional to the collaborative aspect of the initiative with the network Women in Ai, the effort emphasizes the growing role of women and of the gender perspective both in the tech sector and in the field of AI.

7 Conclusions

Within a few months, IMPULSE has managed to form a community of stakeholders, bringing together both external and internal actors around a common ambition and that distinguishes itself by its very diverse requirements and needs, but also by its interests and goals.

We have developed a communication strategy that addresses this colourful diversity and its challenges with the aim of making IMPULSE attractive and interesting. This not only for the progress of the project itself, but also to be able to provide a unique solution for everyone in the near future.

Considering the fact, that the first 18 months of the project basically served to lay the theoretical foundations of the project and to prepare for the experimental phase, IMPULSE carefully selected its potential stakeholder and interest groups and created individual channels to address its potential followers. The targeting has been mainly on categories of stakeholders rather than on individual actors, although some have already been identified and involved, in different ways, in the project.

Even if the basic theoretical knowledge is very exciting, we can conclude at this point that is still not tangible enough for the broad interest community as well as for applied fields.

Nevertheless, higher levels of interest and impact are expected in the second period of IMPULSE when concrete results of the project will be made available after the piloting phases and through different dissemination events. We intend to successfully implement the strategy presented and to respond to the particular needs of our stakeholders.

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