



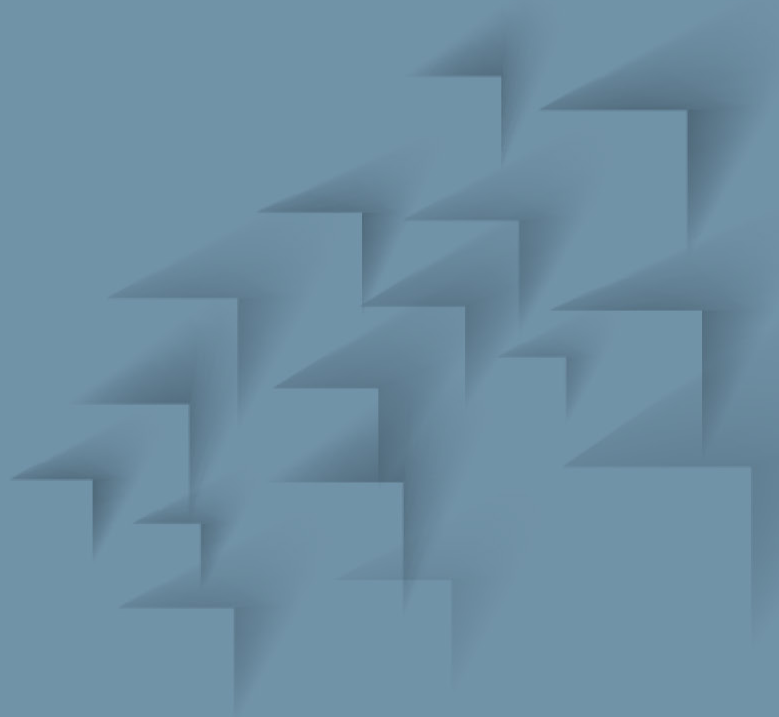
European Union

**Interreg**  
CENTRAL EUROPE

**ForHeritage**

# HOW TO INVOLVE PUBLIC?

Good / participatory governance in cultural  
heritage



## Document information

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## 1. The purpose and structure of this tool

*In order to govern and manage cultural heritage, a meaningful interaction between different stakeholders is of the highest value. Talking and listening to all the relevant stakeholders is a skill and should take place in all phases of cultural heritage management.*

*Coming together is a beginning;  
keeping together is progress;  
working together is success.  
Henry Ford*

This tool is a result of the Interreg Central Europe project “For Heritage (4H): Excellence for integrated heritage management in central Europe”. As to promote excellence in heritage management, the project and this document capitalize on the existing knowledge gathered from the previously EU-funded projects (such as FORGET HERITAGE, RESTAURA, IFISE, CLIC) and other relevant experiences. Within the project six tools related to heritage management have been produced:

- Good/participatory governance in cultural heritage: How to involve public
- Financial instruments and innovative financial schemes for cultural heritage
- Public-private cooperation in cultural heritage revitalisation
- Impact assessment of cultural heritage projects
- Transferable elements of cultural heritage revitalization pilot projects
- How to organise a successful training to improve management in the cultural heritage sector

The following pages aim to provide basic information on good/participatory governance to support cultural heritage managers and all relevant actors involved in cultural heritage management and planning processes in implementing this approach more efficiently. The tool provides practical information which can assist in selection of methods to be used when dealing with stakeholders. As the tool is short and concise, links for further reading - relevant literature, guidebooks, and manuals - are presented at the end.

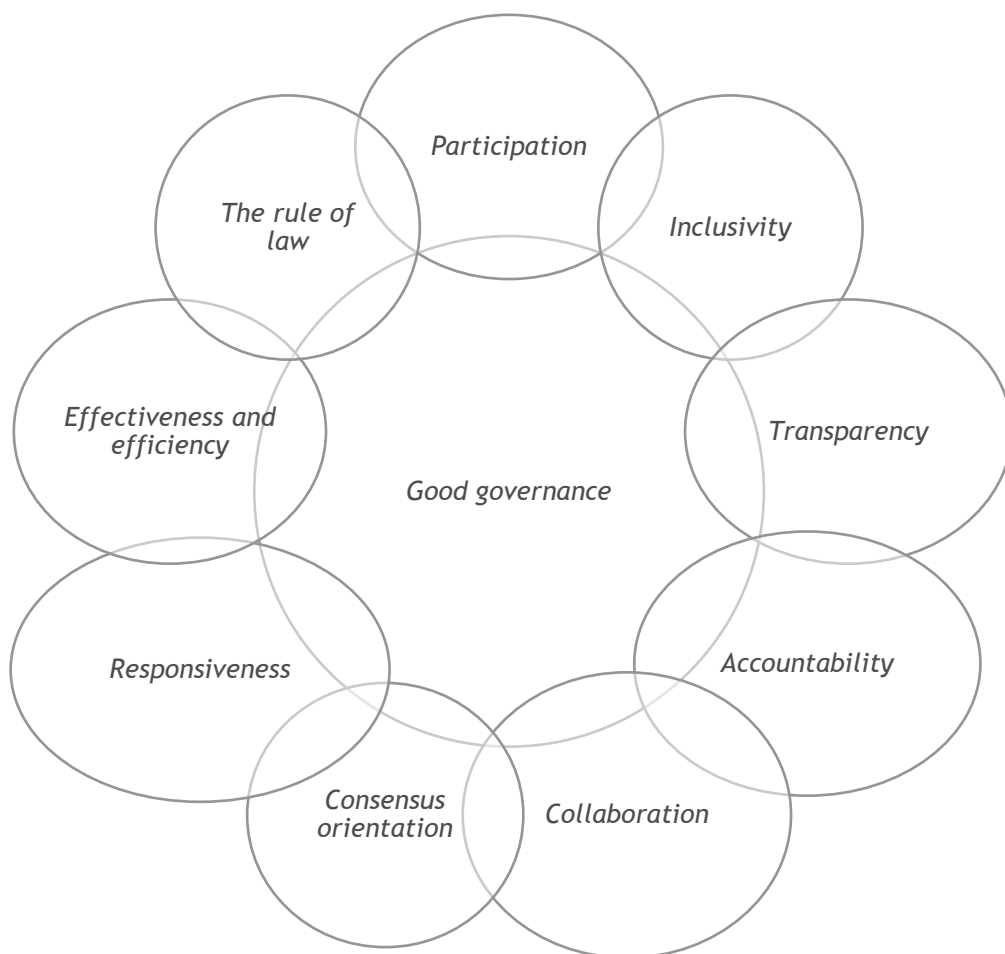
The tool is structured as follows: first, the concept of good/participatory governance is explained alongside its principles; then, importance of participatory approach in cultural heritage management is stressed; next, a step-by-step process of stakeholders’ involvement is explained; and finally, tips for evaluation of the process are offer.

## 2. What is good/participatory governance?

A modern democratic society considers good governance to be the process in which stakeholders are actively involved. Good governance presents the effective and responsible management of an organization, an institution, a country, a cultural heritage site, a program, plan, or a project etc. considering society's needs in the decisions it makes.

Participatory governance is about strengthening the relationship between cultural heritage institutions and professionals, and everyone interested or engaged in cultural heritage - civil society, the public, owners, caretakers, businesses, etc.

### Main principles of good governance



<i>Participation</i>	<ul style="list-style-type: none"> <li>•Open the process to all members of society so that they can contribute, not simply practice of informing the public, but rather enabling all interested community members to engage in open dialogues</li> </ul>
<i>Inclusivity</i>	<ul style="list-style-type: none"> <li>•engage a wide variety of public and private actors with diverse experiences and expertise and offer new angles and potential solutions to problems hidden in groups with similar views and practices</li> </ul>
<i>Transparency</i>	<ul style="list-style-type: none"> <li>•make sure there are no hidden actions and the whole process is communicated openly - this is a cornerstone of good governance</li> </ul>
<i>Accountability</i>	<ul style="list-style-type: none"> <li>•communicate clear, concise, and sufficient information about decisions, and accepting responsibility for its actions</li> </ul>
<i>Collaboration</i>	<ul style="list-style-type: none"> <li>•encourage partnerships between different actors to share in the "ownership" of the processes, programs, and projects through collaborative ideation, development, execution, and management</li> </ul>
<i>Consensus orientation</i>	<ul style="list-style-type: none"> <li>•listen to the others and aim to reconcile different standpoints</li> </ul>
<i>Responsiveness</i>	<ul style="list-style-type: none"> <li>•do not ignore any questions but try to respond to each of them in a timely manner</li> </ul>
<i>Effectiveness and efficiency</i>	<ul style="list-style-type: none"> <li>•make sure that policies are effective and timely, based on clear objectives, estimates of future impacts and, previous experiences, when possible</li> </ul>
<i>The rule of law</i>	<ul style="list-style-type: none"> <li>•ensure that all persons, institutions and entities, public and private, including the State itself, are accountable to laws, which are consistent with international human rights norms and standards</li> </ul>

### 3. Why use participatory approach in cultural heritage governance and management?

*better protection, enhancement and safeguarding of cultural heritage*

*interdisciplinary groups, different competences, different points of view*

*increased stakeholders' understanding, appreciation and care for cultural heritage*

*facilitated identification and pursuit of a common set of goals and objectives*

*balanced and coordinated needs among the stakeholders*

*encouraged innovative and constructive approaches which can lead to new qualitative services with multiplying effects*

*stronger civic society, increased social and civic competences, empowered stakeholders*

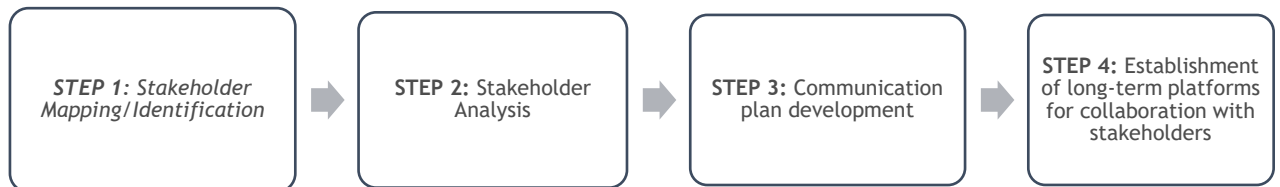
*increased quality of life and wellbeing of people*

*development driver*

## 4. How to involve stakeholders in cultural heritage governance and management?

Stakeholder is a person or a group of persons, institutions, associations, or firms that can become involved in the management plan and project, directly or indirectly, positively, or negatively.

Step-by-step process of involving stakeholders in cultural heritage governance and management:



### 4.1. Step 1: Mapping/identification

When starting a new project, you will need to gather stakeholders from different groups. Their number and their roles may vary depending on the type of project you are working on. The main benefit of mapping is to get a visual representation of all the people who can influence your project and how they are connected.

#### Brainstorming

Start by identifying all the potential stakeholders – people, groups, or organizations affected by your project, those who have influence over it, or have an interest or concern in its success. At this point, try to be as detailed as possible – you can always eliminate those that don't fit but also add others in the later stage of the project.

Stakeholders can either be **internal** or **external**.

Drawing a clear line between the two will help you set the right priorities and find the approach that works for your specific situation.

Internal stakeholders are people or institutions who are participating in the development or delivering a project. Their level of engagement may vary but they all have an influence because they are a part of your organization.

External stakeholders are those who will be impacted by your project, though they don't directly participate in working on it.



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## PRACTICAL EXAMPLE

*Key stakeholders on a heritage site may include<sup>1</sup>:*

- *Client, government authorities, final users*
  - *Sponsors, owners, and investors*
  - *ICOMOS*
  - *Environmental preservation organizations*
  - *Research institutes, universities, specialists*
  - *Consultants, contractors, suppliers, workers*
  - *Local people within the site and around the site*
  - *Tourists and tourism agencies*
  - *Site manager, performing organization, management team*
  - *Public, people not directly related to the acquisition, but have influence, positive or negative.*
- 

After you've completed your brainstorming session above and determined which people and teams will indeed be stakeholders, you should start categorizing them in terms of their relationship to the project and each other.

### Stakeholder mapping process in cultural heritage context:

1. List the values and threats for cultural heritage policy, management plan or project Identify stakeholders who are linked to/interested in each of the values. Here you should consider:
  - ownership/use/customary rights;
  - governance and management responsibilities;
  - direct and indirect interest (political, economic, cultural, recreational, etc.).
2. Identify stakeholders who are threatening/might threaten these values in the near future

<sup>1</sup> Source: Hajjalikhani, M.R. (2008). *A Systematic Stakeholders Management Approach for Protecting the Spirit of Cultural Heritage Sites*, ICOMOS 16<sup>th</sup> General Assembly and Scientific Symposium, Quebec, Canada.

3. Identify the stakeholders responsible for planning, implementing policy or managing cultural heritage in broader terms
4. Develop the final list of stakeholders by compiling the results of the previous steps
5. Identify those affected by the cultural heritage policy, management plan or project management restrictions
6. Estimate the impact of restrictions on the interests of the affected ones

## 4.2. Step 2: Stakeholder analysis

Stakeholder analysis is a process of analysing individuals, groups, and organizations according to the project interests and describing their expectations, contributions, and the risk levels for the project.

Some of the stakeholders have the power to either block or advance your project. Some may be interested in what you are doing - others may not care. Stakeholder analysis is used to understand their behaviour, intentions, interrelations, interests, and the influence or resources they have brought or could bring to the project. This information is then used to develop strategies for managing these stakeholders - how to best engage them and communicate with them.

Once you have identified all the types of stakeholders related to your project, the next step is to analyse them in terms of their influence, interest, and levels of participation in your project (external - internal stakeholders, direct - indirect involvement).

Stakeholder type		Who are they?	Stakeholders' level of interest	Stakeholders' level of influence
			How interested in the project and its outcome are they?	How powerful (in terms of influencing the project) are they?
Internal	Partners	Working team, team leader, consultant companies, contractors, suppliers, legal regulatory administrations	Highly interested to complete the project within the timeframe and the identified budget	High influence  They actively contribute to a project and have power to help make it successful (or to derail it)
	Beneficiaries	Cultural heritage professionals, entrepreneurs, investors, financial institutions, politicians, leaders of the society	Interested mostly in completing the project with reasonable costs; repayment of the investment in reasonable period; Increasing prestige and experience, etc.	High influence  They have the power to influence it greatly if they become interested
	Final beneficiaries	The public and marginalised groups	Interested in the outcome of a project because they are directly affected by the outcome	Low influence  They can voice their support in the community, influence the project positively, and change the scope of the project, but have little actual power to influence the effort in any way
	Indirect stakeholders and beneficiaries	Opportunists, activists, media, other members of the community or area	Highly interested	There is a possibility to influence the project

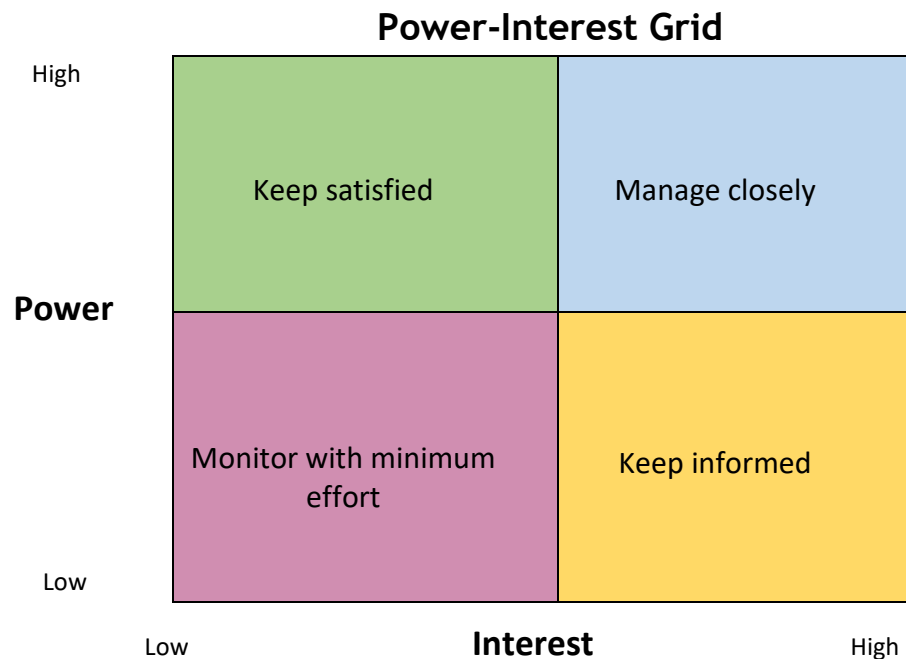
Partners are people or institutions who are participating in building or delivering a project.

The project beneficiaries are those who will benefit from your project.

Final beneficiaries are those who benefit in long term.

Indirect stakeholders/beneficiaries are those who will be impacted by or impact your project, though they don't directly participate in working on it.

The next step is to prioritize stakeholders according to those who have power and can influence your project and those who have an interest in your project (see figure below). Depending on the stakeholder's position on the power-interest-grid, you can decide on what actions to undertake.



- High influence, high interest

These are the most important stakeholders, the ones who can determine whether a project succeeds or fails.

- High influence, low interest

These stakeholders have power, but as long as you keep them informed and satisfied, they won't feel much need to exercise it.

- Low influence, high interest

Keep these stakeholders adequately informed and talk to them to ensure that no major issues are arising. These people can often be very helpful with the details of your project.

- Low influence, low interest

Monitor these stakeholders but do not bore them with excessive communication.

To learn more about your stakeholders and discover how they feel about your project, several methods can be applied: attitude research (questionnaires), workshops, open meetings, interviews, thematic focus groups, etc.

## Here are some key questions to help you understand them better:

- > What are the top motivations and interests of your stakeholders?
- > What is important to the stakeholder?
- > What benefits are there likely to be for the stakeholder?
- > What are the stakeholder's expectations of the project?
- > How much does the project impact them? (Low, medium, high)
- > Which stakeholders will be most affected by your project?
- > How much influence do they have over the project?
- > Who are the stakeholders who have the most influence on your project?
- > How could the stakeholder contribute to the project?
- > How could the stakeholder block the project?

You can ask your stakeholders these questions directly. Asking for their opinions is often the first step in building a successful relationship with them.

## What if stakeholders are not interested in using participatory approach for development of cultural heritage management plans, projects, strategies, etc.?

No one guarantees that every stakeholder will end up supporting you. However, the more people and community leaders you can win over, the better your chances of success become. Communication is essential. Bring stakeholders in as early as possible and give them a right amount of information on participatory governance depending on their level of interest and involvement. Think about how participatory approach could benefit them and provide the information they need. A transparent, open process works best for winning allies.

## What if there is a lack of individual knowledge/capacity for stakeholder involvement?

Engagement objectives and outcome expectations of the engagement must be stated and agreed upfront to ensure successful outcomes for all parties concerned. Make sure to agree on that before engaging them in the project.

### **What if there is a lack of time and resources (inadequate institutional capacity)?**

It is hard for stakeholders to share their experiences and to invest personal skills and energies, because they are scared of the procedure complexity. This is why the involvement of stakeholders should be well planned in advance using their resources only on key topics and dilemmas, sharing other less important issues in a form of a public document for inspection purposes only.

### **What if there is a lack of clear vision and leadership?**

Ensuring that all stakeholders share a clear vision is of the utmost importance working towards the same goal. If different views on this exist, it is important to take a step back as to discuss and define the vision again. Only then it should be communicated to the public. Leadership can be learned. To minimize leadership derailment, the following behaviour should be pursued: avoid locked modes of thinking and core negative personality traits (e.g. narcissism, Machiavellianism) and select leaders who are aware of negative qualities. Foster openness, transparency and candour and select leaders accountable for their actions.

### **What if there is a lack of interest, knowledge and understanding of cultural heritage?**

If there is no clearly expressed interest from the stakeholders to participate in the planning process and management of the cultural heritage, one of the first tasks of the planners and management of the public participation process is to inform stakeholders why this heritage is important for their community. Getting the stakeholders to understand the value of historical and cultural heritage plays a key role.

### **What if stakeholder's expectations aren't met?**

Disappointment of stakeholders caused by unrealistic expectations is a very real and always present problem. Although disappointment cannot be avoided in a number of cases, there are ways in which it can be reduced or even eliminated. Good preparation for working with stakeholders is very important; for the implementation of workshops, it includes introductory presentations in which the views of the professionals are explained in an understandable way, as well as legislation, financial limitations and other elements that affect the implementation of the project. Also, including at least some of the stakeholder proposals in future project activities (which is always possible) greatly reduces the possibility of their disappointment.

### 4.3. Step 3: Developing a communication plan

Once you've identified your stakeholders and their level of interest, influence, and participation, you can start developing a stakeholder communication plan. The communication plan identifies how the stakeholder will be communicated with, the type, frequency, and medium. It establishes the content of the communication and what it intends to accomplish.

You should be clear about whom you are engaging with and why. Stakeholder communication plan should consider interests, benefits, impacts and powers of the stakeholders and determine the time and the level of the participation.

Stakeholders may vary widely in every aspect, so for every type of stakeholder you should define the best way of communication. For example, for some stakeholders, face-to-face meetings are the most effective means for communicating and resolving issues, but for some face-to-face meetings may not be practical.

#### Types/methods of stakeholder communication

- Phone conversations
- Team meetings
- Presentations
- Notice boards
- Newsletters, magazines, or e-magazines
- Letters to staff
- Press releases
- Annual or progress reports
- Emails and intranets
- Web portals
- Focus groups
- Consultation meetings
- Face to face, formal or informal meetings with stakeholders
- Social media

#### An effective communication plan should include the following details:

- A description of the type of communication

- The frequency of communications (how often it will happen)
- The format (e.g. email, person-to-person, telephone)
- The participants for each type/way of communication
- Distribution for the communications
- The final deliverables (audience who will receive the communication)
- The owner of each communication (who is responsible)

Communicating early is important because people will need more time to think before making a decision.

Give each stakeholder a right amount of information depending on their interest and involvement in the project. Some people need just an executive summary, while others will want to dive deeper.

Effective communication requires clear goal setting. Are you trying to inform people of new information or are you trying to persuade them to take action? Do you want to clarify a misunderstanding, or do you want to provide feedback?

By knowing your goals, you can better prepare your message and identify the right way of communication (see the table below).



## Different levels of stakeholder's involvement in the process ask for different methods of communication:

STAKEHOLDER'S LEVEL OF INVOLVEMENT	DESCRIPTION	METHODS OF COMMUNICATION
<b>Informing</b>  Informing the stakeholders	To provide the stakeholders with balanced and objective information	<ul style="list-style-type: none"> <li>&gt; Printed leaflets, newsletters, etc.;</li> <li>&gt; Web sites;</li> <li>&gt; Presentations at the meetings;</li> <li>&gt; Briefing the media through press releases and press conferences;</li> <li>&gt; Advertising through posters, radio, press;</li> <li>&gt; Film or video clips.</li> </ul>
<b>Consulting</b>  Consultation with stakeholders	To raise knowledge and interest for the process; to obtain feedback on analysis, alternatives and/or decisions. It is not an opportunity for creation of new ideas or participation in implementation of plans or projects.	<ul style="list-style-type: none"> <li>&gt; Surveys and market research;</li> <li>&gt; Consultative meetings;</li> <li>&gt; Consultative committees;</li> <li>&gt; Cost/effectiveness analysis;</li> <li>&gt; These methods may be used in combination with information-giving and presentational techniques (advertisement, media briefing, leaflets and posters, exhibitions, videos).</li> </ul>

Involving	Deciding together with stakeholders	<p>To work directly with the stakeholders throughout the process.</p> <p>Deciding together means accepting other people’s ideas and choosing from options you have developed together.</p>	<ul style="list-style-type: none"> <li>&gt; Information-giving methods to start the process;</li> <li>&gt; Stakeholder analysis to identify who should be involved;</li> <li>&gt; SWOT analysis to understand the situation;</li> <li>&gt; Brainstorming;</li> <li>&gt; Surveys to develop some options;</li> <li>&gt; Cost/benefit analysis to make choices.</li> </ul>
	Collaborating	Acting together with stakeholders	<p>To partner with the stakeholders throughout development process.</p> <p>Acting together may involve short-term collaboration or forming partnerships that are more permanent.</p>
Empowering		Supporting local initiatives	<p>This is the most “empowering” model of public participation. People may choose a level of participation through new forms of organisations to carry out projects or programmes. The process has to be owned and run by participants - although funders may set goals and deadlines.</p>

## PRACTICAL EXAMPLE

### *How stakeholders' involvement works in practice?*

#### ***Žumberak - Samoborsko gorje Nature Park Authority's plan for involvement of stakeholders in the development of a protected area management plan***

*Prior to the start of the participation of stakeholders in the management plan development process, the Park management developed a plan for the engagement of stakeholders. This plan was based on a detailed analysis of stakeholders, which includes an assessment of the relationship and impact of different stakeholders on the Park, as well as on other sectors, such as tourism and the economy.*

*The engagement plan contains an overview of the levels and types of participation of different categories of stakeholders and representatives. It ensures not only the fact that the Park has worked with representatives of all key stakeholders' groups, but also that the level of participation has been appropriately determined. The engagement plan, taking into account the limited resources and capacity of the Park, developed five different participatory activities of different stakeholders: 1. semi-annual newsletter, 2. semi-structured interviews, 3. workshop with stakeholders, 4. village meetings and 5. focus group meetings. As it was not possible to include all stakeholders in all participation activities, representatives of each category of stakeholders were selected. The semi-annual newsletter "Kosilica" was used to inform a wide range of stakeholders about the management planning process, as well as to encourage them to be actively involved in this process. The main objective of the other four participatory activities was to gather their views and opinions on topics and issues such as i) the values of the Park, ii) the dangers in the Park, iii) the role of the Park Authority, iv) observation of all changes in the lifestyle of the residents of the Park, v) their vision of the Park and vi) future management of the Park. A summary of all five space user participation activities is provided in the table below. All views and opinions obtained through the participation process were reviewed, systematically analysed, and considered through the development of a management plan by the authority of the Park.*

Activity type	No.	Target group
Semi-annual newsletter	4 issues, 2000 copies of each issue	All stakeholders, but the focus is on local communities
Semi-structured interviews	68	Representatives from a number of categories of stakeholders
Workshop for stakeholders	1	Representatives from a number of categories of stakeholders
Targeted group meetings	3	Representatives of 12 hunting societies
Village meetings	9	Local communities of the surrounding villages

#### 4.4. Step 4: Establishment of long-term platforms for collaboration with stakeholders

One of the most relevant and pressured way to collaborate with the stakeholders is to organise and manage the long-term collaboration platforms. There are many different platforms created for cooperation with stakeholders in different sectors such as:

- Local supportive groups;
- Multi-stakeholder platforms;
- Networks;
- Social platforms, etc.

**Local supportive group** is a group of people who have similar experiences and concerns and who meet in order to provide help, advice, and encouragement one to another related to specific challenge.

**Multi-stakeholder platform** brings multiple stakeholders together to participate in dialogue, decision making, and implementation of responses to jointly perceived problems in order to ensure that all members of society benefit from intellectual property.

**Network** is a group or system of interconnected people or things.

**Social platform** is web-based technology that enables the development, deployment and management of social media solutions and services. It provides the ability to create social media websites and services with complete social media network functionality.

A way of making quality decisions related to the cultural heritage management is based on the level of approval and the implementation of plans and projects by the local communities. Therefore, it is increasingly important to involve local stakeholders and experts - a broader community - into the planning and implementation processes. An effective way to accomplish this is through collaboration platforms or through different models of local action groups with a range of stakeholders and with the properly planned communication and involvement strategies.

## PRACTICAL EXAMPLES

### ***Long-term Multistakeholder Forum in Nature Park Medvednica***

*In 2012 Nature Park Medvednica (NPM) established permanent Multistakeholder Forum for purposes of gaining Charter for sustainable tourism (Europarc) with 70 various and multilevel stakeholders. The basis of the Charter is the partnership work - ensuring a participative and inclusive approach and direct engagement of stakeholders into planning, management and decision making. Permanent Multistakeholder Forum was established between the Protected Area authority, local municipalities, conservation and community organisations and representatives of the tourism businesses. The main task was to prepare and implement a joint tourism development strategy and action plan (5 years duration) based on a thorough analysis and in accordance with the Charter principles of sustainable tourism. The Charter is granted when the evaluator verifies the adequacy of the application of Charter principles and is renewed every 5 years, provided that the intended objectives are met.*

### ***Practical example: The Mediterranean Experience of Ecotourism (MEET) network***

*The Mediterranean Experience of Ecotourism (MEET) is a network of protected areas and key organizations managing ecotourism products built around the natural and cultural heritage attractions of protected areas and local communities. MEET encourages and engages protected areas and sustainable local business in joint initiatives which contribute to protected area conservation. The MEET envisages the development of ecotourism products in protected areas through the establishment of a Local Ecotourism Cluster (LEC), a private-public tourism cluster supported by the protected area and composed of multi-sector stakeholders. One of the common examples is MEET's approach to collaborate with stakeholders in protected areas in order to increase sustainability of tourism.*

## How to organise and manage long-term platforms (LTPs)?

### Step by step process for developing and managing long-term platforms (LTP)

LTP development	Step by step process
Initiate the LTP	The management initiates and leads the initial meetings of the LTP, even if the idea was primarily promoted by other stakeholders such as NGOs.
Select and invite key stakeholders	Identification and invitation of different key public-private stakeholders to an introductory meeting where the purpose and role of the LTP and the rationale for inviting each stakeholder are all clearly explained.
Establish a common vision	The different stakeholders establish a common vision so that everyone in the LTP is aligned and knows what the group is working to achieve. It is recommended that the common vision balance stakeholder interests, economic benefits, and protects natural, cultural and community assets. Minimum operating standards should also be noted. For example, local businesses and service providers must adhere to laws, regulations, licenses and permits to operate tourism in the region.
Use the results from the LTP Product Self-Assessment	This tool and framework can be used to create goals around what the LTP needs. It can enable the facilitation of common decision-making and guide how to work collaboratively towards finalizing a product.
Clarify Roles and Responsibilities	For any initiative to be successful and long-lasting, dedication and clarity of what is expected from stakeholders is needed. Groups and initiatives require coordination and help to maintain focus. The best approach is to identify a member or small group of members that commits to managing the coordination role.

Local Governance

When identifying local stakeholders that will potentially be part of the tourism product, local identities, traditions, and concerns of the local community should be assessed and informed.

## Useful recommendations

- The stakeholders have to benefit from participating in the Local Supportive Group (LSG).
- Do not raise infeasible expectations.
- Clarify at the beginning the rights and duties of the LSG - be open and transparent.
- Build up trust between the involved stakeholders.
- Not more than 15 persons are recommended for an LSG to be able to work. If needed, involve more stakeholders in subordinated groups or an open forum.
- Involve your regional/national funding authority as they can provide information about regional/national priorities and funding opportunities.
- Bring public and private stakeholders with different needs together and make them understand each other's needs.
- Do not duplicate structure: if you have something comparable to an LSG, use it. Add activities and stakeholders if needed.
- Establish durable structures: structures should continue after having elaborated the management plan e.g. using the LSG for the implementation and monitoring of the management plan.
- Have a skilled 'neutral' moderator in charge of the LSG, accepted by all partners, her/his task will be to animate the LSG members to contribute to the development of the management plan and organize the process of the LSG.
- A successful LSG requires time and a thorough preparation!



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## PRACTICAL EXAMPLE

### ***Using Multistakeholder Forum for project “Revitalization of medieval city Medvedgrad - multifunctional visitor centre” development for EU funding in Nature Park Medvednica (NPM), Croatia***

*Protected area authority was the initiator of the process. NPM identified and invited stakeholders into long-term cooperation. In the beginning protected area was in charge of organizing the work of the Forum (management and responsibility). Activities such as continuous building capacity of its members/stakeholders through networking, sharing and education is very important. Signing Memorandum of Cooperation with more proactive and involved members of Forum was one of the informal ways to possibly strengthen responsibilities and roles of each stakeholder. Strategy for sustainable tourism in NPM was jointly developed and Charter was granted to the protected area in 2014. As most of the members of Multistakeholder Forum worked with enthusiasm on gaining Charter certification, Forum continued with work and many joint activities were conducted. During the process two more prominent and interested thematic groups of stakeholders have arisen (tourism group and science/experts' group).*

*NPM management started to develop project for EU funding - “Revitalization of medieval city Medvedgrad” and opening it to a new use - multifunctional visitor centre, jointly with its stakeholders. Participatory approach was used in all phases of project development, even in the development of interpretation of cultural and natural values (draft plans for multimedia exhibits), using external expert assistance which guided Forum members through the whole process of designing interpretation plans.*

*NPM sent invitation to stakeholders via email and organized several half-day workshops during the course of six months. At the first workshop, NPM presented legal and scientific/expert framework for working in the field of nature and culture protection and introduced them to the project development plan of work as well as deadlines. NPM has invited into cooperation more stakeholders than just relevant ones in order to be transparent and to raise awareness of stakeholders about legal and scientific rules (core values) of revitalization and management of cultural heritage in general (in protected area).*

*Numerous workshops were guided by professional teams (consisted of high-level management employees of NPM and experts) in two separate fields - project*

*development and interpretation exhibit plan development, so the frequency of holding workshops was high and whole process lasted for one full year. During that period of very intensive work only relevant and very interested stakeholders remained active.*

*It was envisaged in the project proposal that later, in everyday functioning of revitalized medieval city Medvedgrad - multifunctional visitor centre, Multistakeholder Forum has also its place for work.*

*Since that Multistakeholder platform was live and continuously functioning for years, stakeholders were included and working in different aspects of protected area management. Here are some additional examples of collaboration which were done with higher or lesser stakeholders' support; Medvedgrad's Medieval days festival, Medvedgrad's Fantastic Film festival, Medvedgrad's Musical nights etc.*

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## 4.5. Evaluation of the stakeholder process

It is very important to monitor and evaluate how well stakeholders have been identified, understood, and involved in your project. Evaluation of the stakeholder process should be an integral part of the overall evaluation of the project, and stakeholders themselves should be involved in developing that evaluation.

Some evaluation questions for consideration:

- What could you have done to better identify stakeholders?
- Which strategies worked best to involve different populations and groups?
- How successful were you in keeping people involved?
- Did you provide any training or other support? Was it helpful? How could it have been improved?
- Did your stakeholder analysis and management efforts have the desired effect? Were they helpful?
- Did stakeholder involvement improve the work, effectiveness, and/or political and community support of the effort?

Keep in mind that it is not just project teams that need evaluations - other types of stakeholders do as well (external stakeholders for example). By evaluating stakeholders as an on-going process, you can make good judgments on whether to include them in future projects.

## 5. For further reading

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