

Lessons Learned on Inclusiveness

- Actively reaching out to under-represented groups is essential to avoid narrow perspectives.
- Local partners play a key role identifying informal networks and community actors.
- Stakeholder lists should be treated as living documents and updated as pilots evolve.
- By implementing the two grouping methods - Quadruple Helix and Three-Layer methods - stakeholder needs and impact on the project are effectively assessed.

All identified stakeholders and their classification are stored in the Knowledge Base, enabling transparent documentation and future reuse of engagement structures. Each stakeholder can be accurately positioned within the following stakeholder groups matrix.

Table 1 The EMERGE Stakeholder groups matrix

 EMERGE <i>Stakeholder Matrix</i>	Academia/RTO	Policy Makers	Investors	Civil Society
Project Consortium	High Interest / High Influence	High Interest / High Influence	High Interest / High Influence	Medium Interest / Medium Influence
Expert Stakeholders	High Interest / Medium Influence	Medium Interest / High Influence	High Interest / Medium Influence	Medium Interest / Low Influence
Other Stakeholders	Medium Interest / Low Influence	Medium Interest / Medium Influence	Low Interest / Low Influence	High Interest / Medium Influence