



SUSTAINABLE PROJECT MANAGEMENT THROUGH PM²



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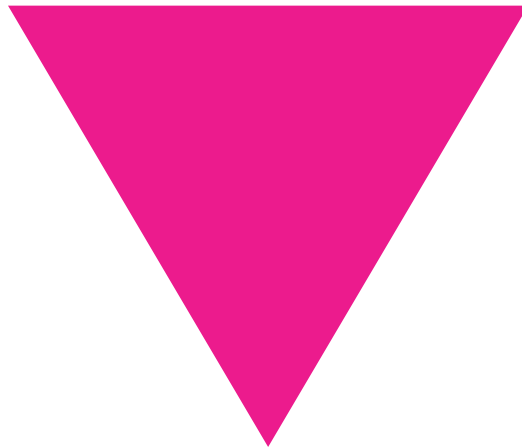


UNIVERSITY of INFORMATION
TECHNOLOGY and MANAGEMENT
in Rzeszow, POLAND

Deliverable 2.1

Stakeholder Mapping and Engagement Plan

WP2 - Stakeholder engagement, needs
analysis, and SPM² Guide preparation



Call: KA220-HED - Cooperation partnerships in higher education (KA220-HED)**Project number:** 2024-1-RS01-KA220-HED-000256067**Project Title:** Sustainable Project Management Through PM²**Project acronym:** SPM²**Project duration:** from September 1, 2024, to August 31, 2026**COORDINATOR**

University of Novi Sad (UNS), Serbia

PARTNERS

The University of Information Technology and Management in Rzeszow (UITM), Poland

The University of Thessaly (UTH), Greece

The PM² Alliance (PM²), Belgium

Advise Institute (AINS), Serbia

European Academy (EA), Latvia

PM² Scientific Center (PM² CC), Greece**Project URL:** <https://spm2.eu/>

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Key Words:	<i>stakeholder mapping, engagement plan, stakeholder analysis</i>

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Acronym	Full Form
UNS	UNIVERSITY OF NOVI SAD
UITM	UNIVERSITY OF INFORMATION TECHNOLOGY AND MANAGEMENT IN RZESZOW
UTH	UNIVERSITY OF THESSALY
PM ²	PM ² ALLIANCE
AINS	ADVISE INSTITUTE
EA	EUROPEAN ACADEMY
PM ² CC	PM ² SCIENTIFIC CENTER



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EXECUTIVE SUMMARY

The **Stakeholder Mapping and Engagement Plan** is a key deliverable within **WP2: Stakeholder Engagement, Needs Analysis, and SPM² Guide Preparation** of the SPM² project. It establishes a strategic framework for identifying and involving stakeholders whose contributions are essential to achieving the project's objectives. A crucial aspect of this deliverable is ensuring the active involvement of all project partners, leveraging their unique perspectives and networks to create a comprehensive and inclusive engagement process.

This plan lays the groundwork for WP2 by defining clear strategies for stakeholder involvement, aligning their contributions with project deliverables, and fostering collaboration across higher education institutions, vocational training providers, industry stakeholders, and policymakers. The insights and partnerships developed through this process will directly inform key project outcomes, including curriculum development, micro-credential frameworks, and policy endorsements.

By prioritizing inclusivity and active engagement, this deliverable ensures that all partners play a vital role in shaping sustainable project management practices, driving the project forward, and maximizing its long-term impact in education and industry.



1 INTRODUCTION

The SPM² initiative aims to integrate sustainability principles into the PM² project management methodology, addressing critical gaps in sustainable practices across industries and education. By developing comprehensive tools, frameworks, and training programs, the project supports professionals and institutions in aligning with green and digital transitions, fostering long-term impact and sustainability.

Key Objectives

1. **Develop the SPM² Guide and Digital Resource Hub:**
 - A practical guide and online platform providing tools, templates, and educational resources for sustainable project management.
 - **Indicators:** 200+ downloads within the first three months, 500+ user engagements.
2. **Standardize Professional Profiles and Curriculum:**
 - Define essential competencies and align HEI and VET curricula to industry standards.
 - **Indicators:** Adoption by HEIs and VETs, industry validation, and surveys evaluating curriculum relevance.
3. **Establish Micro-Credential Framework:**
 - Design ISO-compliant micro-credentials for SPM² skills with flexible, scalable frameworks.
 - **Indicators:** Development of 4-6 micro-credentials, 300 pilot participants, and partnerships with accreditation bodies.
4. **Secure Endorsement and Certification:**
 - Institutionalize SPM² methodology through widespread adoption by HEIs, VETs, and industry partners.
 - **Indicators:** Endorsements from 3+ European decision-makers and real-world case studies.

Target Groups

- **Primary:** HEIs, VET providers, project managers, and students seeking to embed sustainability in project management practices.
- **Secondary:** NGOs, policymakers, and industry partners advocating for sustainable development.

Work Plan Highlights

- **Needs Analysis & Stakeholder Engagement:** 500+ stakeholders, 200 surveys, and 5 focus groups.
- **Curriculum Development & Piloting:** Educational content piloted in HEIs and VETs with over 300 participants.
- **Micro-Credentials & Accreditation:** ISO-compliant framework and validation in 10+ settings.
- **Dissemination & Policy Impact:** Engaging stakeholders through 20+ materials, 10 events, and online communities.

Expected Outcomes

1. Comprehensive SPM² Guide and resource hub to enable widespread adoption.
2. Industry-aligned professional profiles and curriculum fostering sustainable project management education.



3. Flexible micro-credential framework to support lifelong learning and professional mobility.
4. Institutionalized SPM² methodology through certifications and endorsements.

Importance of Stakeholder Management in the SPM² Project

Effective stakeholder management is critical for the success of the SPM² project, ensuring that all relevant groups are adequately engaged and aligned with the project's objectives. This comprehensive analysis is divided into two interconnected segments: **Stakeholder Mapping** and **Stakeholder Engagement Plan**. Together, they provide a structured framework for identifying, analyzing, and engaging stakeholders throughout the project's lifecycle.

1.1.1 Stakeholder Mapping

The **Stakeholder Mapping** segment focuses on systematically identifying and categorizing stakeholders based on their influence, interest, and potential contributions to the project. By mapping stakeholders, the project team gains a clear understanding of each stakeholder's role, motivations, and expectations, which are essential for tailoring engagement strategies.

Key components include:

1. **Categorization:** Stakeholders are classified into predefined categories such as HEIs, VET providers, policymakers, and NGOs, ensuring that all relevant groups are represented.
2. **Influence and Interest Assessment:** Stakeholders are evaluated on their ability to impact project outcomes and their level of interest in the project's success.
3. **Motivations and Drivers:** Identifying what motivates each stakeholder group ensures their participation aligns with their interests and project goals.
4. **Potential Contributions:** Stakeholders' expertise, resources, and network are matched to project needs.
5. **Strategic Objectives Alignment:** Each stakeholder's contributions are linked to specific project objectives, such as developing the SPM² Guide or validating micro-credentials.
6. **Engagement Expectations:** Levels of involvement (e.g., leading, close collaboration, or informative) are clearly defined to set realistic engagement goals.

This structured mapping ensures inclusivity and scalability, forming the foundation for the subsequent engagement plan.

1.1.2 Stakeholder Engagement Plan

Building on the insights from the Stakeholder Mapping, the **Stakeholder Engagement Plan** outlines strategies for actively involving stakeholders in project activities. It connects stakeholders' roles with project objectives and deliverables, ensuring their contributions are measurable and aligned with desired outcomes.

Key components include:

1. **Engagement Objectives:** Define the purpose of engaging each stakeholder group, such as gathering feedback, validating deliverables, or securing endorsements.



2. **Engagement Approach and Activities:** Specify how stakeholders will be engaged (e.g., through workshops, webinars, surveys) and their expected roles in these activities.
3. **Key Performance Indicators (KPIs):** Establish measurable goals for stakeholder participation and outcomes (e.g., number of attendees, feedback quality).
4. **Alignment with Deliverables:** Map engagement activities to specific project deliverables, ensuring all actions contribute to achieving tangible results.
5. **Challenges and Solutions:** Anticipate potential barriers to stakeholder engagement and propose strategies to address them, ensuring smooth implementation.

This segment ensures that stakeholder interactions are purposeful, streamlined, and outcome-oriented, directly contributing to the project's success.

1.1.3 Purpose of the Analysis

This two-part analysis not only helps identify the right stakeholders but also ensures their meaningful participation in the SPM² project. By connecting stakeholder actions with project objectives and deliverables, this framework creates accountability and maximizes the impact of stakeholder contributions. It ensures that all efforts are targeted, measurable, and aligned with the project's overarching goal of integrating sustainability into project management practices through the SPM² methodology.

2 STAKEHOLDER MAPPING



2.1 Instructions for Stakeholder Mapping

This section provides comprehensive instructions for completing the **Stakeholder Mapping Template**. It is designed to guide project members through a structured approach to identifying, analyzing, and engaging stakeholders. Each column in the table corresponds to specific elements critical to understanding stakeholder influence, interest, and contributions. These instructions are closely aligned with the project's objectives and target groups to ensure a focused and actionable plan.

Detailed Instructions for Completing the Stakeholder Mapping Template

1. Stakeholder:

- Record the name of the stakeholder, which can be an organization, an institution, or a specific individual.
- Example categories include universities, industry associations, government bodies, NGOs, or individual project managers.

2. Category:

- Assign the stakeholder to one of the predefined categories:
 - **Higher Education Institutions (HEIs):** Academic staff, curriculum developers, education policymakers.
 - **Vocational Education and Training (VET) Providers:** Trainers and educators involved in developing professional skills.
 - **Industry Partners:** Organizations requiring or promoting sustainable project management practices.
 - **Policy Makers:** National and regional authorities shaping educational and sustainability policies.
 - **NGOs and Civil Society Organizations:** Groups advocating for sustainable development.
 - **Students and Learners:** Individuals interested in sustainable project management education and certification.
 - **Certification Bodies:** Institutions endorsing and validating certification frameworks.
 - **General Public & Local Communities:** Broader audiences impacted by sustainable project management initiatives.

3. Influence:

- Assess the level of impact the stakeholder can exert on the project's success:
 - **High:** Directly shapes project outcomes (e.g., policymakers, certification bodies).
 - **Medium:** Moderately influences certain project aspects (e.g., industry representatives).
 - **Low:** Limited impact but valuable for specific roles (e.g., local communities).

4. Interest:

- Determine the stakeholder's level of engagement or stake in the project's outcomes:
 - **High:** Actively invested in project success (e.g., HEIs, VET providers).
 - **Medium:** Interested but not central to their priorities.
 - **Low:** Peripheral interest but can be mobilized for support.



5. Motivation and Drivers:

- Detail the stakeholder's key motivators for participating in the SPM² initiative:
 - Examples: Alignment with sustainability goals, desire to enhance professional skills, compliance with regulations, or enhancing organizational reputation.

6. Potential Contribution to the Project:

- Identify how the stakeholder can support the project's objectives. Contributions may include:
 - Expertise in curriculum development.
 - Participation in training program validation.
 - Provision of resources or funding.
 - Advocacy for SPM² methodologies within their network.
 - etc.

7. Strategic Objective Supported:

- Link the stakeholder's potential contribution to one or more of the project's objectives:
 - **SO1:** Developing the SPM² Guide and Digital Resource Hub.
 - **SO2:** Standardizing professional profiles and curriculum.
 - **SO3:** Establishing micro-credential frameworks and training programs.
 - **SO4:** Ensuring endorsement and certification of the SPM² methodology.

8. What They Expect in Return:

- Describe what the stakeholder aims to achieve through their participation:
 - Examples: Access to training resources, opportunities for certification, alignment with global standards, or visibility in sustainability initiatives.

9. Expected Engagement Level:

- Define the nature and depth of their involvement:
 - **Leading Engagement:** Stakeholders with leading engagement actively participate in project decision-making, contribute to strategic planning, and have a direct role in shaping project outcomes. They are key contributors and take on responsibilities critical to the project's success.
 - **Close Collaboration:** These stakeholders are involved in frequent consultations and collaborate regularly on day-to-day activities. They play a hands-on role in executing specific tasks and ensuring alignment with project objectives.
 - **Consultative Support:** Stakeholders providing consultative support are engaged periodically to offer expertise, advice, or feedback on particular aspects of the project. Their involvement is task-specific and usually advisory in nature.
 - **Informative Involvement:** Stakeholders under this category receive regular updates and project information to stay informed. They are not directly involved in decision-making or task execution but maintain awareness of project progress and developments.



- **Observer Role:** Observers are occasionally informed about the project's status, milestones, or achievements. Their role is passive, with minimal to no direct influence on project activities or decisions.

10. Contact Person:

- Specify the individual responsible for representing the stakeholder. Include their name and position (e.g., John Smith, Sustainability Officer).

11. Contact Information:

- Provide accurate contact details, such as an email address or phone number, to ensure efficient communication.

Additional Considerations for Stakeholder Mapping

- **Inclusivity:** Ensure that all relevant groups and voices are identified, including underrepresented stakeholders who can provide unique perspectives on sustainability and project management.
- **Scalability:** The mapping should be flexible to accommodate new stakeholders as the project evolves.
- **Validation:** Regularly review and update the stakeholder mapping to reflect changes in roles, priorities, or project phases.

This enhanced instruction ensures that the stakeholder mapping aligns precisely with the objectives of the SPM² initiative, facilitating targeted engagement and maximizing the project's impact across all identified groups



Table 1. Stakeholder Mapping Template for SPM² Project

Stakeholder	Category	Influence (High/Medium/Low)	Interest (High/Medium/Low)	Motivation and Drivers	Potential Contribution to the Project	Strategic Objective Supported (SO1, SO2, SO3, SO4)	What They Expect in Return	Expected Engagement Level (Leading, Close Collaboration, Informative)	Contact Person	Contact Information



2.2 University of Novi Sad (UNS) Stakeholder Mapping

Table 2. UNS Stakeholder Mapping for SPM² Project

Stakeholder	Category	Influence (High/Medium/Low)	Interest (High/Medium/Low)	Motivation and Drivers	Potential Contribution to the Project	Strategic Objective Supported (SO1, SO2, SO3, SO4)	What They Expect in Return	Expected Engagement Level (Leading, Close Collaboration, Informative)	Contact Person	Contact Information
Faculty of Technical Sciences, University of Novi Sad	HEI	High	High	Academic leadership in project management education	Curriculum development and validation	SO1, SO2, SO3, SO4	Access to new curricula and training materials	Leading	Danijela Ćirić Lalić	danijela.ciric@uns.ac.rs
Faculty of Science, University of Novi Sad	HEI	Medium	High	Enhancing professional skills for impactful proposal design and writing in alignment with Sustainable Development Goals (SDGs).	Providing feedback and validating frameworks	SO1, SO2	Access to training resources, opportunities for certification, and global alignment	Close Collaboration	Miroslav Vujičić	miroslav.vujicic@dgt.uns.ac.rs
Faculty of Technical Sciences, University of Novi Sad	Students and Learners	High	High	Improving skills and knowledge in sustainable project management	Providing feedback	SO2, SO3, SO4	Access to training resources and opportunities for certification	Close Collaboration	Danijela Ćirić Lalić	danijela.ciric@uns.ac.rs
Local BEST (Board of European Students of Technolog	NGOs and Civil Society Organizations	High	High	Support for project management initiatives among students	Engaging student networks	SO3, SO4	Access to training resources and opportunities	Close Collaboration	Isidora Dinić	isidora.d.dinic@gmail.com

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y) Group Novi Sad							s for certification			
Academic Center for Environmental Protection and Sustainable Development (ACZOR)	NGOs and Civil Society Organizations	Medium	High	Advocacy for sustainable practices	Promoting sustainable practices and community engagement	SO2, SO4	Recognition and collaboration opportunities	Consultative Support	Braniša Petković	cepomdoosmeha@gmail.com
OPENS Youth Alliance	NGOs and Civil Society Organizations	Medium	High	Collaboration on youth-driven sustainable initiatives	Collaborating on youth engagement strategies	SO4	Greater visibility and impact on sustainable development	Consultative Support	OPENS Representative	office@opens.rs
Science and Technology Park Novi Sad	Industry Partners	High	Medium	Advancing innovation and project development in sustainability	Providing technical insights and logistical support	SO1, SO3	Greater visibility and impact on sustainable development	Close Collaboration	Vladimir Todorović	office@ntpn.rs
Vega IT	Industry Partners	Medium	High	Enhancing IT project management practices	Sharing expertise in IT project delivery	SO1, SO3	Recognition in project delivery excellence	Close Collaboration	Anja Stojković	anja.stojkovic@vegait.rs
Project Management Institute Chapter Serbia	NGOs and Civil Society Organizations	High	High	Support for project management initiatives	Sharing expertise in project management best practices	SO3, SO4	Access to training resources, opportunities for certification, and global alignment	Close Collaboration	Branislav Zobenica	branislav.zobenica@gmail.com
Fund for European Affairs and Development	Policy Makers & Industry Partners	Medium	Medium	Facilitating EU integration and sustainable	Providing feedback and validating frameworks	SO2, SO4	Visibility in sustainability initiatives	Informative	Ognjen Dopuđ	office@vojvodinahouse.eu

D1.2 Stakeholder Mapping and Engagement Plan

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2.3 University of Information Technology and Management in Rzeszow (UITM) Stakeholder Mapping

Table 3. UITM Stakeholder Mapping for SPM² Project

Stakeholder	Category	Influence (High/Medium/Low)	Interest (High/Medium/Low)	Motivation and Drivers	Potential Contribution to the Project	Strategic Objective Supported (SO1, SO2, SO3, SO4)	What They Expect in Return	Expected Engagement Level (Leading, Close Collaboration, Informative)	Contact Person	Contact Information
Faculty of Management, UITM (teachers)	HEI	High	High	Improving skills and knowledge in sustainable project	Curriculum development and validation	SO1, SO2, SO3, SO4	Access to project resources	Leading	Joanna Świętoniowska	
PMI - Podkarpackie Chapter	NGO	High	High	Improving skills and knowledge in sustainable project management, seeking for the new approaches, practices, tools	Promoting outcomes and community engagement	SO3, SO4	Recognition and collaboration opportunities, access to project resources	Close Collaboration and consultative Support	Joanna Długosz	
Dean of the Faculty of Management, UITM	HEI	High	High	Adjustment of study programs to labour market requirements, rising attractiveness of courses, study programs	Acceptance for the implementation of the project outputs	SO1, SO2, SO3, SO4	Access to project resources	Close Collaboration	Agata Gemzik Salwach	

D1.2 Stakeholder Mapping and Engagement Plan

European Enterprise Network	European network	Medium	Low	New tools and approaches for the companies - members of the network	Insights on the guide and project outputs	SO3, SO4	Access to project resources	Informative	Iwona Serafin	
Academic Secondary School	School	Low	Low	interesting courses raising the skills in PM	Insights on the guide and project outputs, feedback during testing phase how it is suitable also for lower levels of educational system	SO1, SO2, SO3, SO4	Access to project resources	Consultative Support	Joanna Kobak Fluda	
PRME Chapter Poland	NGO	High	High	Promote knowledge on the importance of acting and thinking in terms of the common good, especially environmental protection.	Convince authorities to support actions in corporate social responsibility, sustainable development, and include related content in educational curricula.	SO1, SO2, SO3, SO4	Access to new curricula and training materials	Close Collaboration	Michalina Mróz	
Revas sp. z o.o.	Industry Partner	Medium	High	Engage participants in practical	Provide practical business	SO1, SO2, SO3, SO4	Opportunities for certification	Close Collaboration	Elżbieta Szczepaniak	



D1.2 Stakeholder Mapping and Engagement Plan

				business decision-making simulations.	decision-making simulations.					
UITM Centre for Postgraduate Studies	VET Providers	High	High	Provide practical education tailored to business needs.	Provide practical education tailored to business needs.	SO1, SO2, SO3, SO4	Access to training resources	Close Collaboration	Marta Cisek-Babiarz	
SUNRISE (Smaller (strategic) Universities Network for Regional Innovative and Sustainable Evolution)	HEI	Medium	High	Support creation of networks of European universities cooperating in didactics, mobility, research projects, and sustainable development.	Shape model cooperation for local community development in sustainable development.	SO1, SO3,	Visibility in sustainability initiatives	Close Collaboration	Grzegorz Karpiuk	
National Conference of Student Scientific Circles “Science and passion the key to success”.	Students and Learners	Medium	High	Promote activities of young scientists, present research and views, integrate academic community.	Collaborate in pilot testing methodologies, disseminate results in underrepresented regions, expand access to digital/green transition training.	SO1, SO3, SO4	Joint publications, co-hosted workshops	Close Collaboration	Monika Ślepecka	



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Institute for Sustainable Development Foundation	NGO	High	High	Promotion and implementation of principles and solutions contributing to Poland's sustainable development.	Disseminate new ideas and concepts for sustainable development, develop methodologies for strategic documents.	SO1, SO2, SO3, SO4	Access to training resources, opportunities for certification	Close Collaboration	Wojciech Szymalski	
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2.4 University of Thessaly (UTH) Stakeholder Mapping

Table 4. UTH Stakeholder Mapping for SPM² Project

Stakeholder	Category	Influence (High/Medium/Low)	Interest (High/Medium/Low)	Motivation and Drivers	Potential Contribution to the Project	Strategic Objective Supported (SO1, SO2, SO3, SO4)	What They Expect in Return	Expected Engagement Level (Leading, Close Collaboration, Informative)	Contact Person	Contact Information
School of Economics and Business Administration, University of Thessaly	HEI	High	High	Academic leadership in project management education	Curriculum development and validation	SO1, SO2, SO3, SO4	Access to new curricula and training materials	Leading	Athina Economou	aeconomou@econ.uth.gr
School of Economics, University of Western Macedonia	HEI	Medium	High	Improving professional competencies for effective proposal design and writing in accordance with Sustainable Development Goals (SDGs).	Providing feedback and validating frameworks	SO1, SO2	Availability of training resources, certification chances, and international standardization	Close Collaboration	Konstantina Ragazou	kragazou@uowm.gr
Institute of Entrepreneurship and Innovation of the University Center for Research	Students and Learners	High	High	Enhancing abilities and understanding in the field of sustainable project management	Providing feedback and validating frameworks	SO2, SO3, SO4	Opportunities for certification and access to training resources	Close Collaboration	George Anastasiou	rc-iason@uth.gr

D1.2 Stakeholder Mapping and Engagement Plan

and Innovation "IASON", University of Thessaly										
Innovation and Entrepreneurship Unit, University of Thessaly	VET provider	High	High	Support for project management initiatives among students	Engaging student networks	SO3, SO4	Access to training resources and opportunities for certification	Close Collaboration		
Larissa Chamber of Commerce	Policy Makers	High	Medium	Make the business environment stronger by encouraging sustainable practices, making it easier for businesses to work together, and supporting economic growth via programs that promote sustainable development .	Participation in promoting the program among local businesses.	SO4	Transparency in sustainability initiatives Increased exposure and influence on sustainable development	Consultative	Chris Giakouvis	info@larcci.gr
Institute of Entrepreneurship and Innovation of the University Center for Research	Students and Learners	High	High	Enhancing abilities and understanding in the field of sustainable project management	Providing feedback and validating frameworks	SO2, SO3, SO4	Opportunities for certification and access to training resources	Close Collaboration	George Anastasiou	rc-iason@uth.gr



and Innovation "IASON", University of Thessaly										
University of Neapolis Pafos	Higher Education Institution (HEI)	Medium	High	Desire to enhance professional skills, Compliance with regulations	Participation in the validation of training programs, proficiency in curriculum development, Promotion of SPM ² methodologies within their network	SO3	Opportunities for certification, visibility in sustainability initiatives, alignment with global standards, and access to training resources	Consultative Support	Christos Papademetriou	c.papademetriou@nup.ac.cy

2.5 PM² Alliance (PM²) Stakeholder Mapping

Table 5. PM² Stakeholder Mapping for SPM² Project

Stakeholder	Category	Influence (High/Medium/Low)	Interest (High/Medium/Low)	Motivation and Drivers	Potential Contribution to the Project	Strategic Objective Supported (SO1, SO2, SO3, SO4)	What They Expect in Return	Expected Engagement Level (Leading, Close Collaboration,	Contact Person	Contact Information
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D1.2 Stakeholder Mapping and Engagement Plan

								Informative)		
PM² Alliance Regional Coordination Network	NGOs and Civil Society Organization OR General Public & Local Community	Low	High	Alignment with sustainability goals, Desire to enhance professional skills	Participation in training program validation, Advocacy for SPM ² methodologies within their network	SO1, SO2, SO4	Access to training resources, opportunities for certification, alignment with global standards	Leading Engagement	Christos Tsagkas	info@pm2alliance.eu
European Security and Defence College	Policy Maker	Medium	High	Desire to enhance professional skills, Compliance with regulations	Expertise in curriculum development, Participation in training program validation, Advocacy for SPM ² methodologies within their network	SO4	Access to training resources, opportunities for certification	Informative Involvement	Harry Konstantopoulos	harry@pm2alliance.eu
University College Dublin	Higher Education Institution (HEI)	Medium	High	Desire to enhance professional skills, Compliance with regulations	Expertise in curriculum development, Participation in training program validation, Advocacy for SPM ² methodologies within their network	SO3	Access to training resources, opportunities for certification, alignment with global standards	Consultative Support	Frank Desmond	frank.desmond@ucd.ie
Alexandria University	Higher Education Institution (HEI)	Medium	High	Desire to enhance professional skills, Compliance	Expertise in curriculum development, Participation in training	SO1, SO3, SO4	Access to training resources, opportunities for	Close Collaboration	Ashraf Hamdan	ashraf.hamdan@management-square.com

D1.2 Stakeholder Mapping and Engagement Plan

				with regulations	program validation, Advocacy for SPM ² methodologies within their network		certification, alignment with global standards, visibility in sustainability initiatives			
Università degli Studi di Roma Tor Vergata	Higher Education Institution (HEI)	Medium	High	Desire to enhance professional skills, Compliance with regulations	Expertise in curriculum development, Participation in training program validation, Advocacy for SPM ² methodologies within their network	SO1, SO2, SO3, SO4	Access to training resources, Opportunities for certification, Visibility in sustainability initiatives	Close Collaboration	Marco Amici	marco.amici@uniroma2.it
Hellenic American Union	Vocational Education and Training (VET) Provider	Medium	Medium	Alignment with sustainability goals, Desire to enhance professional skills, Compliance with regulations	Expertise in curriculum development, Participation in training program validation, Advocacy for SPM ² methodologies within their network	SO1, SO2, SO3, SO4	Access to training resources, Opportunities for certification, Visibility in sustainability initiatives	Close Collaboration	Tsirigoti Eleni	etsirigoti@hau.gr
OpenProject	Industry Partner	Medium	Medium	Alignment with sustainability goals, Enhancing organizational reputation	Advocacy for SPM ² methodologies within their network	SO4	Access to training resources, Opportunities for certification, Alignment with global standards	Consultative Support	Niels Lindenthal	n.lindenthal@openproject.com

D1.2 Stakeholder Mapping and Engagement Plan

PMI Croatia	NGO and Civil Society Organization	Medium	Medium	Compliance with regulations, Enhancing organizational reputation	Advocacy for SPM ² methodologies within their network	SO4	Access to training resources, Opportunities for certification, Alignment with global standards	Informative Involvement	Marko Simac	marko.simac@pm2alliance.eu



2.6 Advise Institute (AINS) Stakeholder Mapping

Table 6. AINS Stakeholder Mapping for SPM² Project

Stakeholder	Category	Influence (High/Medium/Low)	Interest (High/Medium/Low)	Motivation and Drivers	Potential Contribution to the Project	Strategic Objective Supported (SO1, SO2, SO3, SO4)	What They Expect in Return	Expected Engagement Level (Leading, Close Collaboration, Informative)	Contact Person	Contact Information
NIS Gazprom Neft	Industry Partner	Medium	High	To enhance corporate social responsibility and sustainability practices, driven by the desire to improve energy efficiency, align with international standards, and engage with the community.	Advocacy for aligning the SPM ² methodologies with corporate sustainability initiatives.	SO1, SO2	Access to training resources, opportunities for certification, Greater visibility and impact on sustainable development	Consultative	Marko Vanić	office@nis.rs
Schneider Electric Serbia	Industry Partner	Medium	High	To enhance its growth in sustainability and energy management, aiming to promote green and digital solutions that	Advocacy for the adoption of SPM ² methodologies in the energy and technology sectors.	SO1, SO2	Access to training resources, opportunities for certification, Greater visibility and impact on sustainable development	Consultative	Monika Drobnjak	Monika.drobnjak@se.rs

D1.2 Stakeholder Mapping and Engagement Plan

				contribute to environmental impact and sustainable development.						
Nordeus Hub Belgrade	Industry Partner	Medium	High	Foster innovation and talent development, with the desire to contribute to sustainable business solutions and digital transformation.	Collaboration in fostering innovation in project management practices through SPM ² training.	SO1,SO2	Access to training resources, opportunities for certification, Greater visibility and impact on sustainable development	Consultative	Branko Milutinović	digital@nordeus.com
LINK group (ITAcademy, Business Academy, VET Programs)	(VET) Provider	Medium	High	Align educational offerings with industry needs, aiming to enhance employability through sustainable project management training and industry collaboration.		SO1,SO2, SO3	Access to training resources, opportunities for certification, Recognition and collaboration opportunities	Close collaboration	Biljana Kuleto	office@link.co.rs



D1.2 Stakeholder Mapping and Engagement Plan

					Expertise in aligning educational offerings with industry needs, contributing to curriculum development.					
Oxford Academy	(VET) Provider	Medium	High	Provide high-quality training and upskilling programs, aligned with global sustainability trends and professional development needs.	Expertise in curriculum development	S01, S02, S03	Access to training resources, opportunities for certification, Recognition and collaboration opportunities	Close collaboration	Danijela Stanković	danijela.stankovic@akademija.oxford.com
Mokrogorska Business school	(VET) Provider	Medium	High	Strengthen the quality and relevance of vocational education,	Participation in the validation and piloting of training modules.	S01, S02, S03	Access to training resources, opportunities for certification,	Close collaboration	Srdjan Janićijević	office@msm.edu.rs



D1.2 Stakeholder Mapping and Engagement Plan

				aiming to provide skills that meet emerging industry needs, particularly in sustainable project management.			Recognition and collaboration opportunities			
Regional development Agency Backa	Policy Maker	Low	Low	Promote sustainable development and economic growth in a specific region, with the goal of aligning regional strategies with sustainable practices and supporting job creation.	Participation in promoting the adoption of sustainable project management practices in local industries.	SO4	Visibility in Sustainability initiatives	Informative	Aleksandar Dunderski	office@rda-backa.rs
Accreditation Body of Serbia	Certification Bodies	High	High	Ensure quality standards in education and certification, with the desire to enhance the	Participation in validating the methodology for certification and establishing	SO1, SO2, SO3, SO4	Access to training resources, national alignment, Recognition and collaboration	Close collaboration	Dragan Pušara	office@ats.rs



D1.2 Stakeholder Mapping and Engagement Plan

				credibility of sustainable project management programs and align with international standards.	quality standards.		opportunities ,			
Qualification Agency of Serbia	Certification Bodies	High	High	Develop qualifications that meet labor market needs, supporting the creation of qualifications for sustainable project management and national workforce development.	Participation in creating a sustainable project management qualification framework.	SO1, SO2, SO3, SO4	Access to training resources, national alignment, Recognition and collaboration opportunities	Close collaboration	Časlav Mitrović	agencija@azk.gov.rs
Biosense Institute	Industry Partner	Medium	High	Promote innovation in technology and agriculture, aiming to support eco-friendly practices and align research with	Expertise in research and technology, contributing to innovative solutions within project management and sustainability.	SO4	Access to training resources, opportunities for certification, Greater visibility and impact on sustainable development	Consultative	Milica Trajković	office@biosense.rs



D1.2 Stakeholder Mapping and Engagement Plan

				sustainability principles in project management.						
Innovation Fund	Industry Partner	Medium	High	Support innovation-driven entrepreneurship, with the goal of funding projects that foster green innovation and contribute to regional and national sustainable economic growth.	Advocacy for funding mechanisms to support the scaling of SPM ² methodologies.	SO4	Access to training resources, opportunities for certification, Greater visibility and impact on sustainable development	Consultative	Ivan Rakonjac	office@inovacionifond.rs
GIZ Serbia	NGOs and Civil Society Organization	Medium	High	Promote sustainable development and good governance, supporting projects that contribute to the sustainable management of resources and long-term societal benefits.	Participation in validating the SPM ² methodology for global applicability.	SO4	Access to training resources, opportunities for certification, Greater visibility and impact on sustainable development	Consultative	Jelena Ivančević	jelena.ivancevic@giz.de



D1.2 Stakeholder Mapping and Engagement Plan

Ministry of Education, Science, and Technological Development of the Republic of Serbia	Policy Makers	High	High	Improve education and skills development, aiming to align educational standards with industry needs and promote sustainability in education.	Participation in validating and promoting the adoption of sustainable project management within national educational frameworks.	SO1,SO2, SO4, SO4	Visibility in Sustainability initiatives, Greater visibility and impact on sustainable development	Close collaboration	Zoran Hasalović	srednje@prosveta.gov.rs
Provincial Secretariat for Education, Regulations, Administration, and National Minorities of AP Vojvodina	Policy Makers	High	High	Support education and vocational training, aligning local education systems with industry standards and promoting diversity and inclusion.	Participation in the development and promotion of SPM ² training in the region.	SO1,SO2, SO4	Visibility in Sustainability initiatives, Greater visibility and impact on sustainable development	Consultative	Tatjana Veljković	ounz@vojvodina.gov.rs
Provincial Secretariat for Urban Planning and Environmental Protection	Policy Makers	High	Medium	Foster sustainable urban development and environmental protection, aiming to integrate	Advocacy for incorporating SPM ² methodologies in urban planning and environmental protection policies.	SO1,SO2, SO4	Visibility in Sustainability initiatives	Consultative	Dušan Španović	ekourb@vojvodina.gov.rs

D1.2 Stakeholder Mapping and Engagement Plan

of AP Vojvodina				sustainability into urban planning and align with global environmental standards.						
Provincial Secretariat for Energy, Construction, and Transport of AP Vojvodina	Policy Makers	High	Medium	Promote energy efficiency and sustainable infrastructure, aiming to develop energy-efficient solutions and support renewable energy projects.	Providing local infrastructure support and funding for program delivery.	S01, SO2, SO4	Visibility in Sustainability initiatives	Consultative	Zlatko Mitić	zlatko.mitic@vojvodina.gov.rs
Chamber of commerce of Serbia	Policy Makers	High	Medium	Strengthen the business environment, promoting sustainable practices, facilitating collaborations, and supporting economic growth through sustainable development projects.	Participation in promoting the program among local businesses.	SO4	Visibility in Sustainability initiatives, Greater visibility and impact on sustainable development	Consultative	Marko Čadež	bis@pks.rs





2.7 European Academy (EA) Stakeholder Mapping

Table 7. EA Stakeholder Mapping for SPM² Project

Stakeholder	Category	Influence (High/Medium/Low)	Interest (High/Medium/Low)	Motivation and Drivers	Potential Contribution to the Project	Strategic Objective Supported (SO1, SO2, SO3, SO4)	What They Expect in Return	Expected Engagement Level (Leading, Close Collaboration, Informative)	Contact Person	Contact Information
European Public Law Organization	Higher Education Institution (HEI)	Medium	Medium	Alignment with sustainability goals, Desire to enhance professional skills, Enhancing organizational reputation	Expertise in curriculum development, Participation in training program validation, Advocacy for SPM ² methodologies within their network	SO2, SO3	Access to training resources, Alignment with global standards, Visibility in sustainability initiatives	Consultative Support	Dora Papadopolou	dpapadopoulou@elgs.eu
Central Denmark EU Office	Industry Partner	Medium	Medium	Alignment with sustainability goals, Desire to enhance professional skills, Compliance with regulations, Enhancing organizational reputation	Participation in training program validation, Advocacy for SPM ² methodologies within their network	SO2, SO3, SO4	Access to training resources, Opportunities for certification, Visibility in sustainability initiatives	Close Collaboration	Maria Helene Louwrier	mhl@CentralDenmark.eu
North-East Regional Development	Policy Maker	High	High	Alignment with sustainability goals,	Participation in training program validation,	SO2, SO3, SO4	Access to training resources, Opportunities	Close Collaboration	Roxana Pintilescu	rpintilescu@adrnordest.ro

D1.2 Stakeholder Mapping and Engagement Plan

nt Agency of Romania				Desire to enhance professional skills	Advocacy for SPM ² methodologies within their network		s for certification, Visibility in sustainability initiatives			
EURIE	General Public & Local Community	Low	Low	Alignment with sustainability goals, Desire to Enhancing organizational reputation	Advocacy for SPM ² methodologies within their network	SO4	Access to training resources, Visibility in sustainability initiatives	Informative Involvement	Irem Arman	iremarman@aydin.edu.tr
University of the Peloponnese	Higher Education Institution (HEI)	Medium	Medium	Alignment with sustainability goals, Desire to enhance professional skills, Enhancing organizational reputation	Advocacy for SPM ² methodologies within their network	SO4	Access to training resources, Opportunities for certification, Visibility in sustainability initiatives	Informative Involvement	Stavrogianis Stavros	s.stavrogianis@uop.gr
European Federation of Psychologists' Associations	NGO and Civil Society Organization	Low	Low	Alignment with sustainability goals, Desire to enhance professional skills	Advocacy for SPM ² methodologies within their network	SO4	Visibility in sustainability initiatives	Informative Involvement	Isane Aparicio	isane99@hotmail.com



2.8 PM2 Scientific Center (PM2 CC) Stakeholder Mapping

Table 8. PM2 CC Stakeholder Mapping for SPM² Project

Stakeholder	Category	Influence (High/Medium/Low)	Interest (High/Medium/Low)	Motivation and Drivers	Potential Contribution to the Project	Strategic Objective Supported (SO1, SO2, SO3, SO4)	What They Expect in Return	Expected Engagement Level (Leading, Close Collaboration, Informative)	Contact Person	Contact Information
Western Greece Region	Policy Maker	High	Medium	Alignment with sustainability goals, Desire to enhance professional skills, Compliance with regulations	Participation in training program validation, Advocacy for SPM ² methodologies within their network	SO4	Access to training resources, Opportunities for certification, Visibility in sustainability initiatives	Informative Involvement	Eleni Chatoupi	echatoupi@pde-mse.gr
CEOLevel	Vocational Education and Training (VET) Provider	Medium	High	Desire to enhance professional skills, Enhancing organizational reputation	Expertise in curriculum development, Advocacy for SPM ² methodologies within their network	SO2, SO3, SO4	Access to training resources, Opportunities for certification, Alignment with global standards	Close Collaboration	Alejandro Pérez Ruiz	alejandro.perez@ceolevel.com
Evergreen PM	Vocational Education and Training (VET) Provider	Medium	High	Desire to enhance professional skills, Enhancing organizational reputation	Expertise in curriculum development, Advocacy for SPM ² methodologies within their network	SO1, SO2, SO3, SO4	Access to training resources, Opportunities for certification, Alignment with global standards	Consultative Support	Angel Agueda Barrero	angel.agueda@evergreenpm.com

D1.2 Stakeholder Mapping and Engagement Plan

TEDxPatras	Students and Learners	Low	Medium	Desire to enhance professional skills, Enhancing organizational reputation	Participation in training program validation, Advocacy for SPM ² methodologies within their network	SO4	Access to training resources, Opportunities for certification, Visibility in sustainability initiatives	Close Collaboration	Giannis Altanopoulos	altanopoulos@tedxpatras.com
Tecnológico de Monterrey	Higher Education Institution (HEI)	Medium	Medium	Alignment with sustainability goals, Desire to enhance professional skills	Advocacy for SPM ² methodologies within their network	SO2, SO4	Access to training resources, Opportunities for certification, Visibility in sustainability initiatives	Consultative Support	Hugo Rimada	hugo.rimada@pm2alliance.eu
Athens University of Economics and Business	Higher Education Institution (HEI)	Medium	High	Desire to enhance professional skills, Compliance with regulations	Expertise in curriculum development, Participation in training program validation, Advocacy for SPM ² methodologies within their network	SO3	Access to training resources, opportunities for certification, alignment with global standards, visibility in sustainability initiatives	Consultative Support	Dimitris Zissis	dzisis@aeub.gr



3 STAKEHOLDER ENGAGEMENT PLAN

3.1 Instructions for Stakeholder Engagement Plan

This table builds upon the Stakeholder Mapping Template completed in the first step of analysis, where stakeholders were categorized and analyzed based on their influence, interest, and contributions to the project. It expands on those insights by detailing engagement approaches, objectives, and alignment with deliverables. The Stakeholder Engagement Table provides a structured framework for systematically involving stakeholders in the SPM² project. It connects stakeholder groups with strategic project objectives, ensuring that engagement activities align with project deliverables. Each column includes detailed descriptions and examples to facilitate accurate, actionable, and measurable input. To assist in selecting appropriate deliverable alignment, all project outputs are listed below, ensuring that every activity is traceable to specific deliverables.

Detailed Instructions for Completing the Stakeholder Mapping Template

1. Stakeholder/Group

- Refer to the Stakeholder Mapping Template.
- Use the exact name or group of the stakeholder as previously identified (e.g., “University of X,” “Industry Partner Y,” “Certification Body Z”).

2. Category

- **Select a predefined category from the stakeholder mapping:**
 - **Higher Education Institutions (HEIs):** Academic staff, curriculum developers, education policymakers.
 - **Vocational Education and Training (VET) Providers:** Trainers, educators.
 - **Industry Partners:** Companies adopting sustainable project management practices.
 - **Policy Makers:** National/regional authorities.
 - **NGOs and Civil Society Organizations:** Advocates for sustainability.
 - **Students and Learners:** Individuals interested in project management education.
 - **Certification Bodies:** Institutions endorsing frameworks.
 - **General Public & Local Communities:** Broader audiences impacted by initiatives.

3. Strategic Objective Supported

- **Choose one or more of the following project strategic objectives:**
 - **SO1:** Develop a Comprehensive SPM² Guide and Digital Resource Hub.
 - **SO2:** Standardize Professional Profiles and Curriculum for SPM² Education.
 - **SO3:** Establish Micro-Credential Framework and Training Programs.
 - **SO4:** Ensure Endorsement and Certification of SPM² Methodology.

4. Engagement Objectives

- **Clearly define why you are engaging with this stakeholder. Examples include:**
 - Collect feedback for curriculum development.
 - Validate the micro-credential framework.
 - Secure endorsements for the SPM² methodology.



5. Engagement Approach & Activities

- **Engagement Approach: Specify the method(s) for engagement:**
 - **Examples:** Workshops, interviews, surveys, webinars, focus groups, forums.
- **Engagement Activities: Detail what the stakeholder will do:**
 - **Examples:**
 - Provide feedback on specific project materials or tools.
 - Participate in validation workshops for curriculum and guides.
 - Host or sponsor dissemination events like conferences.
 - Pilot-test micro-credentials or digital resources.

6. Key Performance Indicators (KPIs)

- **Define measurable indicators to track success. Include target numbers or metrics. Examples:**
 - Participation metrics: 50 attendees in a workshop, 200 survey responses.
 - Quality metrics: 80% positive feedback on activities.
 - Outcome metrics: 3 new institutional endorsements.

7. Alignment with Deliverables

- **Choose the relevant deliverable(s) supported by this engagement. Use the full names below:**
 - **D2.1:** Stakeholder Mapping Report and Engagement Plan.
 - **D2.2:** Needs Analysis and Detailed Professional Profile for SPM Practitioners.
 - **D2.3:** SPM² Guide and Guide Validation Report.
 - **D2.4:** Digital Resource Hub Requirements Specification Report.
 - **D3.1:** SPM² Curriculum Framework.
 - **D3.2:** SPM² Educational Content and Materials.
 - **D3.3:** Integrated SPM² Digital Resource Hub for Learning Resources and Platform Testing Report.
 - **D3.4:** Pilot Implementation and Evaluation Reports.
 - **D3.5:** Refined Curriculum and Digital Platform Enhancements.
 - **D4.1:** SPM² Micro-Credential Framework Document.
 - **D4.2:** Catalog of Developed Micro-Credentials.
 - **D4.3:** Accreditation and Validation Partnerships Established.
 - **D4.4:** Pilot Testing Report.
 - **D4.5:** Updated SPM² Micro-Credential Framework.
 - **D5.1:** Dissemination Strategy Plan.
 - **D5.2:** Various Dissemination Materials (reports, articles, videos, infographics).
 - **D5.3:** Regular Seminars, Webinars, Conferences, and Final Conference Organized.
 - **D5.4:** Online and Offline Communities, Discussion Forums, Networking Platforms.
 - **D5.5:** Endorsements from Key European Decision-Makers.

8. Challenges

- **Anticipate barriers to stakeholder engagement. Examples:**
 - Low attendance: Stakeholders may not attend planned events.
 - Limited feedback: Difficulty obtaining actionable input.

9. Solutions



- **Propose concrete measures to address challenges. Examples:**
 - For low attendance: Offer virtual participation options or send reminders.
 - For limited feedback: Provide incentives like certificates or recognition.



Table 9. Stakeholder Engagement Template for SPM² Project

Stakeholder/Group	Category	Strategic Objective Supported	Engagement Objectives	Engagement Approach & Activities	Key Performance Indicators (KPIs)	Alignment with Deliverables	Challenges	Solutions



3.2 University of Novi Sad (UNS) Stakeholder Engagement Plan

Table 10. UNS Stakeholder Engagement for SPM² Project

Stakeholder/Group	Category	Strategic Objective Supported	Engagement Objectives	Engagement Approach & Activities	Key Performance Indicators (KPIs)	Alignment with Deliverables	Challenges	Solutions
Faculty of Technical Sciences, University of Novi Sad	HEI	SO1, SO2, SO3, SO4	Lead curriculum development and validate SPM ² educational materials	Organize workshops, review workshop materials, provide expert feedback	Validated curriculum; Participation of at least 3 faculty members in workshops; Workshop feedback score ≥80%; Organise at least 2 workshops with at least 30 participants	D3.1, D3.3	Coordination across multiple stakeholders	Use online collaboration tools and provide early access to materials
Faculty of Science, University of Novi Sad	HEI	SO1, SO2	Provide interdisciplinary feedback on educational materials	Host interdisciplinary focus groups	2+ academic staff involved in workshops; 10+ participants in focus groups	D3.2, D3.4	Scheduling conflicts among academic staff	Flexible scheduling options; Asynchronous feedback mechanisms
Faculty of Technical Sciences	Students and Learners	SO2, SO3, SO4	Pilot testing educational materials and resources	Provide feedback during and after workshops	30+ participants per workshop; 15+ responses on post-event survey	D3.4, D4.4	Difficulty engaging students	Offer certificates and emphasize career benefits
Local BEST Group Novi Sad	NGO and Civil Society Org	SO3, SO4	Promote sustainable project management practices among students	Engage students via workshops and campaigns	10+ participants per workshop; 1+ social media post	D5.1, D5.3	Attracting consistent student participation	Incentivize with certificates and success stories
Academic Center for Environment	NGO and Civil	SO2, SO4	Advocate for sustainability and provide	Host workshops and provide	Host 1 workshop with at least 30	D5.3, D5.4	Low public awareness of the project	Use targeted marketing and



D1.2 Stakeholder mapping report & Stakeholder engagement plan

tal Protection (ACZOR)	Society Org		environmental insights	dissemination materials	attendees; 1+ social media post			collaborate with local influencers
OPENS Youth Alliance	NGO and Civil Society Org	SO4	Pilot testing educational materials and strategies	Provide feedback during and after workshops	10+ participants per workshop; 1+ social media post	D5.1, D5.4	Reaching diverse youth demographics	Tailor events for youth needs and improve outreach
Science and Technology Park Novi Sad	Industry Partner	SO1, SO3	Provide technical insights and support for workshops	Participate in workshops and logistical arrangements	Host 1 technical workshop with 30+ participants	D3.1, D3.4	Limited availability of industry representatives	Schedule well in advance; Utilize flexible sessions
Vega IT	Industry Partner	SO1, SO3	Share IT project management best practices	Develop case study for integrating best IT practices	1+ case study shared	D3.1, D4.1	Aligning IT needs with curriculum requirements	Continuous communication with stakeholders
Project Management Institute Chapter Serbia	NGO	SO4	Support SPM ² methodology dissemination	Deliver dissemination materials, participate in workshops	2+ chapter members involved in guide validation	D5.3, D5.5	Resistance to new methodologies	Share case studies of successful adoptions
Fund for European Affairs and Development of AP Vojvodina	Policy Maker	SO4	Secure policy endorsements	Host policy forums, review project materials	2+ staff involved in guide validation	D5.5	Limited availability of policy-makers	Advance planning and targeted invitations



3.3 University of Information Technology and Management in Rzeszow (UITM) Stakeholder Engagement Plan

Table 11. UITM Stakeholder Engagement for SPM² Project

Stakeholder/Group	Category	Strategic Objective Supported	Engagement Objectives	Engagement Approach & Activities	Key Performance Indicators (KPIs)	Alignment with Deliverables	Challenges	Solutions
Faculty of Management, UITM (teachers)	HEI	O1, O2, O3	Provide feedback on educational materials and curriculum	Focus groups, workshops, meetings	Validated curriculum by 3 faculty members, feedback score ≥80%	D.3.1, D.3.2, D.3.3	willignes to provide the feedback	using online tools
PMI - Podkarpackie Chapter	NGO	O1, O2	Provide feedback on SPM2 Guide and Professional Profiles and Curriculum	Meetings	Validated project outcomes by 2 PMI members, 2 reviews	D.2.3, D.3.1	Limited availability	using online tools
Dean of the Faculty of Management, UITM	HEI	O1, O2, O3	Collect feedback for curriculum, Validate the micro-credential framework. Validate the possibility of implementation into existing study programs	Meeting with the presentation and discussion	2 meetings, 1 opinion	D.3.1, D.4.1, D.4.2	Limited interest	Highlight the benefits and potential of SPM issues
European Enterprise Network	European network	O1, O2, O3	Disseminate outputs, collect feedback on profiles and micro-credentials	Newsletter, workshops	min 1 information about outputs will be distributes	D.3.1, D.4.1, D.4.2	Limited interest	Highlight the benefits for companies



D1.2 Stakeholder mapping report & Stakeholder engagement plan

Academic Secondary School	School	O2, O3	Collect feedback for materials and curriculum (on the possibility of their use in general education)	meetings	1+ meeting with 3 teachers, 1 head of school	D.3.1, D.3.2	Concern about the difficulty of the materials being too high	Highlight that the materials can be used in parts
PRME Chapter Poland	NGO	SO1, SO2, SO3, SO4	Collect feedback for curriculum development,, secure endorsements for SPM ² methodology	Participate in validation workshops for curriculum and guides;	50 survey responses. 80% positive feedback on activities.	D2.2, D.3.1, D.3.2, D4.3, D5.2	Low attendance, limited feedback	Offer virtual participation options, provide incentives like certificates or recognition
Revas sp. z o.o.	Industry Partner	SO1, SO2, SO3, SO4	Collect feedback for curriculum development, validate micro-credential framework	Provide feedback on specific project materials or tools, interviews, surveys,	1+ meeting with management and trainers	D2.2, D3.1, D3.2	Low attendance, limited feedback	Offer virtual participation options
UITM Centre for Postgraduate Studies	VET Providers	SO1, SO2, SO3, SO4	Collect feedback for curriculum development, validate micro-credential framework	Provide feedback on specific project materials or tools; Host dissemination events	50 attendees in a workshop, 80% positive feedback on activities, min. 1 organised webinar for postgraduate students 1+ social media post	D.2.3, D.3.1, D5.2, D5.3	Low attendance, limited feedback	Highlight the benefits and potential of SPM issues
SUNRISE (Smaller (strategic) Universities Network for	HEI	SO1, SO2, SO3, SO4	Collect feedback for curriculum development, validate micro-	Provide feedback on specific project	min. 1 message regarding the outputs will be sent to	D.2.3, D.3.1, D5.2, D5.4	Limited interest	Prepare of materials in a visually engaging form



D1.2 Stakeholder mapping report & Stakeholder engagement plan

Regional Innovative and Sustainable Evolution)			credential framework	materials or tools	members of the network			
National Conference of Student Scientific Circles “Science and passion the key to success”	Students and Learners	SO1, SO2, SO3, SO4	Provide feedback on specific project materials or tools; Participate in validation workshops for curriculum and guides	Host 1 validation workshop,	1 validation workshop (50 attendees), 1 conference presentation, 80% positive feedback on activities	D3.2, D4.2, D5.4	Low attendance, limited feedback	Provide incentives like certificates or recognition
Institute for Sustainable Development Foundation	NGO	SO1, SO2, SO3, SO4	Provide structured feedback on the SPM ² curriculum and guide.	Meeting with the presentation and discussion, focus group	1+ meeting with management and trainers, 1 focus group (min 5. participants)	D3.1, D4.1	Limited interest	Highlight the benefits and potential of SPM issues



3.4 University of Thessaly (UTH) Stakeholder Engagement Plan

Table 12. UTH Stakeholder Engagement for SPM² Project

Stakeholder/Group	Category	Strategic Objective Supported	Engagement Objectives	Engagement Approach & Activities	Key Performance Indicators (KPIs)	Alignment with Deliverables	Challenges	Solutions
School of Economics and Business Administration, University of Thessaly	HEI	SO2, SO3	To gather the appropriate input for the development of the curriculum in the context of the project.	<p>Engagement Approach: This HEI will facilitate the focus groups and the validation process regarding the workshops that will help to collect input on the curriculum.</p> <p>- Organize webinars for faculty and curriculum developers to share the SPM² framework.</p> <p>Engagement Activities:</p> <p>- Provide structured opportunities</p>	<ul style="list-style-type: none"> - 1 workshop with at least 15 participants each. - Feedback from 10+ faculty members on curriculum. - 80% positive feedback on SPM² methodology and resources 	<ul style="list-style-type: none"> - D3.1: SPM² Curriculum Framework. - D4.4: Pilot Testing Report. - D4.5: Updated SPM² Micro-Credential Framework. 	<ul style="list-style-type: none"> - There is a shortage of academic personnel available for engagement initiatives. - There may be some reluctance to implement a new approach. 	<ul style="list-style-type: none"> - Plan workshops and webinars within specific periods when there are no classes, like an exam period. - Highlight the importance of aligning with the sustainability objectives of the European Union and the chances for professional growth.



				<p>for faculty to review and validate curriculum content.</p> <p>- Encourage advocacy for SPM² within their academic and professional networks.</p>				
School of Economics, University of Western Macedonia	HEI	SO4	Gather input for curriculum improvement and obtain endorsements for the SPM ² approach.	<p>Engagement Approach:</p> <ul style="list-style-type: none"> - Organize focus groups to include academic personnel. - Organize focus groups to present SPM² to faculty members. <p>Engagement Activities:</p> <ul style="list-style-type: none"> - Disseminate project resources to advocate the technique among 	<ul style="list-style-type: none"> - 2 focus group conducted with at least 20 participants. - 75% positive feedback on SPM² methodology and resources. 	<ul style="list-style-type: none"> - D5.3: Regular Seminars, Webinars, Conferences, and Final Conference Organized. - D5.4: Online and Offline Communities, Discussion Forums, Networking Platforms. 	<ul style="list-style-type: none"> - There is a shortage of academic personnel available for engagement initiatives. - There may be some reluctance to implement a new approach. 	<ul style="list-style-type: none"> - Plan workshops and webinars within specific periods when there are no classes, like an exam period. - Highlight the importance of aligning with the sustainability objectives of the European Union and the chances for professional growth.



				academic networks. Disseminate materials and tools created inside the SPM ² project to promote their use.				
Innovation and Entrepreneurship Unit, University of Thessaly	VET provider	SO1, SO2, SO3, SO4	Collect feedback for curriculum development, validate the micro-credential framework, Secure endorsements for the SPM ² methodology	<p>Engagement Approach:</p> <ul style="list-style-type: none"> - Organize focus groups and training validation sessions with this VET provider and its PM trainers. - Provide survey tools to get in-depth feedback on different parts of the program. <p>Engagement Activities:</p> <ul style="list-style-type: none"> - Work together to improve the curriculum by incorporating 	<ul style="list-style-type: none"> - 1 focus group organized with 10+ VET trainers. - Feedback collected from 20+ participants through surveys. - 80% satisfaction rate on curriculum content and tools. 	<ul style="list-style-type: none"> - D3.1: SPM² Curriculum Framework. - D3.3: Integrated SPM² Digital Resource Hub for Learning Resources and Platform Testing Report. - D4.5: Updated SPM² Micro-Credential Framework. 	<ul style="list-style-type: none"> - Restricted ability to engage in focus groups or validation sessions. - Diverse viewpoints among trainers result in inconsistent feedback. 	<ul style="list-style-type: none"> - Utilize structured templates to standardize the process of feedback collection. - Emphasize the manner in which SPM² enhances current training methodologies to foster greater acceptance and engagement.



				feedback from VET educators.				
Larissa Chamber of Commerce	Policy Makers	SO2, SO3, SO4	Secure endorsements for the SPM ² methodology	<p>Engagement Approach: - Involve policymakers via webinars centered on SPM²'s congruence with EU sustainability objectives.</p> <p>Engagement Activities: - Request input from policymakers about micro-credential frameworks and project results.</p> <p>- Partner with the agency to organize a regional dissemination event advocating</p>	<p>- 1 online session with more than ten policymakers in attendance.</p> <p>Eighty-five percent of policymakers have expressed favorable feedback regarding the micro-credential framework.</p>	<p>- D4.1: SPM² Micro-Credential Framework Document.</p> <p>- D5.3: Regular Seminars, Webinars, Conferences, and Final Conference Organized.</p> <p>- D5.5: Endorsements from Key European Decision-Makers</p>	Policymakers may place greater emphasis on alternative initiatives rather than on participation.	- Emphasize how SPM ² aligns with EU policy and how it might help achieve regional sustainability objectives.



				the SPM ² framework				
TEDxUOWM	Students and Learners	SO4	Get endorsements for the SPM ² technique.	<p>Engagement Approach:</p> <ul style="list-style-type: none"> - Facilitate a roundtable discussion specifically designed for students. - Administer surveys with the use of Google Forms to collect insights from learners regarding SPM² resources and tools. <p>Engagement Activities:</p> <ul style="list-style-type: none"> - Motivate participants of TEDxUOWM to assess and contribute feedback regarding the content of the training program. 	<ul style="list-style-type: none"> - One roundtable discussion was convened, featuring over 100 participants. - 70+ survey responses collected from learners. - 75% positive feedback on training program content and resources. 	<ul style="list-style-type: none"> - D3.4: Pilot Implementation and Evaluation Reports. - D5.2: Various Dissemination Materials (reports, articles, videos, infographics). 	<ul style="list-style-type: none"> - Getting students who may not be acquainted with project management ideas involved. - Ensuring that people are actively participating in webinars or surveys. 	<ul style="list-style-type: none"> - - Use examples that people may relate to in order to tie SPM² approaches to issues in the real world. - Provide rewards, such as certificates of participation or acknowledgment in TEDx networks.



				<p>-</p> <p>Utilize the TEDx events as a platform to demonstrate the SPM² methodologies and their significance in relation to sustainability and professional competencies</p>				
University of Neapolis Pafos	Higher Education Institution (HEI)	SO2, SO4	Collect feedback for curriculum development, Secure endorsements for the SPM ² methodology	<p>Engagement Approach:</p> <ul style="list-style-type: none"> - Conduct targeted workshops and virtual discussions with academic staff. - Share best practices and SPM² tools tailored to their institution's sustainability initiatives. 	<ul style="list-style-type: none"> - Two workshops were held, each with more than 20 participants. - One official advocacy activity has been initiated inside their institution. - 1 formal advocacy initiative launched within their institution. 	<p>D4.3: Accreditation and Validation Partnerships Established.</p> <p>- D5.3: Regular Seminars, Webinars, Conferences, and Final Conference Organized.</p>	<ul style="list-style-type: none"> - Engagement may be limited due to competing goals inside the institution. - It is challenging to integrate SPM² with current academic objectives. 	<ul style="list-style-type: none"> - Customize engagement materials to highlight how SPM² aligns with the sustainability goals of the institution. - Use faculty advocates to promote SPM² inside the organization.



				<p>Engagement Activities:</p> <ul style="list-style-type: none"> - Facilitate discussions on incorporating SPM² into sustainability-focused academic programs. - Promote advocacy for SPM² methodologies through their global network. 				
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3.5 PM² Alliance (PM²) Stakeholder Engagement Plan

Table 13. PM² Stakeholder Engagement Table for SPM² Project

Stakeholder/Group	Category	Strategic Objective Supported	Engagement Objectives	Engagement Approach & Activities	Key Performance Indicators (KPIs)	Alignment with Deliverables	Challenges	Solutions
PM² Alliance Regional Coordination Network	NGOs and Civil Society Organization OR General Public & Local Community	SO1, SO2, SO4	Collect feedback for curriculum development, Validate the micro-credential framework, Secure endorsements for the SPM ² methodology	Engagement Approach: Host focus groups , organize regional workshops , and conduct online surveys to gather feedback on curriculum and micro-credentials. Facilitate networking events to foster endorsement opportunities. Engagement Activities: - Invite members of the PM ² Alliance Regional Network to provide structured	- 2 focus groups conducted with at least 15 participants each. - 3 regional workshops organized with 30+ attendees. - 80% positive feedback on the curriculum and micro-credential framework.	D2.3: SPM ² Guide and Guide Validation Report D3.4: Pilot Implementation and Evaluation Reports D4.3: Accreditation and Validation Partnerships Established D5.3: Regular Seminars, Webinars, Conferences, and Final Conference Organized	- Low participation in focus groups or workshops due to time constraints or lack of interest. - Difficulty in obtaining structured feedback that aligns with project goals.	- Provide incentives such as free access to SPM ² resources, certifications, or recognition for active participants. - Use follow-up surveys or interviews to collect additional input if workshop attendance is low. - Offer hybrid events (in-person and virtual) to increase accessibility.



				<p>feedback on the SPM² curriculum and guide.</p> <ul style="list-style-type: none"> - Conduct workshops for validating the micro-credential framework with stakeholders. - Leverage their advocacy role to promote the SPM² methodology across their networks. 				
European Security and Defence College	Policy Makers	SO4	Collect feedback for curriculum development	<p>Engagement Approach: Host targeted meetings, conduct webinars, and initiate direct consultation s to present the SPM² methodology. Engagement Activities:</p>	<ul style="list-style-type: none"> - 1 formal meeting conducted with key representatives. - Formal endorsement secured by project end. 	<p>D4.3: Accreditation and Validation Partnerships Established D5.5: Endorsements from Key European Decision-Makers</p>	<ul style="list-style-type: none"> - Competing institutional priorities may delay engagement. - Difficulty in securing formal commitment within tight timelines. 	<ul style="list-style-type: none"> - Clearly communicate the strategic alignment of SPM² with EU directives and professional training goals. - Provide tailored resources and highlight the prestige of being an early endorser.



				<ul style="list-style-type: none"> - Present the benefits of SPM² methodology for security and defense-focused training. - Seek formal endorsement through discussions with academic and administrative leadership. 				
University College Dublin	Higher Education Institution (HEI)	SO3	Collect feedback for curriculum development, Secure endorsements for the SPM ² methodology	<p>Engagement Approach: Conduct pilot-testing workshops, host roundtables, and send feedback surveys. Engagement Activities:</p> <ul style="list-style-type: none"> - Pilot-test components of the micro-credential framework and curriculum 	<ul style="list-style-type: none"> - 1 pilot workshop conducted with at least 10 academic staff members. - Feedback received from 20+ participants through surveys or interviews. - At least 1 formal endorsement secured from the university. 	<ul style="list-style-type: none"> - D3.4: Pilot Implementation and Evaluation Reports - D4.5: Updated SPM² Micro-Credential Framework 	<ul style="list-style-type: none"> - Limited availability of academic staff during busy periods. - Resistance to adopting a new methodology due to institutional inertia. 	<ul style="list-style-type: none"> - Schedule engagement activities during low-demand periods (e.g., academic breaks). - Highlight how SPM² aligns with institutional sustainability goals and enhances teaching quality.



				<p>with University College Dublin's academic staff.</p> <p>- Collect structured feedback to refine educational materials.</p>				
Alexandria University	Higher Education Institution (HEI)	SO1, SO3, SO4	Collect feedback for curriculum development, Secure endorsements for the SPM ² methodology	<p>Engagement Approach: Organize validation workshops, conduct training sessions, and engage through surveys. Engagement Activities:</p> <p>- Facilitate workshops to validate the SPM² curriculum and guide.</p> <p>- Collaborate on testing the micro-credential framework</p>	<p>- 1 validation workshop held with 20+ attendees each.</p> <p>- Feedback received from at least 10 academic participants.</p>	<p>- D2.3: SPM² Guide and Guide Validation Report</p> <p>- D3.1: SPM² Curriculum Framework</p> <p>D4.4: Pilot Testing Report</p>	<p>- Low awareness of the project among university staff.</p> <p>- Limited resources for participation in workshops.</p>	<p>- Provide comprehensive pre-workshop materials to increase awareness.</p> <p>- Offer virtual options for participation to reduce resource demands.</p>



				with their academic team.				
Università degli Studi di Roma Tor Vergata	Higher Education Institution (HEI)	SO1, SO2, SO3, SO4	Collect feedback for curriculum development, Validate the micro-credential framework	Engagement Approach: Host stakeholder forums , conduct focus groups , and engage through online platforms . Engagement Activities: - Run focused sessions to validate micro-credential frameworks and curriculum content. - Gather insights on curriculum structure and applicability.	- 2 focus groups with 10+ participants each. - 85% positive feedback on curriculum content.	- D3.2: SPM ² Educational Content and Materials - D4.5: Updated SPM ² Micro-Credential Framework	- Limited stakeholder time for multiple sessions. - Varied perspectives leading to conflicting feedback.	- Use structured feedback forms to guide discussion and avoid conflicts. - Provide asynchronous options for participation.
Hellenic American Union	Vocational Education and Training	SO1, SO2, SO3, SO4	Collect feedback for curriculum development,	Engagement Approach:	- 2 validation workshops held with 20+	- D3.1: SPM ² Curriculum Framework	- Resistance to integrating new methodologies into	- Provide clear examples of how SPM ² methodologies can



	(VET) Provider		<p>Validate the micro-credential framework, Secure endorsements for the SPM² methodology</p>	<ul style="list-style-type: none"> - Host validation workshops and roundtables to gather feedback on curriculum and micro-credentials. - Conduct focus groups with trainers and educators to ensure alignment with VET needs. - Organize webinars to present project objectives and deliverables to key VET stakeholders. <p>Engagement Activities:</p> <ul style="list-style-type: none"> - Involve trainers and education professionals in providing 	<p>participants each.</p> <ul style="list-style-type: none"> - 85% positive feedback from trainers and educators on micro-credential content. - 1 formal endorsement secured from the Hellenic American Union. 	<ul style="list-style-type: none"> - D3.4: Pilot Implementation and Evaluation Reports - D4.3: Accreditation and Validation Partnerships Established 	<p>existing VET systems.</p> <ul style="list-style-type: none"> - Difficulty scheduling participation from trainers and education professionals. 	<p>enhance VET outcomes.</p> <ul style="list-style-type: none"> - Schedule activities at convenient times and offer hybrid participation options (in-person and virtual).
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				<p>actionable feedback for curriculum development.</p> <ul style="list-style-type: none"> - Facilitate discussions on integrating SPM² methodologies into existing VET practices. - Secure formal endorsements for the SPM² methodology from the Hellenic American Union. 				
OpenProject	Industry Partner	SO4	Secure endorsements for the SPM ² methodology	<p>Engagement Approach:</p> <ul style="list-style-type: none"> - Conduct targeted meetings to demonstrate the value of SPM² for industry applications. - Organize webinars 	<ul style="list-style-type: none"> - 1 tailored webinar hosted for industry professionals with 25+ attendees. - 1 endorsement secured from OpenProject's leadership team. 	<ul style="list-style-type: none"> - D4.3: Accreditation and Validation Partnerships Established - D5.5: Endorsements from Key European Decision-Makers 	<ul style="list-style-type: none"> - Limited time and resources from OpenProject for engagement. - Lack of familiarity with SPM²'s potential impact on industry. 	<ul style="list-style-type: none"> - Provide concise, targeted materials showcasing SPM²'s business benefits. - Offer follow-up meetings or Q&A sessions to clarify any questions or concerns.



				<p>tailored to industry professionals , showcasing the SPM² framework's relevance to business operations and sustainability goals.</p> <p>Engagement Activities:</p> <ul style="list-style-type: none"> - Present case studies or pilot results showing SPM²'s applicability to industry. - Seek formal endorsement from OpenProject for the SPM² methodology. 				
PMI Croatia	NGO and Civil Society Organization	SO4	Secure endorsements for the SPM ² methodology	<p>Engagement Approach:</p> <ul style="list-style-type: none"> - Engage PMI Croatia through targeted consultation 	- 2 consultations or meetings held with PMI Croatia leadership.	- D4.3: Accreditation and Validation Partnerships Established	<ul style="list-style-type: none"> - Limited time availability from PMI Croatia's leadership for consultations. - Competing priorities with other NGO projects. 	<ul style="list-style-type: none"> - Align consultations with existing PMI Croatia events to maximize convenience. - Clearly communicate the alignment of SPM²



				<p>s and networking events.</p> <ul style="list-style-type: none"> - Deliver webinars and presentations tailored to NGOs on the benefits of the SPM² methodology for project management <p>Engagement Activities:</p> <ul style="list-style-type: none"> - Collaborate on promoting SPM² at PMI Croatia events or conferences. - Secure formal endorsement of the SPM² framework from PMI Croatia's leadership. 				with global and regional project management standards.
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3.6 Advise Institute (AINS) Stakeholder Engagement Plan

Table 14. Stakeholder Engagement for SPM² Project

Stakeholder/Group	Category	Strategic Objective Supported	Engagement Objectives	Engagement Approach & Activities	Key Performance Indicators (KPIs)	Alignment with Deliverables	Challenges	Solutions
NIS Gazprom Neft	Industry Partner	SO1,SO2	Collect feedback for curriculum development, Validate the micro-credential framework.	Participate in Workshops, interviews, surveys, focus groups, Provide feedback on specific project materials or tools, Participate in validation workshops for curriculum and guides, Pilot-test micro-credentials or digital resources.	At least 2 participants per activity	D2.1, D2.4, D3.3, D3.4	Low attendance at workshops, Limited survey response rates. Difficulty engaging in focus groups. Limited interest in dissemination events.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives. Use personalized invitations and collaborate with trusted groups. Highlight event benefits and key attractions. Plan ahead and offer in-person and virtual options.
Schneider Electric Serbia	Industry Partner	SO1, SO2	Collect feedback for curriculum development, Validate the micro-	Workshops, interviews, surveys, , focus groups, Provide feedback on specific	At least 2 participants per activity	D2.1, D2.4, D3.3, D3.4	Low attendance at workshops,. Limited survey response rates. Difficulty engaging in focus groups.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives.



			credential framework.	project materials or tools, Participate in validation workshops for curriculum and guides, Pilot-test micro-credentials or digital resources.			Limited interest in dissemination events.	Use personalized invitations and collaborate with trusted groups. Highlight event benefits and key attractions. Plan ahead and offer in-person and virtual options.
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Nordeus Hub Belgrade	Industry Partner	SO1,SO2	Collect feedback for curriculum development, Validate the micro-credential framework.	Workshops, interviews, surveys, focus groups, Provide feedback on specific project materials or tools, Participate in validation workshops for	At least 5 participants per activity	D2.1, D2.4, D3.3, D3.4	Low attendance at workshops Limited survey response rates. Difficulty engaging in focus groups. Limited interest in dissemination events. Scheduling conflicts with key stakeholders.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives. Use personalized invitations and collaborate with trusted groups. Highlight event benefits and key attractions.



D1.2 Stakeholder mapping report & Stakeholder engagement plan

				curriculum and guides.				Plan ahead and offer in-person and virtual options.
LINK group (ITAcademy, BusinessAcademy, VET Programs)	(VET) Provider	SO1,SO2, SO3	Validate the micro-credential framework, create curriculum	Workshops, interviews, webinars, focus groups, Pilot-test micro-credentials or digital resources.	At least 2 participants per activity, coorganize workshop	D2.1, D2.2, D3.1,, D3.2, D3.3, D3.4:, D5.3, D5.4	Low attendance at workshops or webinars. Limited survey response rates. Difficulty engaging in focus groups. Limited interest in dissemination events.	
Oxford Academy	(VET) Provider	S01,SO2, SO3	Validate the micro-credential framework.	Workshops, focus groups, Pilot-test micro-credentials or digital resources.	At least 1 participants per activity	D2.1, D2.2, D3.1,, D3.2, D3.3, D3.4:, D5.3, D5.4	Low attendance at workshops. Difficulty engaging in focus groups. Limited interest in dissemination events.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives. Use personalized invitations and collaborate with trusted groups. Highlight event benefits and key attractions. Plan ahead and offer in-person and virtual options.
Mokrogorsk a Buisness school	(VET) Provider	S01, SO2, SO3	Validate the micro-credential framework.	Workshops, webinars, focus groups, Pilot-test micro-credentials or digital resources.	At least 2 participants per activity, coorganize workshop	D2.1, D2.2, D3.1,, D3.2, D3.3, D3.4:, D5.3, D5.4	Low attendance at workshops or webinars. Difficulty engaging in focus groups. Limited interest in dissemination events.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives. Use personalized invitations and collaborate with trusted groups.



D1.2 Stakeholder mapping report & Stakeholder engagement plan

								Highlight event benefits and key attractions. Plan ahead and offer in-person and virtual options.
Regional development Agency Backa	Policy Maker	SO4	Secure endorsements for the SPM ² methodology	Workshops, interviews, surveys, webinars, focus groups, Host dissemination events	At least 2 participants per activity	D5.4:	Low attendance at workshops or webinars. Limited survey response rates. Difficulty engaging in focus groups. Limited interest in dissemination events.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives. Use personalized invitations and collaborate with trusted groups. Highlight event benefits and key attractions. Plan ahead and offer in-person and virtual options.
Accreditation Body of Serbia	Certification Body	SO1, SO2, SO3, SO4	Secure endorsements for the SPM ² methodology, Collect feedback for curriculum development, Validate the micro-credential framework.	Workshops, interviews, surveys, webinars, focus groups, Provide feedback on specific project materials or tools, Participate in validation workshops for curriculum and guides, Pilot-test	At least 2 participants per activity, host at least one event, coorganize workshop	D2.1, D4.3, D3.5	Low attendance at workshops or webinars. Limited survey response rates. Difficulty engaging in focus groups. Limited interest in dissemination events.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives. Use personalized invitations and collaborate with trusted groups. Highlight event benefits and key attractions. Plan ahead and offer in-person and virtual options.



				micro-credentials or digital resources.				
Qualification Agency of Serbia	Certification Bodies	SO1, SO2, SO3, SO4	Secure endorsements for the SPM ² methodology, Collect feedback for curriculum development, Validate the micro-credential framework.	Workshops, interviews, surveys, webinars, focus groups, Provide feedback on specific project materials or tools, Participate in validation workshops for curriculum and guides, Pilot-test micro-credentials or digital resources.	At least 25 participants per activity, host at least one event, coorganize workshop	D2.1, D4.3, D3.5	Low attendance at workshops or webinars. Limited survey response rates. Difficulty engaging in focus groups. Limited interest in dissemination events..	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives. Use personalized invitations and collaborate with trusted groups. Highlight event benefits and key attractions. Plan ahead and offer in-person and virtual options.
Biosense Institute	Industry Partner	SO4	Collect feedback for curriculum development.	Workshops, surveys, focus groups, Provide feedback on specific project materials or	At least 2 participants per activity	D2.1, D2.4, D3.3, D3.4	Low attendance at workshops Limited survey response rates. Difficulty engaging in focus groups. Limited interest in dissemination events.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives. Use personalized invitations and



				tools, Participate in validation workshops for curriculum and guides, Pilot-test micro-credentials or digital resources.				collaborate with trusted groups. Highlight event benefits and key attractions. Plan ahead and offer in-person and virtual options.
Innovation Fund	Industry Partner	SO4	Collect feedback for curriculum development.	Workshops, surveys, focus groups, Provide feedback on specific project materials or tools, Participate in validation workshops for curriculum and guides, Pilot-test micro-credentials or digital resources.	At least 5 participants per activity	D2.1, D2.4, D3.3, D3.4	Low attendance at workshops, Limited survey response rates. Difficulty engaging in focus groups. Limited interest in dissemination events.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives. Use personalized invitations and collaborate with trusted groups. Highlight event benefits and key attractions. Plan ahead and offer in-person and virtual options.



D1.2 Stakeholder mapping report & Stakeholder engagement plan

GIZ Serbia	NGOs and Civil Society Organization	SO4	Collect feedback for curriculum development.	Workshops, surveys, focus groups, Provide feedback on specific project materials or tools, Participate in validation workshops for curriculum and guides, Pilot-test micro-credentials or digital resources.	At least 2 participants per activity, coorganize workshop	D2.1, D2.4, D3.3, D3.4	Low attendance at Limited survey response rates. Difficulty engaging in focus groups. Limited interest in dissemination events.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives. Use personalized invitations and collaborate with trusted groups. Highlight event benefits and key attractions. Plan ahead and offer in-person and virtual options.
Ministry of Education, Science, and Technological Development of the Republic of Serbia	Policy Makers	SO1, SO2, SO4, SO4	Secure endorsements for the SPM ² methodology, Collect feedback for curriculum development, Validate the micro-credential framework.	Workshops, surveys, focus groups, Provide feedback on specific project materials or tools, Participate in validation workshops for curriculum and guides, Pilot-test micro-	At least 5 participants per activity, host at least 1 event, coorganize workshop	D2.1, D4.3:	Low attendance at workshops Limited survey response rates. Difficulty engaging in focus groups. Limited interest in dissemination events.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives. Use personalized invitations and collaborate with trusted groups. Highlight event benefits and key attractions. Plan ahead and offer in-person and virtual options.



				credentials or digital resources.				
Provincial Secretariat for Education, Regulations, Administration, and National Minorities of AP Vojvodina	Policy Makers	SO1,SO2, SO4	Secure endorsements for the SPM ² methodology, Validate the micro-credential framework.	Workshops, interviews, surveys, webinars, focus groups, Provide feedback on specific project materials or tools, Participate in validation workshops for curriculum and guides. Host dissemination events, Pilot-test micro-credentials or digital resources.	At least 5 participants per activity	D2.1,	Low attendance at workshops or webinars. Limited survey response rates. Difficulty engaging in focus groups. Limited interest in dissemination events.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives. Use personalized invitations and collaborate with trusted groups. Highlight event benefits and key attractions. Plan ahead and offer in-person and virtual options.
Provincial Secretariat for Urban Planning and Environment	Policy Makers	SO1,SO2, SO4	Secure endorsements for the SPM ² methodology	Workshops, interviews, surveys, webinars, focus groups, Host	At least 5 participants per activity, host at least one event	D2.1,	Low attendance at workshops or webinars. Limited survey response rates.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives.



tal Protection of AP Vojvodina				disseminatio n events			Difficulty engaging in focus groups. Limited interest in dissemination events.	Use personalized invitations and collaborate with trusted groups. Highlight event benefits and key attractions. Plan ahead and offer in-person and virtual options.
Provincial Secretariat for Energy, Constructio n, and Transport of AP Vojvodina	Policy Makers	S01, SO2, SO4	Secure endorsements for the SPM ² methodology	Workshops, interviews, surveys, webinars, focus groups, Host disseminatio n events	At least 5 participants per activity	D2.1,	Low attendance at workshops or webinars. Limited survey response rates. Difficulty engaging in focus groups. Limited interest in dissemination events.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives. Use personalized invitations and collaborate with trusted groups. Highlight event benefits and key attractions. Plan ahead and offer in-person and virtual options.
Chamber of commerce of Serbia	Policy Makers	SO4	Secure endorsements for the SPM ² methodology	Workshops, interviews, surveys, webinars, focus groups, Host disseminatio n events	At least 5 participants per activity, Host 1 event	D2.1,	Low attendance at workshops or webinars. Limited survey response rates. Difficulty engaging in focus groups. Limited interest in dissemination events.	Promote events effectively and offer flexible timing. Simplify surveys and provide reminders or incentives. Use personalized invitations and collaborate with trusted groups. Highlight event benefits and key attractions.



								Plan ahead and offer in-person and virtual options.
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3.7 European Academy (EA) Stakeholder Engagement Plan

Table 15. EA Stakeholder Engagement for SPM² Project

Stakeholder/Group	Category	Strategic Objective Supported	Engagement Objectives	Engagement Approach & Activities	Key Performance Indicators (KPIs)	Alignment with Deliverables	Challenges	Solutions
European Public Law Organization	Higher Education Institution (HEI)	SO2, SO3	Collect feedback for curriculum development	<p>Engagement Approach & Activities:</p> <p>Engagement Approach: - Conduct focus groups and validation workshops to gather feedback on curriculum and micro-credentials.</p> <p>- Organize webinars for faculty and curriculum developers to share the SPM² framework.</p> <p>Engagement Activities:</p> <p>- Provide structured</p>	<p>- 2 workshops with at least 15 participants each.</p> <p>- Feedback from 10+ faculty members on curriculum and micro-credential framework.</p> <p>- 80% positive feedback on SPM² curriculum content.</p>	<p>- D3.1: SPM² Curriculum Framework.</p> <p>- D4.4: Pilot Testing Report.</p> <p>- D4.5: Updated SPM² Micro-Credential Framework.</p>	<ul style="list-style-type: none"> - Limited availability of academic staff for engagement activities. - Potential resistance to adopting a new methodology. 	<ul style="list-style-type: none"> - Schedule workshops during academic downtimes. - Emphasize alignment with EU sustainability goals and professional development opportunities.



				<p>opportunities for faculty to review and validate curriculum content.</p> <p>- Encourage advocacy for SPM² within their academic and professional networks.</p>				
Central Denmark EU Office	Industry Partner	SO2, SO3, SO4	Collect feedback for curriculum development, Validate the micro-credential framework, Secure endorsements for the SPM ² methodology	<p>Engagement Approach: - Host consultation sessions and industry-focused webinars to present the SPM² framework. - Conduct one-on-one meetings with representatives to understand their needs and secure endorsements.</p>	<p>- 2 consultation sessions conducted with 10+ attendees.</p> <p>- 1 industry-focused webinar with 25+ participants.</p> <p>- Endorsement secured by Central Denmark EU Office.</p>	<p>- D3.2: SPM² Educational Content and Materials.</p> <p>- D4.3: Accreditation and Validation Partnerships Established.</p> <p>- D5.5: Endorsements from Key European Decision-Makers.</p>	<p>- Competing priorities may limit engagement.</p> <p>- Difficulty aligning curriculum with specific industry needs.</p>	<p>- Tailor communication to emphasize industry benefits of SPM² (e.g., compliance with sustainability regulations, reputation enhancement).</p> <p>- Create concise feedback forms to simplify stakeholder input.</p>



				<p>Engagement Activities:</p> <ul style="list-style-type: none"> - Pilot-test the curriculum with Central Denmark EU Office representatives. - Gather feedback on alignment with industry requirements - Advocate for SPM² methodology within their professional networks. 				
North-East Regional Development Agency of Romania	Policy Maker	SO2, SO3, SO4	Secure endorsements for the SPM ² methodology	<p>Engagement Approach: - Engage policymakers through webinars focused on SPM²'s alignment with EU sustainability policies.</p> <p>Engagement Activities:</p>	<ul style="list-style-type: none"> - 1 online session with 10+ policymakers each. - 85% positive feedback from policymakers on the micro-credential framework. - 1 regional dissemination event hosted by 	<ul style="list-style-type: none"> - D4.1: SPM² Micro-Credential Framework Document. - D5.3: Regular Seminars, Webinars, Conferences, and Final Conference Organized. - D5.5: Endorsements 	<ul style="list-style-type: none"> - Policymakers may prioritize other initiatives over participation. - Limited familiarity with SPM²'s methodology. 	<ul style="list-style-type: none"> - Highlight the alignment of SPM² with EU policies and its potential to support regional sustainability goals. - Provide accessible, concise materials explaining the framework and its benefits.



				<ul style="list-style-type: none"> - Solicit feedback from policymakers on micro-credential frameworks and project outcomes. - Collaborate with the agency to host a regional dissemination event promoting the SPM² framework. 	the North-East Regional Development Agency.	from Key European Decision-Makers.		
EURIE	General Public & Local Community	SO4	Secure endorsements for the SPM ² methodology	<p>Engagement Approach:</p> <ul style="list-style-type: none"> - Distribute infographics and videos highlighting SPM²'s role in sustainability. - Engage through online forums and discussion groups. <p>Engagement Activities:</p>	<ul style="list-style-type: none"> - 2 infographics or videos distributed through EURIE's channels. - 80% positive engagement rate (e.g., shares, likes, or feedback on social media). 	<ul style="list-style-type: none"> - D5.2: Various Dissemination Materials (reports, articles, videos, infographics). - D5.4: Online and Offline Communities, Discussion Forums, Networking Platforms. 	<ul style="list-style-type: none"> - Low visibility and reach to the general public. - Limited engagement from local community members. 	<ul style="list-style-type: none"> - Use targeted social media campaigns to increase visibility. - Partner with local organizations to promote events and materials.



				<ul style="list-style-type: none"> - Promote SPM² through EURIE's local and global community networks. - Share updates and materials through EURIE's newsletters and online platforms. 				
University of the Peloponnese	Higher Education Institution (HEI)	SO4	Collect feedback for curriculum development, Secure endorsements for the SPM ² methodology	<p>Engagement Approach:</p> <ul style="list-style-type: none"> - Conduct focus groups to engage academic staff. - Share resources and tools developed under the SPM² project to encourage their adoption. <p>Engagement Activities:</p> <ul style="list-style-type: none"> - Facilitate focus groups 	<ul style="list-style-type: none"> - 1 focus group conducted with 10+ participants. - 75% positive feedback on SPM² methodology and resources. 	<ul style="list-style-type: none"> - D5.3: Regular Seminars, Webinars, Conferences, and Final Conference Organized. - D5.4: Online and Offline Communities, Discussion Forums, Networking Platforms. 	<ul style="list-style-type: none"> - Limited time availability of academic staff. - Possible hesitation to adopt new methodologies. 	<ul style="list-style-type: none"> - Highlight the alignment of SPM² with global academic trends and EU priorities. - Provide asynchronous materials for faculty to review at their convenience.



				<p>to introduce SPM² to faculty members.</p> <ul style="list-style-type: none"> - Distribute project materials to promote the methodology within academic networks. 				
European Federation of Psychologists' Associations	NGO and Civil Society Organization	SO4	Secure endorsements for the SPM ² methodology	<p>Engagement Approach: - Share informative materials such as infographics and reports.</p> <p>Engagement Activities:</p> <ul style="list-style-type: none"> - Distribute SPM² materials through EFPA's network. 	- 2 informational materials shared through EFPA's communication channels.	- D5.2: Various Dissemination Materials (reports, articles, videos, infographics).	<ul style="list-style-type: none"> - Limited engagement due to competing organizational priorities. - Lack of familiarity with project management practices. 	<ul style="list-style-type: none"> - Simplify materials to highlight the relevance of SPM² to their mission. - Use tailored examples showcasing how SPM² can be applied in their context.



3.8 PM2 Scientific Center (PM2 CC) Stakeholder Engagement Plan

Table 16. PM2 CC Stakeholder Engagement for SPM² Project

Stakeholder/Group	Category	Strategic Objective Supported	Engagement Objectives	Engagement Approach & Activities	Key Performance Indicators (KPIs)	Alignment with Deliverables	Challenges	Solutions
Western Greece Region	Policy Maker	SO4	Collect feedback for curriculum development, Secure endorsements for the SPM ² methodology	<p>Engagement Approach:</p> <ul style="list-style-type: none"> - Conduct webinars to present the relevance of SPM² in regional development planning and sustainability. Engagement Activities: - Gather insights on integrating sustainability principles into regional policies through SPM². - Validate training programs by soliciting feedback during dedicated 	<ul style="list-style-type: none"> - 1 webinar conducted with 25+ participants. - 1 formal advocacy initiative or regional recommendation integrating SPM². 	<ul style="list-style-type: none"> - D4.4: Pilot Testing Report. - D5.3: Regular Seminars, Webinars, Conferences, and Final Conference Organized. - D5.5: Endorsements from Key European Decision-Makers. 	<ul style="list-style-type: none"> - Limited availability of policymakers for workshops or consultations. - Difficulty aligning SPM² with regional policy priorities. 	<ul style="list-style-type: none"> - Provide policy briefs emphasizing the alignment of SPM² with EU sustainability goals and regional development plans. - Use hybrid formats (virtual and in-person) to increase accessibility.



				consultation sessions. - Encourage advocacy for SPM ² methodologies in public sector initiatives.				
CEOLevel	Vocational Education and Training (VET) Provider	SO2, SO3, SO4	Collect feedback for curriculum development, validate the micro-credential framework, Secure endorsements for the SPM ² methodology	Engagement Approach: - Conduct workshops to validate the curriculum and micro-credential framework. - Host webinars targeted at VET professionals to showcase the benefits of SPM ² . Engagement Activities: - Facilitate collaborative workshops with CEOLevel trainers to refine	- 1 workshop conducted with 20+ participants each. - Feedback gathered from at least 15 VET professionals on curriculum content. - 85% positive feedback on the relevance and applicability of the micro-credential framework.	- D3.4: Pilot Implementation and Evaluation Reports. - D4.1: SPM ² Micro-Credential Framework Document. - D4.5: Updated SPM ² Micro-Credential Framework.	- Lack of familiarity with SPM ² among VET professionals. - Limited availability of trainers for engagement activities.	- Provide pre-workshop materials explaining the key benefits of SPM ² . - Use flexible scheduling and hybrid engagement formats to maximize participation.



				<p>educational materials.</p> <ul style="list-style-type: none"> - Involve VET professionals in pilot-testing micro-credential frameworks. - Secure advocacy for SPM² through CEO Level's extensive network. 				
Evergreen PM	Vocational Education and Training (VET) Provider	SO1, SO2, SO3, SO4	Collect feedback for curriculum development, Validate the micro-credential framework, Secure endorsements for the SPM ² methodology	<p>Engagement Approach:</p> <ul style="list-style-type: none"> - Host focus groups and training validation sessions with Evergreen PM trainers. - Distribute survey tools to gather detailed feedback on curriculum components. <p>Engagement Activities:</p> <ul style="list-style-type: none"> - Collaborate on refining the 	<ul style="list-style-type: none"> - 1 focus group organized with 10+ VET trainers. - Feedback collected from 20+ participants through surveys. - 80% satisfaction rate on curriculum content and tools. 	<ul style="list-style-type: none"> - D3.1: SPM² Curriculum Framework. - D3.3: Integrated SPM² Digital Resource Hub for Learning Resources and Platform Testing Report. - D4.5: Updated SPM² Micro-Credential Framework. 	<ul style="list-style-type: none"> - Limited capacity to participate in focus groups or validation sessions. - Varying perspectives among trainers, leading to inconsistent feedback. 	<ul style="list-style-type: none"> - Use structured templates to standardize feedback collection. - Highlight how SPM² complements existing training practices to increase buy-in.



				<p>curriculum by including insights from VET trainers.</p> <ul style="list-style-type: none"> - Pilot-test SPM² educational resources and micro-credentials with Evergreen PM's network. 				
TEDxPatras	Students and Learners	SO4	Secure endorsements for the SPM ² methodology	<p>Engagement Approach: - Organize 1 roundtable discussion tailored for students. - Conduct surveys to gather learner perspectives on SPM² resources and tools. Engagement Activities:</p> <ul style="list-style-type: none"> - Encourage TEDxPatras participants to validate and provide input on 	<ul style="list-style-type: none"> - 1 roundtable hosted with 200+ participants. - 50+ survey responses collected from learners. - 75% positive feedback on training program content and resources. 	<ul style="list-style-type: none"> - D3.4: Pilot Implementation and Evaluation Reports. - D5.2: Various Dissemination Materials (reports, articles, videos, infographics). 	<ul style="list-style-type: none"> - Engaging students who may lack familiarity with project management concepts. - Securing active participation in webinars or surveys. 	<ul style="list-style-type: none"> - Use relatable examples to connect SPM² methodologies to real-world challenges. - Offer incentives such as certificates of participation or recognition in TEDx networks.



				<p>training program content.</p> <ul style="list-style-type: none"> - Use TEDx events to showcase SPM² methodologies and their relevance to sustainability and professional skills. 				
Tecnológico de Monterrey	Higher Education Institution (HEI)	SO2, SO4	Collect feedback for curriculum development, Secure endorsements for the SPM ² methodology	<p>Engagement Approach: - Conduct targeted workshops and virtual discussions with academic staff.</p> <ul style="list-style-type: none"> - Share best practices and SPM² tools tailored to their institution's sustainability initiatives. <p>Engagement Activities:</p> <ul style="list-style-type: none"> - Facilitate discussions on 	<ul style="list-style-type: none"> - 1 workshops hosted with 15+ participants. - 1 best practices report co-developed with Tecnológico de Monterrey. - 1 formal advocacy initiative launched within their institution. 	<ul style="list-style-type: none"> - D4.3: Accreditation and Validation Partnerships Established. - D5.3: Regular Seminars, Webinars, Conferences, and Final Conference Organized. 	<ul style="list-style-type: none"> - Competing institutional priorities may limit engagement. - Difficulty aligning SPM² with existing academic goals. 	<ul style="list-style-type: none"> - Tailor engagement materials to emphasize the alignment of SPM² with institutional sustainability objectives. - Leverage faculty champions to promote SPM² internally.



				incorporating SPM ² into sustainability-focused academic programs. - Promote advocacy for SPM ² methodologies through their global network.				
Athens University of Economics and Business	Higher Education Institution (HEI)	SO3	Collect feedback for curriculum development, Secure endorsements for the SPM ² methodology	Engagement Approach: - Organize 1 validation workshop with faculty and students. - Distribute online surveys for detailed feedback. Engagement Activities: - Involve faculty members in reviewing and validating SPM ² curriculum components.	- 1 validation workshop with 20+ participants. - 50+ survey responses from faculty and students. - 85% positive feedback on micro-credential framework and content.	- D3.5: Refined Curriculum and Digital Platform Enhancements. - D4.4: Pilot Testing Report.	- Limited participation from faculty and students due to academic schedules. - Difficulty obtaining actionable feedback.	- Provide multiple opportunities (e.g., asynchronous surveys) to ensure wider participation. - Use structured feedback forms to collect detailed, actionable input.



				- Collect student feedback on the relevance and applicability of micro-credentials.				
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4 OBSERVATIONS, DISCUSSION, AND RECOMMENDATIONS

4.1 Key Observations

The stakeholder mapping and engagement process for the **Sustainable Project Management Through PM² (SPM²)** project has successfully identified key actors from academia, industry, policy, and civil society. Several important insights emerged from this analysis:

- **Diverse stakeholder ecosystem:** The project benefits from a wide range of stakeholders, including **higher education institutions (HEIs), vocational education and training (VET) providers, industry partners, policymakers, and civil society organizations**. This diversity ensures broad-based support but also introduces complexity in engagement strategies.
- **Strong institutional and industry support:** Many academic and professional institutions demonstrate high interest in aligning their educational programs with sustainable project management practices. The presence of **certification bodies, policy actors, and industry representatives** signals potential for **long-term adoption of SPM² methodologies**.
- **Policy endorsement challenges:** While policymakers and regulatory bodies are included as key stakeholders, **securing their formal commitment remains a challenge** due to competing policy priorities. This necessitates a **proactive approach** in aligning SPM² objectives with national and European policy frameworks.
- **Varied levels of influence and interest:** Some stakeholders exhibit **high influence but low interest**, such as certain policymakers and regulatory bodies, while others—especially academic institutions and training providers—show **high interest but moderate influence**. This creates **asymmetry in engagement efforts**, requiring tailored approaches.
- **Limited industry awareness of SPM²:** Despite industry stakeholders showing interest, there is **limited awareness of the tangible benefits of SPM² for business operations**. This indicates the need for stronger **case studies, success stories, and direct business applications**.
- **Engagement fatigue and resource constraints:** Several stakeholders, particularly from academia and industry, may face **engagement fatigue due to multiple commitments**. Additionally, smaller organizations and NGOs **may lack the resources** to engage fully, affecting participation rates.
- **Alignment with EU priorities and sustainability goals:** The SPM² project aligns well with European sustainability and digital transformation agendas, creating **opportunities for integration with policy initiatives** such as **Green Deal, Digital Skills & Jobs, and Horizon Europe objectives**. However, clear positioning within these frameworks is needed for increased visibility and funding opportunities.

4.2 Discussion of Key Challenges and Opportunities

The stakeholder engagement plan has identified a number of **challenges and opportunities** that influence the project's success:



▪ 4.2.1 Challenges

- **Securing consistent engagement from policymakers:** Policymakers, though crucial for project endorsement, **have competing priorities**. Efforts should focus on **policy alignment and strategic advocacy** rather than generic engagement.
- **Ensuring long-term commitment beyond the project duration:** While stakeholders are engaged during the project, sustaining engagement **after its formal conclusion remains a challenge**. Mechanisms for **institutionalization and continued collaboration** need to be established.
- **Addressing variability in stakeholder priorities:** Different stakeholders have varying expectations from the project, requiring **tailored engagement strategies**. A **one-size-fits-all approach is unlikely to be effective**.
- **Navigating regulatory and accreditation barriers:** The development of micro-credentials and certification schemes **requires alignment with national and international accreditation standards**, which may involve lengthy approval processes.
- **Managing resource limitations for engagement activities:** Many organizations, particularly NGOs and VET providers, may **lack the resources to participate actively**. Offering **incentives, sponsorships, or resource-sharing opportunities** could help mitigate this issue.

▪ 4.2.2 Opportunities

- **Building strategic partnerships with EU-Level policy initiatives:** The project can leverage alignment with **EU funding programs, Horizon Europe, Erasmus+, and Green Deal objectives** to strengthen credibility and attract additional funding.
- **Enhancing industry buy-in through practical applications:** Demonstrating **real-world use cases and business benefits** of SPM² will encourage stronger industry engagement. Pilot projects, success stories, and **corporate partnerships** could increase adoption.
- **Leveraging digital tools for scalable engagement:** Utilizing **interactive online platforms, AI-driven engagement tools, and digital learning hubs** can help sustain participation, especially from geographically dispersed stakeholders.
- **Creating certification pathways to boost stakeholder interest:** Stakeholders are more likely to engage if they **see tangible career and professional development benefits**. Establishing **stackable credentials and certifications recognized by employers** can provide strong incentives.
- **Strengthening cross-sector collaboration:** Encouraging partnerships between academia, industry, and policymakers **can lead to innovative solutions and new funding streams**. The SPM² framework could be integrated into **university-industry collaborations and public-private partnerships**.

4.3 Recommendations for Strengthening Stakeholder Engagement

Based on the observations and discussion, the following **recommendations** can help enhance stakeholder engagement and maximize project impact:

▪ 4.3.1 Enhancing Policy and Institutional Engagement

- Develop **policy briefs** tailored to national and EU decision-makers, emphasizing **how SPM² aligns with current policy priorities**.



- Organize **high-profile events with policymakers**, featuring industry leaders and EU officials to increase credibility.
- Leverage **European-level organizations** (e.g., EU Commission, European Research Council) to facilitate policy endorsements.
 - **4.3.2 Strengthening Industry Collaboration**
- Develop **customized industry case studies** showcasing **business benefits of SPM² methodologies**.
- Host **roundtables with industry leaders** to create **demand-driven** sustainability training programs.
- Offer **recognition and visibility opportunities** (e.g., awards, featured reports) for companies actively supporting SPM².
 - **4.3.3 Ensuring Scalability and Long-Term Sustainability**
- Establish an **SPM² Advisory Board** composed of **representatives from academia, industry, and government** to oversee long-term strategy.
- Develop an **SPM² Online Community of Practice**, allowing stakeholders to **continue discussions beyond the project timeline**.
- Integrate the SPM² methodology into **permanent university curricula and professional certification programs**.
 - **4.3.4 Improving Engagement Among Underrepresented Groups**
- Provide **targeted support** (e.g., travel grants, stipends) to encourage participation from smaller organizations and NGOs.
- Utilize **interactive and gamified approaches** in workshops to increase engagement from students and young professionals.
- Develop **mentorship programs**, linking experienced project managers with students and early-career professionals.
 - **4.3.5 Increasing Awareness and Visibility**
- Launch a **strong communication campaign** utilizing **LinkedIn, industry conferences, and policy events** to raise awareness.
- Encourage **stakeholders to co-create content**, such as **guest blog posts, success stories, and testimonial videos**.
- Utilize **influential champions** (e.g., EU policymakers, corporate sustainability leaders) to promote the project.

5 CONCLUSION

Establishing an effective and comprehensive stakeholder mapping and engagement plan is a key step toward the successful implementation of the Sustainable Project Management Through PM² (SPM²) project. This document has facilitated the identification of relevant stakeholders, an understanding of their needs, motivations, and potential contributions to the project, as well as the definition of strategies for their involvement in key activities.

Through detailed stakeholder mapping, the project team has ensured a structured engagement approach that includes higher education institutions, professional organizations, industry partners, policymakers, non-governmental organizations, and



communities of students and professionals. This guarantees that the interests of all relevant actors are considered and that their contributions are maximized in the development of the SPM² guide, micro-credentials, educational materials, and accreditations.

The stakeholder engagement plan provides a clear framework for interacting with all relevant groups through workshops, focus groups, surveys, and consultative meetings. Defined KPIs and success measures enable the monitoring of stakeholder engagement and ensure their sustained involvement throughout the project's duration. By proactively managing challenges such as low response rates, limited availability of key actors, and the need for additional motivation, proposed solutions include hybrid engagement models, tailored content, and incentives for participation.

This document will serve as a foundation for further work on the SPM² project, ensuring that stakeholders are actively involved in all key phases of methodology development. Their contributions will not only guarantee the relevance and quality of project outcomes but will also enable the broader application of the SPM² methodology in academic, professional, and industrial contexts. The sustainability of stakeholder engagement and the continued development of collaboration beyond this project's scope are crucial for the long-term success and adoption of the SPM² methodology in Europe and beyond.

6 REFERENCES AND RELATED DOCUMENTS

6.1 Reference List

- **PM² Alliance.** (2024). *PM² Project Management Methodology*. Available at [PM² Alliance Website](#). Accessed December 25, 2024.

6.2 Related Documents

ID	Related Document	Source or Link/Location
1	Project folder	Link to document
2	WP2 folder	Link to document
3	Deliverable folder	Link to document
4		
5		
6		

