



SETO

Smart Enforcement
of Transport Operations

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**D5.4 –
Engagement Strategy
and Action Plan,
including stakeholder
mapping and
community analysis**



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Abstract
<p>The present deliverable serves the overall WP5 objectives by providing a structured approach towards the engagement of relevant stakeholders, starting from a context-sensitive analysis, and leading to a stakeholders mapping based on the information collected in a systematic way. The deliverable reports on the results of such analyses and paves the way for the setting-up of engagement activities across project's Work Packages by indicating engagement activities and potential action plans.</p>

II. Document History

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III. Executive Summary

D.5.4 serves the overall WP5 objectives by providing a structured approach towards the engagement of relevant stakeholders, starting from a context-sensitive analysis, leading to a stakeholders mapping based on the information collected in a systematic way, and suggesting specific activities to address the different intensities of participation related to the development of SETO Project (Communication, Consultation, Dialogue, and Partnership).

The deliverable:

- Illustrates the methodological approach and its implementation, defining the conceptual framework, operational steps and overall preliminary results for the definition of the SETO stakeholders' ecosystem – ref. Chapter 2 and 3.
- Illustrates the SETO Engagement Strategy and related action plan for engagement activities to be performed within the project and under the guidance of T5.1 – ref. Chapter 4.
- Proposes the next steps towards ensuring the implementation of the strategy and the action plan – ref. Chapter 5.

IV. Disclosure Statement

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LIST OF ACRONYMS

Acronym	Meaning
ALICE	Alliance for Logistics Innovation through Collaboration in Europe
ARESIBO	Augmented Reality Enriched Situation awareness for Border security H2020 Project
ASECAP	Association Européenne des Concessionnaires d'Autoroutes et d'Ouvrages à Péage
AWV	Agentschap Wegen & Verkeer
CAAG	Clean Air Action Group
CEDR	Conference of European Directors of Roads
CER	Community of European Railway and Infrastructure Companies
CoE	Council of Europe
CSO	Civil Society Organisation
D	Deliverable
DCT	Data Collection Tool
DG MOVE	Directorate-General for Mobility and Transport
DoA	Description of Action
D&E&C	Dissemination, Exploitation, and Communication
ECR	Euro Control Route
ERTICO	European Road Transport Telematics Implementation Coordination Organisation-Intelligent Transport Systems & Services Europe
ETF	European Transport Workers' Federation
EU	European Union
FEBETRA	De federatie van Belgische transporteurs en logistieke dienstverleners
FNTR	Fédération Nationale des Transports Routiers
GA	Grant Agreement
H2020	Horizon 2020
ICCT	International Council on Clean Transportation
Imec	
INEOS	INspec Ethylene Oxide Specialities
IRC	International Road Federation
IRU	International Road Transport Union
ISIG	Institute of International Sociology of Gorizia
JBV	Jernbaneverket
KPI	Key Performance Indicator
M	Month
OTRE	Organisation des Transporteurs Routiers Européens
PET	Polyethylene Terephthalate
PIARC	Association mondiale de la Route
PPP	Public-Private Partnership
SAFE-10-T	Safety of Transport Infrastructure on the TEN-T Network H2020 Project
SC	Steering Committee



SME	Small-Medium Enterprise
T	Task
TLV	Transport en Logistiek Vlaanderen
TTS	Transport Trade Services GmbH
WP	Work Package

1 INTRODUCTION

1.1 Task Overview

Work Package (WP) 5 – Outreach and Dissemination aims at promoting a systematic interaction with diversified stakeholders and audiences, so to ensure end-users inclusion across the project implementation. Moreover, WP5 oversees that SETO technologies are to be drafted, developed, tested, and disseminated following a co-creation approach and user-centred solutions uptake.

Such an approach is key to ensure the overall sustainability of SETO project, in terms of matching with current industry needs, reaching positive public perception, maximising long-term positive impacts beyond the project lifespan, emphasising the Open Science & Innovation principles.

Stakeholders' engagement is key to reinforce outreach and dissemination activities which stand at the core of WP5; for this reason, the implementation of T5.1 is foreseen in close cooperation with the other WP5 tasks.

T5.1 entails two different phases:

- Phase 1 – Elaboration of the SETO Engagement Strategy and related Action Plan for the involvement of stakeholders – building on the methodology proposed by the Council of Europe/ISIG *Toolkit on Civil Participation (2020)*, the phase entails a context-sensitive analysis, stakeholders mapping, definition of the project stakeholders' ecosystem and elaboration of proposals for engagement activities to be implemented within the project. The results of these analyses are reported within this deliverable.
- Phase 2 - The implementation of the above-mentioned Engagement strategy and Action Plan through concrete actions to engage stakeholders through various channels and throughout the different phases of the project and on other occasions external to project activities, such as fairs, summits, and conferences. Within this second phase, T5.1 aims, on the one hand, to propose and implement several engagement activities, and on the other, to support other tasks within the project to implement foreseen engagement activities, so to ensure maximum adherence to the Engagement strategy and overall compliance with the set Action plan. Results of this phase will be reported in D5.7 – Policy and research recommendations and in other relevant/synergic deliverables, and milestones.

1.2 Deliverable Objectives

The present deliverable serves the overall WP5 objectives by providing a structured approach towards the engagement of relevant stakeholders, starting from a context-sensitive analysis, and leading to a stakeholders mapping based on the information collected in a systematic way.

The deliverable aims at:

- Explaining the overall methodological and conceptual framework for the SETO Engagement Strategy.
- Reporting on the operational steps and preliminary results of the implementation of such frameworks (i.e., Community analysis and Stakeholders' mapping).
- Illustrating the SETO Engagement Strategy and Action Plan, together with guidelines on types of actions to be performed in the next period of project development.



- Setting the Roadmap with next steps for the implementation of the SETO Strategy and Action Plan.

1.3 METHODOLOGICAL NOTE

For the development of this deliverable, the following activities have been implemented:

- Desk research – focussed on the Participatory Framework promoted by the Council of Europe (ref. Par. 2.1), on reports and factsheets related with the evolution of freight transport in Europe (ref. Par. 3.1), and on relevant examples of stakeholders included in the EU Transparency Register which could be included in the SETO Stakeholders' Ecosystem (ref. Par. 3.2).
- Data collection – performed for the purpose of Stakeholders identification and analysis and consisting with the dissemination of a data-collection tool among project partners (ref. Par. 3.2).
- Coordination with the Project Consortium – through the Kick-Off Meeting and online Project Management Group Meetings.

For what concerns ethics considerations, research activities have been compliant with GDPR and overall Ethical framework of the project.

Performed activities did not raise issues around ethics, privacy, and data protection, as research carried out was mainly secondary.

Coordination meetings as well as the co-creation meetings with partners have been organised internally to the project consortium.

2 CONCEPTUAL FRAMEWORK

The following chapter illustrates the overall methodological and conceptual framework for the SETO Engagement Strategy. More specifically, the chapter contains information on:

- The methodological approach adopted for the formulation of SETO Engagement Strategy.
- Information related to the identification of stakeholders in relation to the project goals and activities.
- Information related on how to assess the identified stakeholders in an operational manner and to tailor engagement activities according to their relevant characteristics.

2.1 METHODOLOGICAL APPROACH FOR THE SETO ENGAGEMENT STRATEGY

The approach for the elaboration of the SETO Engagement strategy builds on the one proposed by the ISIG/CoE *Toolkit on Civil Participation* (2020). The toolkit allows for the design and implementation of context-based strategies to increase a community's participation/engagement on specific policy topics, building on the following theoretical assumptions:

- Efficient engagement of citizens and stakeholders on a specific policy topic/area is not a 'one time' intervention, but rather a process that follows the phases of the decision-making.
- According to Pellizzoni (2008), the necessary features characterising citizens' participation are:
 - The willingness to participate (endogenous to the individual – its absence might be rooted in low level of trust in the participation process or in low sense of belonging to the direct involvement process coordinated by the policymaker/decisionmaker/institutions).
 - The possibility to participate (exogenous to the individual and determined by the policymaker/decisionmaker/institutions).
- Not all citizens represent, always, relevant stakeholders that should be engaged in the decision-making process at all costs. In fact,
- Successful participation and engagement strategies require a targeted approach, in which different stakeholders are engaged with different methods and tools based on the specific role within the context.
- Relevant stakeholders must be identified and analysed for the purpose of the process/project/topic at hand.

Building on the above-mentioned methodological assumptions, the Civil Participation Toolkit proposes three main steps supporting the design of sustainable and efficient engagement strategies, as follows:

- **Context Evaluation** – aimed at contextualising the participatory process to the community at stake, evaluated according to four main dimensions (social, economic, political, and human capital). This step is adapted to the purpose of SETO project by taking into consideration the main features of the transportation and logistics European context, as illustrated in Par. 3.1.
- **Stakeholder Evaluation** – entailing first, a preliminary identification of stakeholders relevant for the topic at hand pertaining to different typologies, and second, an analysis of the pre-selected stakeholders in terms of the capacity (i.e., relevance for the process at stake) and perceived interest (i.e., willingness of the stakeholder to contribute to the process). The result of such analysis, also framed in the light of the four dimensions of social, economic, political, and human capitals – allows for a further categorisation of stakeholders in four different patterns of engagement (differentiated by



different degrees of intensity of such participation). This step is adapted in the SETO framework as illustrated in Par. 3.2.

- **Engagement Strategy Drafting** – the Community and Stakeholder analyses allow for the identification of targeted engagement strategies and tools for different categories of stakeholders, classified according to their relevance for the topic at hand as well as to their interest for being engaged. The tool ultimately allows to set up both overall engagement strategies as well as to select appropriate and targeted communication strategies – for specific topics. The Strategy is operationally transposed, starting from the definition of vision, mission, and goals, as illustrated in Chapter 4.

2.2 STAKEHOLDERS IDENTIFICATION

Terms like “actors”, “stakeholders”, “end-users”, or “citizens”, are often used as synonymous, and their possible definitions are weakened by overlapping characteristics. In previous research – especially within ARE-SIBO Project – H2020, GA 833805, D1.2 – Periodic report on citizens’ and stakeholders’ inputs: The ARE-SIBO Participatory Model – a deep semi-systematic review on a wide corpus of academic research, EU funded research, official definitions repositories, and EU funded project deliverables has been conducted in order to comprehensively address the issue.

The results of that analysis showed that the definition of “end-user” often takes the concept of “stakeholder” as a reference point.

Stakeholders are defined as such according to the issue at stake, thus their main defining characteristic is the “interest” or the presence of some “claims” in relation to the topic at hand. Such a definition allows for an easy and brief analysis of the context, even though it simplifies the situation by putting relationships among stakeholders in the background. For the sake of simplicity and model operationalisation, the stake which stakeholders are related to is often referred to as a static object.

End-users, on the other hand, can be seen as a subgroup of stakeholders. Instead of simply being affected by, or capable to influence the issue at stake, end-users are indeed those who specifically and directly use a given resource, good, service, instrument etc.

Stakeholders should be identified and mapped according to their role within the context in which they operate. In the case of SETO project, this means to analyse them within the communities of practice in which the project might produce an impact (as in the transportation and logistics environment where the project technologies and solutions will be piloted).

The following list provides a useful overview of stakeholders’ groups which might be of interest for the development of SETO project. This overview is intended to support the identification and evaluation of stakeholders operating in the more specific contexts where this methodology will be applied:

- **Transportation and logistics operators.** Operators active in the field of transport, supply chain, and logistics – in the form of companies, consortia, professional associations representing enterprises and freelance – are those directly impacted by the development and implementation of SETO solutions.
- **Economic operators.** Broader economic operators, which use transportation and logistic services to deliver their goods, are indirectly impacted by the development and implementation of SETO solutions.

- **Civil Society Organisations (CSOs).** Civil Society Organisations (CSOs) represent the interests of social groups. In the case of SETO the following CSOs are identified as highly relevant:
 - Working unions (especially those representing transportation workers).
 - Environmental associations and committees.
 - Research and educational institutions involved in the issues related with transportation and logistics.
 - Other CSOs representing needs and interests of minority and disadvantaged groups.
- **Infrastructure's managers.** Public, private or PPP entities managing networks and infrastructure:
 - Tangible infrastructures (road, channels, bridges, logistic platforms etc.).
 - Digital infrastructures.
- **Public authorities.** Bodies which are responsible, at several administrative levels, of both the definition of rules and policies related with the fields in which SETO solutions will be implemented, and their enforcement:
 - Regulatory authorities (e.g., national, and international agencies).
 - Enforcement authorities (e.g., police forces).
 - Local authorities (e.g., Regions, municipalities).
 - Government institutions (e.g., national governments and international bodies).

2.3 STAKEHOLDERS ASSESSMENT

2.3.1 Assessment Variables

Building on CoE methodology presented above, as well as on further adaptations carried out in other research efforts (namely, SAFE-10-T Project – H2020, GA723254, D5.4 - Report on DST Validation and ARESIBO Project – H2020, GA 833805, D1.2 – Periodic report on citizens' and stakeholders' inputs: The ARESIBO Participatory Model), the SETO stakeholders' analysis considers two types of variables, as follows:

- **Context** variables – referring to the overall levels of impact and acceptance of new technological solutions proposed by the project (among stakeholders' communities and in society at large).
- **Stakeholders' relevance** variables – namely the capacity to contribute to the process of the stakeholder at stake, and the level of interest/willingness to engage.

The above-mentioned variables can be defined as follows:

- **Impact** may be defined as the potential influence the solutions developed within SETO project might have on the analysed target. Impacts can be:
 - *Direct*, when the target directly relates to the project products, for instance by using them, or by being exposed to their primary intended and unintended effects.
 - *Indirect*, when the target does not have a direct relation with the product, nor it is directly exposed to it.
- **Acceptance** relates to the expected feedback the analysed subject might express towards the foreseen SETO solutions. It does not relate, at this stage, to the intensity of such feedback (which might range from strong compliance towards strong rejection), but instead with the characteristics of the system of values at play when formulating the judgment on the proposed product. These systems might indeed be mostly:



- *Technical*, thus directly referring to the strict technical aspects of the product, i.e., to its efficiency, efficacy, consistency, usability, sustainability in technical and technological terms, in relation to its practical performance.
 - *Societal*, thus referring to the broader sphere of the perceived effects, being social, economic, environmental, cultural etc., of the product's deployment in a specific societal context.
 - They can be also a combination of *both*.
- **Capacity**, understood as the typology of knowledge and capabilities of the analysed actor in relation to the development of SETO project. The more a target is deemed to have a significant amount of knowledge/capabilities, the more it is considered as relevant for the project. It means that the actor is capable to influence the development, implementation, and dissemination, of SETO solutions. Transport and logistic operators, for instance, may allow the project products to be scaled-up to bigger networks of customers; infrastructure's managers may be convinced in asking for the enforcement of SETO solutions. Also in this case, capacity can be mostly:
 - *Technical*, thus referring to the strict technical knowledge related with the product field.
 - *Societal*, thus referring to the knowledge, awareness, and status within the societal context in which SETO solutions will be developed.
 - It can be also a combination of *both*.
 - **Interest** may be defined as the willingness of a stakeholder to take part in the development/implementation of SETO project, and, more particularly, to the co-creation and validation process of foreseen digital solutions in the two Living Labs. Workers' unions, for instance, may be interested in promoting the use of technologies which prioritise road and operators' safety; environmental groups may support the implementation of SETO products, if their positive impact on pollution and congestion, wear and tear on infrastructure facilities is recognised. Besides its intensity, interest can be categorised in the following groups:
 - *Direct* interest, demonstrated by a high attachment to the issue at stake.
 - *Indirect* interest, by targets showing less affection to the topics related with the development of SETO solutions and their effects.

2.3.2 Setting the Engagement Activities: Taxonomy for Stakeholders Involvement

As suggested by relevant operational literature on the topic, stakeholders can be engaged in different ways, according to their position in relation to the issue(s) at stake. Namely, as illustrated below, the CoE refers to four incremental levels of intensity of participation of relevant stakeholders in all phases decision-making processes, that can be transposed, for the SETO project in the phases related to the design process of the project solutions (CoE, 2019; ISIG/CoE, 2020). The research suggests that the involvement of stakeholders across all the steps of a decision-making process, or as stated above in a design activity, gradually raises according to the intensity of participation. This happens from information – the least participative step – through consultation and dialogue, reaching partnership – the most engaging step.

The intensity of participation of identified stakeholders is determined by the combination of two of the variables mentioned above, i.e., capacity and interest. To understand which engagement strategy better suits every stakeholder, it is necessary to perform an analysis based on both. Possible combinations are here presented from the lowest to the highest level of intensity of participation:

- Stakeholders which present *societal capacity* and *indirect interest* should be targeted with **information activities**, i.e., informing them about the development of the project, within the Communication Strategy framework.
- Stakeholders which present *societal capacity* and *direct interest* should be addressed via **consultation activities**, i.e., asking stakeholders for inputs related to the development of the project, for instance via the administration of surveys.
- Stakeholders which present *technical capacity* and *indirect interest* should be engaged in **dialogue activities**, i.e. by involving stakeholders in a two-ways communication to review and discuss the advancements produced through the project implementation, as it happens during the dissemination activities, or in the drafting of policy recommendations.
- Stakeholders which present *technical capacity* and *direct interest* should be activated in **partnership activities**, i.e. by structurally involving them in the project implementation, as in the co-production activities at the basis of the Living lab activities.

The figure below shows the taxonomy for depicting four main interaction patterns of information, consultation, dialogue, and partnership.

The taxonomy below represents an important guidance for the elaboration of the SETO Engagement Strategy and Action Plans, as it will be shown in the following paragraphs. In fact, the SETO engagement activities are presented in next chapter, as clustered around these 4 levels of participation, that define as well specific categories of stakeholders.

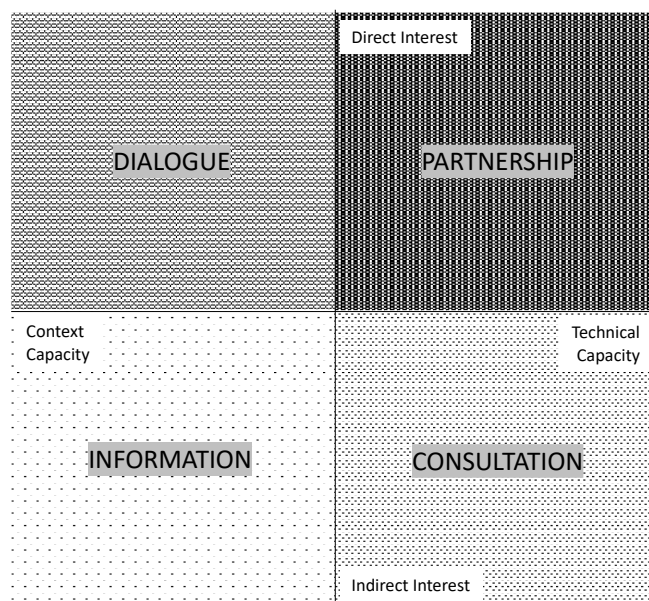


Figure 1: The four main interaction patterns of information, consultation, dialogue, and partnership. Adapted from CoE, ISIG (2020).

3 COMMUNITY ANALYSIS AND STAKEHOLDERS' MAPPING

3.1 CONTEXT ANALYSIS: OPERATIONAL STEPS AND PRELIMINARY RESULTS

As a fundamental element of the economic system, the field of freight transport has far-reaching implications in economic, social, and environmental terms. Moreover, since logistics flows are articulated on very broad and differentiated scales, these implications extend across the networks and territories traversed.

For both these reasons, the range of stakeholders directly and indirectly affected by transport and logistics issues is potentially very broad.

From this point of view, the community analysis suggested by the methodology adopted for the purpose of this deliverable should be qualified as an inquiry of a broad community of practice, bonded by a central activity – the transportation and logistic process – which is linked to several different other activities (ranging from legislative and enforcement processes to grassroots mobilisation, to the organisation of labour in other economic sectors) in a very broad and complex picture.

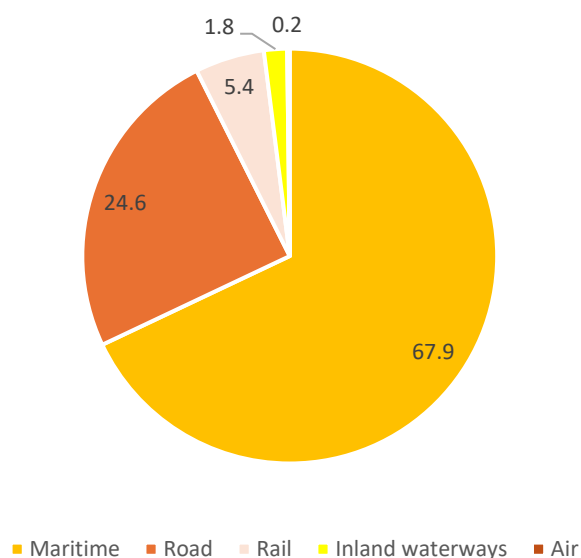


Figure 2: Modal split of freight transport in the EU, 2021. Source: adapted from Eurostat https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Freight_transport_statistics_-_modal_split

Transportation operators, working in the inquired field at different stages and with different functions (e.g., transport, supply chain, logistics, etc.) and assuming different organisational forms (e.g., companies, consortia, freelance) are of course directly involved in the economic, social, and environmental implications of their activity, both in terms of driving forces and in terms of impact.

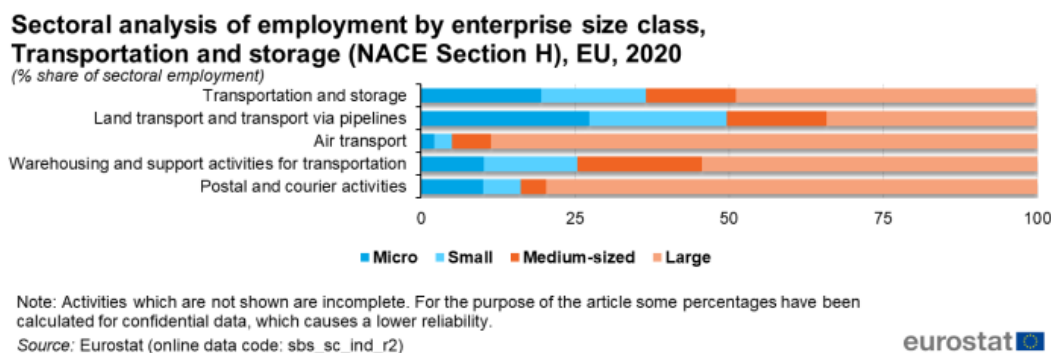


Figure 3: Employment by enterprise size class in the transportation sector, 2020. Source: Eurostat https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Transportation_and_storage_statistics_-_NACE_Rev._2&oldid=567777

The freight transportation sector is regulated by a complex set of legal provisions regarding the use of technology: regulations intervene in several areas, like autonomous vehicles, electronic logging devices, and digital documentation. The EU is particularly involved in guaranteeing standards for technology adoption, interoperability, and compliance across Member States. In this case, both the research and economic sectors related with the development and marketisation of these technologies, and the decision-making and enforcing institutions, are involved in the dynamics linking new technologies with emerging impacts, the need for regulating them, and the production of legislation on the subject.

Transportation flows change – quantitatively and qualitatively – as infrastructures change. Infrastructures and their usage have a relevant role, in economic, social, and environmental terms, within the territories that they cross. From this point of view, infrastructure managers, either public, private or PPP entities managing networks and infrastructure, assume a relevant role. By focusing on the environmental impacts of infrastructure use, intended as external costs generated by the transportation economy, environmental associations and committees become prominent players in transport and logistics activities. This issue becomes particularly relevant when approaching the last mile transportation, as the freight transportation system plays a relevant role in the congestion of urban areas and often becomes the target of specific access regulation provisions at the local level.

Despite the technological disruptive effects on the labour market, the freight transport sector is still characterised by a high labour intensity. In 2021, 6 mln people (15-64 years old) worked in the transportation sector in the EU. This sector is also characterised by a very unbalanced gender participation to work (82.9% males versus 17.1% females).

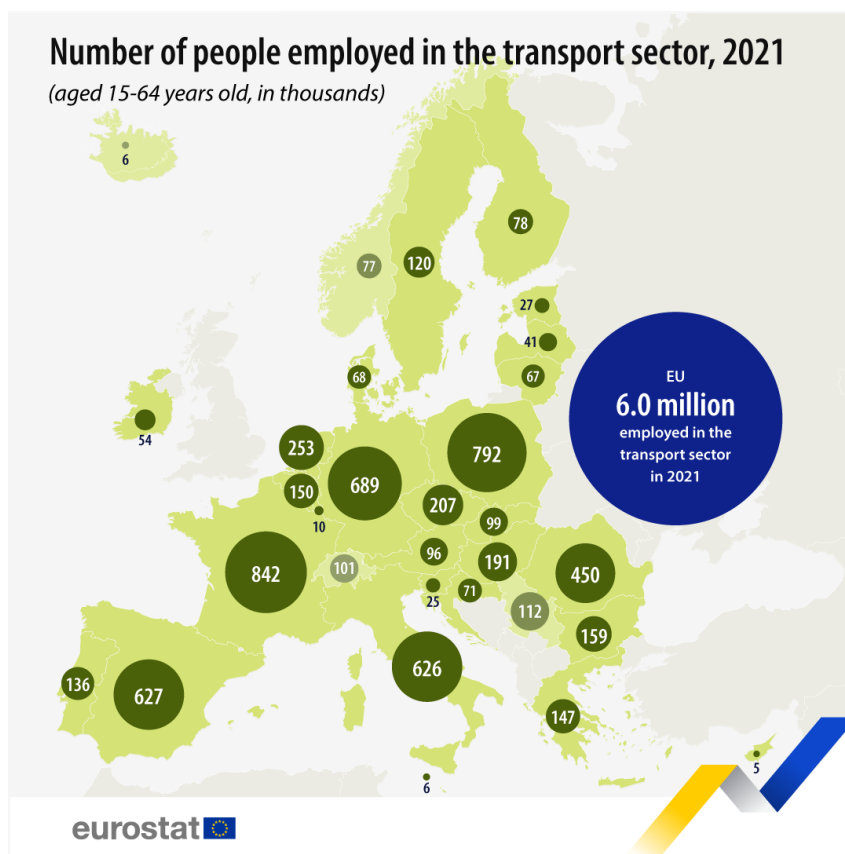


Figure 4: Distribution of transportation workers in Europe, 2021. Source: Eurostat <https://ec.europa.eu/eurostat/web/products-eurostat-news/w/ddn-20230207-1>

Labour patterns characterising the sector are of outmost importance for workers themselves, and especially for those underrepresented groups (women, foreign workers, but also self-employed workers) who might have more difficulties in voicing their needs. The areas which are covered by labour issues range from safety, security and health legislation to social protection and labour regulation, involving also ethics and data protection issues.

Transportation and logistic flows are embedded in the broader economic scenario in which the sector plays a key role for economic growth and sustainability. From an economic perspective, evolving supply chain dynamics play a role in the evolution of the transportation sector, as well as market regulations and limitations defined by the legal framework in force. These topics raise issues like the real degree of access to the market, as well as fair competition. Economic operators at large, which use the transportation and logistic services to deliver their goods, are relevant stakeholders from this point of view.

3.2 STAKEHOLDERS’ MAPPING: FRAMING SETO STAKEHOLDERS ECOSYSTEM

3.2.1 Operational Steps

To establish the SETO stakeholders ecosystem, the following operational steps have been implemented, as reported in the next paragraphs:

- Data collection across project consortium.
- Analysis of EU Transparency Register.

3.2.1.1 SETO D5.4 Data Collection Tool

To collect relevant insights about the composition of SETO Stakeholders' Ecosystem, ISIG delivered a Data Collection Tool (DCT) in two releases:

- The first act, released to all SETO partners, proposed an operational synergy between T5.1 - Context analysis and stakeholder mapping for involvement activities and T5.4 – Communication Strategy, aiming to collect relevant information for both the tasks, namely:
 - State of the art on communication activities by project partners and individual means of communication available/deployed. Questions were the following:
 - Please describe the individual communication means you are using to support the SETO project.
 - Please list communication activities you already have undertaken to communicate your organisation's engagement in SETO.
 - Please list events your organisation attended or is planning to attend on behalf of SETO and/or promoting topics, issues, and products related with SETO.
 - Stakeholders' identification and categorisation, along with state of the art of stakeholders' engagement activities. Questions were the following:
 - Please describe the engagement activities you already promoted, or you are planning to promote to engage stakeholders and end-users within SETO activities.
 - Please suggest stakeholders to be involved in further engagement activities across SETO work packages.
- The second release was sent to those partners which were identified as particularly relevant for reaching the purpose outlined by D5.4, either because they are already positioned within a strong network of transportation stakeholders (VIL), or because they oversee the Living Lab activities (Atlandes, Cerema, UWL). This second release covered more in depth only the topic of stakeholders' identification and categorisation. More specifically, participants were asked to identify stakeholders according to the expected level of engagement (information, consultation, dialogue, and partnership).
- Bilateral meetings were also proposed to all project partners to facilitate the filling of the DCT.

At the time of writing, VIL and Atlandes provided relevant information for the purpose of SETO Stakeholders' Ecosystem composition.

3.2.1.2 EU Transparency Register Analysis

To provide a first glance about the potential composition of SETO Stakeholders' Ecosystem, the EU Transparency Register has been analysed.

The EU Transparency Register is a tool promoted by the EU institutions (the European Parliament, the Council of the European Union, and the European Commission) to allow European citizens to see what interests are being represented at Union level and on whose behalf, as well as the financial and human resources dedicated to these activities. At the time of writing the Register, which does not include Public Authorities, covers 12,467 organisations.

3.2.2 Preliminary Results: SETO Stakeholders' Ecosystem

In the following paragraphs, stakeholders identified as relevant for the topics covered by SETO project for each of the categories presented in Par. 2.2 are briefly presented in terms of impact, acceptance, capacity, and interest.



The following tables illustrate the preliminary list of SETO stakeholders, along with the preliminary results of their analysis related to Impact, Acceptance, Capacity, and Interest variables, as per methodology described in Chapter 2.3. The Ecosystem obtained as a result of the operational steps described above is currently composed by 45 stakeholders.

3.2.2.1 Transportation and Logistics Operators

Table 1: Preliminary list of stakeholders – Transportation and logistics operators

Name	Country	Description	Impact	Acceptance	Capacity	Interest
Transport en Logistiek Vlaanderen	Netherlands	Transport and Logistics Flanders (TLV) is the professional association of companies in transport and logistics. The organization represents more than 1,500 companies, both self-employed and family SMEs. Members enjoy up-to-date information, support and personal advice.	Direct	Technical and Societal	Technical and Societal	Direct
International Transport and Logistics Alliance	Lithuania	Advocacy of Lithuanian road transport companies engaged in road haulage both on national and international levels.	Direct	Technical and societal	Technical and societal	Direct
TTS (Transport Trade Services) GmbH.	Austria	The entire TTS Group focuses on providing multi-modal logistic services from break bulk shipments to project cargoes down to solutions for bagging bulk shipments and warehousing	Direct	Technical and societal	Technical and societal	Direct

		- all along the European rivers.				
Union of European Chambers of Commerce for Transport	Luxembourg (EU)	The European Union of Industrial and Trade Chambers for Transport is a union of 50 industrial and commercial chambers in Germany, France, Luxembourg, Nederland, Austria and Switzerland. They are interested in the business of two million European companies and traffic in their activities in the European transport policy, in the country and in the air, in any case with the traffic in the transport sector. Environment and Telecommunication).	Direct	Technical and societal	Technical and societal	Direct
Essers	Belgium	Large company, large in-house IT department, strongly digitalized company.	Direct	Technical and societal	Technical and societal	Direct
Altreia	Belgium	Mid-sized company, bulk transport (risks for overloaded trucks).	Direct	Technical and societal	Technical and societal	Direct
TML	Belgium	Mid-sized company, many cargo types.	Direct	Technical and societal	Technical and societal	Direct
VPD	Belgium	Last mile transport, electric vehicles.	Direct	Technical and societal	Technical and societal	Direct

Recordtrans	Belgium	Small company (less than 10 trucks).	Direct	Technical and societal	Technical and societal	Direct
...

3.2.2.2 Economic Operators

Table 2: Preliminary list of stakeholders – Economic operators

Name	Country	Description	Impact	Acceptance	Capacity	Interest
Intraplás - Indústria Transformadora de Plásticos, S.A.	Spain	Develop sustainable and innovative packaging solutions with a focus on people's well-being.	Indirect	Societal	Societal	Indirect
JBF Global Europe	Belgium (EU)	JBF Global Europe is a manufacturer of polyethylene terephthalate (PET), using the latest MTR® Technology, licensed by Uhde Inventafischer. The nameplate capacity is 432,000 MT per year. The plant capacity is also equipped with FTR® technology which can recycle post-consumer PET flakes by a chemical process and produce PET resin that contains 30% post-consumer recycled content.	Indirect	Societal	Societal	Indirect
Atlas Copco	Belgium	The company works with many logistics operators.	Indirect	Societal	Societal	Indirect

Arcelor Mittal	Belgium	Multimodal transport, using inland waterways, road and rail.	Indirect	Societal	Societal	Indirect
Exon Mobil	Belgium	Chemical industry, requirements for their logistic operators are high.	Indirect	Societal	Societal	Indirect
Ineos	Belgium	Chemical industry, requirements for their logistics operators are high.	Indirect	Societal	Societal	Indirect
Renewi	Belgium	Waste industry, risk for overloads.	Indirect	Societal	Societal	Indirect
...

3.2.2.3 Civil Society Organisations (CSOs)

Table 3: Preliminary list of stakeholders – Civil Society Organisations

Name	Country	Description	Impact	Acceptance	Capacity	Interest
European Road Transport Telematics Implementation Co-ordination Organisation-Intelligent Transport Systems & Services Europe	Belgium (EU)	ERTICO is a public/private association specialised in Intelligent Transport Systems and Services stakeholders in Europe. We connect public authorities, industry players, infrastructure operators, users, national ITS associations and other organisations together.	Indirect	Technical	Technical and Societal	Direct
European Transport Workers' Federation	Belgium (EU)	The ETF was founded in 1998 to defend transport	Direct	Societal	Societal	Direct

		and fisheries workers' interests at European level and to make representations on their behalf to EU bodies. The ETF is the European social partner that represents transport and fisheries workers in seven sectoral social dialogue committees: maritime transport, civil aviation, fisheries, railways, road, ports and inland waterways.				
International Council on Clean Transportation	Germany (EU)	The mission of the ICCT is to dramatically improve the environmental performance and efficiency of cars, trucks, buses, and transportation systems in order to protect and improve public health, the environment and quality of life.	Indirect	Societal	Societal	Direct
Clean Air Action Group (Levegő Munkacsoport)	Hungary	The Clean Air Action Group (CAAG) is one of the best-known non-governmental organizations in Hungary that deal with the protection of the environment. The main fields of activities	Indirect	Societal	Societal	Indirect

		of the CAAG are the following: greening the state budget and taxation, sustainable transport, sustainable energy policy, and sustainable urban development.				
TLV	Belgium	TLV defends and promotes the interests of the Flemish road freight transport sector.	Indirect	Technical and Societal	Technical and Societal	Direct
FEBETRA	Belgium	Febetra defends and promotes the interests of the Belgian road freight transport sector.	Indirect	Technical and Societal	Technical and Societal	Direct
ALICE	Belgium	The European Technology Platform ALICE is set-up to develop and implement a comprehensive industry lead strategy for research, innovation and market deployment in the field of logistics and supply chain management in Europe.	Indirect	Technical and Societal	Technical and Societal	Indirect
IWT	Belgium		Indirect	Technical and Societal	Technical and Societal	Indirect
ABVV-BTB	Belgium	ABVV-BTB represents workers in freight and passengers transport and logistics.	Indirect	Technical and Societal	Technical and Societal	Direct

Imec	Belgium	Imec is a knowledge centre with focus on mobility and logistics.	Indirect	Technical and Societal	Technical and Societal	Indirect
PIARC	France	International cooperation on roads / freight dedicated technical committee.	Direct	Technical and Societal	Technical and Societal	Direct
IRF	N/A	International Road Federation.	Indirect	Technical and Societal	Technical and Societal	Indirect
OTRE	France	Professional organisation.	Direct	Technical and societal	Technical and societal	Direct
FNTR	France	Professional organisation.	Direct	Technical and societal	Technical and societal	Direct
IRU	N/A	Professional Union (truck drivers and hauliers, ...).	Direct	Technical and societal	Technical and societal	Direct
...

3.2.2.4 Infrastructure Managers

Table 4: Preliminary list of stakeholders – Infrastructure managers

Name	Country	Description	Impact	Acceptance	Capacity	Interest
Community of European Railway and Infrastructure Companies	Belgium (EU)	The Community of European Railway and Infrastructure Companies (CER) brings together around 70 railway undertakings, their national associations as well as infrastructure managers and vehicle leasing companies.	Direct	Technical	Technical	Direct

Bane NOR SF	Norway	Bane NOR SF is the Norwegian rail infrastructure manager from 1 January 2017, performing the function held until that date by Jernbaneverket (JBV). Bane NOR SF is in charge of the construction, maintenance and operations of the Norwegian railway network.	Direct	Technical	Technical	Direct
Autoridad Portuaria de la Bahía de Algeciras	Spain	Port Infrastructure management, monitoring commercial activities and developing the logistics area necessities for the activity. Concessions management	Direct	Technical	Technical	Direct
AWV	Belgium	The Roads and Traffic Agency (AWV) is the road manager of approximately 7,000 km of regional and motorways in Flanders.	Direct	Technical	Technical	Direct
SANEF	France	Sanef is a motorway management company operating 1,957 km of network in France, mainly in Normandy, the Hauts-de-France and Grand-Est regions.	Direct	Technical	Technical	Direct
Satelllic	Belgium	Belgian toll operator.	Direct	Technical	Technical	Direct

De Vlaamse Waterweg	Belgium	De Vlaamse Waterweg manages and exploits the waterways as a powerful network that contributes to the economy, prosperity and quality of life of Flanders.	Direct	Technical	Technical	Direct
Rijkswaterstaat	The Netherlands	Rijkswaterstaat is responsible for the design, construction, management and maintenance of the Netherlands' primary infrastructure facilities.	Direct	Technical	Technical	Direct
ASECAP	Belgium (EU)	Motorway concessionaire association at European level.	Direct	Technical and societal	Technical and societal	Direct
...

3.2.2.5 Public Authorities

Table 5: Preliminary list of stakeholders – Public Authorities

Name	Country	Description	Impact	Acceptance	Capacity	Interest
Wegpolitie	Belgium	Belgian police department responsible for safety on motorways and thus contributes to road safety, the safety of the population and the smoothness of traffic.	Direct	Technical and societal	Technical and societal	Direct

SOID	Belgium	Belgian authority to check the compliance of the driving time and resting periods of truck drivers, including roadside controls.	Direct	Technical and societal	Technical and societal	Direct
DG MOVE	EU	Department of the European Commission that is responsible for EU policy on mobility and transport.	Indirect	Technical and societal	Technical and societal	Indirect
CEDR	Belgium (EU)	European Conference of Road Directorate.	Direct	Technical and societal	Technical and societal	Direct
Euro Control Route	EU	Euro Control Route (ECR) is a cooperation of European road transport enforcement bodies working together for a safe, fair, social and environmentally sustainable road transport sector.	Direct	Technical	Technical	Direct
...

4 SETO ENGAGEMENT STRATEGY AND ACTION PLAN

4.1 SCOPE AND APPLICATION

The SETO Engagement Strategy and Action plan aims at providing a standardised framework for setting up, implementing, and monitoring engagement activities throughout the project, setting thus:

- SETO Engagement vision, mission, and goals – standards of reference and targets for the SETO engagement activities.
- Guidelines on how to set and conduct engagement activities.
- Concrete roadmap for the next project development phase.

Within this context, the Strategy and Action plan have a twofold objective:

- To structure dedicated engagement activities, within the scope of T5.1 and WP5 in general.
- To provide guidance and concrete tools for engagement to project tasks that foresee engagement activities as per DoA, in order to support coherence and maximum synergy across the project.

In this regard, SETO tasks which mention the necessity to involve stakeholders, are the following:

- WP1 – Digital solution
 - T1.1 – Establishing a framework for the digital solution
- WP3 – Pilot Demonstration
 - T3.4 – System validation through stakeholder consultation groups
- WP4 – Impact Groundwork
 - T4.1 – Defining framework and KPIs for real-life testing
 - T4.2 – Soft-enforcement and analysis of social behaviours and perceptions
 - T4.4 – SETO’s business case and economic impact
- WP5 – Outreach and Dissemination
 - T5.3 – Communication Strategy
 - T5.4 – Policy and research recommendations
- WP6 – Project Management
 - T6.1 – Project Administration.

Moreover, to identify for each task the most appropriate tools and activities to promote stakeholders’ engagement, the above-mentioned tasks have been categorised according to the following stages of the project development:

- **Priority setting**, that is the definition of priorities for the definition of SETO solution, based on a need-assessment.
- **Drafting**, that is the elaboration of a preliminary version of the technological product, based on need assessment performed.
- **Design**, that is the definition stage of the product.
- **Implementation**, that is the testing phase of the product after its prototyping.

- **Monitoring**, that is, following the development of the implementation phase and its impacts according to pre-established evaluation criteria.
- **Dissemination**, that is, gathering the insights stemming from the monitoring activity and delivering them to the most appropriate targets.

The following table shows the result of the categorisation:

Table 6: Stages of project development vs Engagement Tasks

Stage of project development	Associated Tasks
Priority setting	T1.1 - Establishing a framework for the digital solution
Drafting	-
Design	T3.4 – System validation through stakeholder consultation groups T4.2 – Soft-enforcement and analysis of social behaviours and perceptions
Implementation	-
Monitoring	T4.1 – Defining framework and KPIs for real-life testings T6.1 – Project Administration
Dissemination	T4.4 – SETO’s business case and economic impact T5.3 – Communication Strategy T5.4 – Policy and research recommendations

The SETO Engagement Action Plan (ref. Par. 4.3) will link each of these stages of the project, and associated tasks, to the most appropriate information, consultation, dialogue, and partnership instruments, in order to showcase concrete ways to promote stakeholders’ engagement activities, as per methodology presented in Chapter 2.

4.2 SETO ENGAGEMENT STRATEGY

4.2.1 Vision

SETO Engagement Strategy will strengthen direct and indirect positive economic, social, and environmental impact deriving from the advance of technological solutions related to transportation activities, as foreseen by the project. To do so, SETO Engagement Strategy is meant to maximise both the contribution of stakeholders to the design, implementation, and monitoring of developed solutions, and their acceptance of proposed instruments.

SETO Engagement Strategy addresses the inclusion of different stakeholders and their under-represented groups (e.g. self-employed or foreign drivers, small SME’s, women in transportation) in the project activities to characterise the social practices emerging from enforcing digital tracking systems. Finally, SETO Engagement Strategy sees stakeholders’ engagement as a way to build a viable system based on incentives rather than building on traditional enforcement schemes.

4.2.2 Mission

SETO Engagement Strategy aims at:



- Providing for a coherent framework for the design and implementation of engagement activities across the project lifespan.
- Defining a set of instruments to ensure an efficient and effective engagement, at all levels of intensity and according to the different stages of the project implementation.

By mobilising the collective intelligence possessed by all stakeholders, SETO Engagement Strategy enables a co-production approach throughout the project lifespan, and beyond it, which facilitates a structured dialogue between SETO project partners and stakeholders. The co-production approach is in line with the overall Principles for Participation in decision-making processes, established by the Council of Europe (CoE, 2019; ISIG/CoE 2020), as follows: Participation, Responsiveness, Efficiency and Effectiveness, Openness, Transparency, Innovation, Accessibility, Diversity, Accountability.

4.2.3 Goals

The main goals of SETO Engagement Strategy are:

- To contribute ensuring security, reliability, modularity, and scalability of the developed digital solution through constant scrutiny and feedback loops by the stakeholders.
- To guarantee the success of Living Lab activities in terms of effective involvement of stakeholders.
- To set up effective validation and exploitation activities after the implementation of the foreseen solutions.
- To contribute maximising SETO outcomes, also by analysing the technological, economic, social, and environmental impacts of the foreseen solution.
- To implement user-centred activities, thus embedding the social and ethical acceptance of the proposed solutions in the co-creation process.
- To cooperate with the stakeholders (especially the enforcement authorities and transport operators) to build a business case for exchanging information using the SETO system.

4.3 SETO ENGAGEMENT ACTION PLAN: GUIDELINES FOR ENGAGEMENT ACTIVITIES

This paragraph aims at structuring the Engagement Action plan of the project, so to support WP and task leaders to:

- Align with the SETO engagement strategy and overall related project objectives.
- Coordinate transversally across the WP and tasks so to ensure an efficiency and effectiveness of engagement activities.

4.3.1 Engagement Activities to Inform Stakeholders

The information approach, which targets stakeholders with *societal capacity* and *indirect interest*, aims at informing targeted groups about the development of the project, in line with SETO Communication Strategy.

It is crucial that information is continuously provided throughout the whole project implementation process, in line with the principles of openness and transparency, and ensuring the use of a clear and easily understandable language, appropriate and accessible format, and free of charge.

The following table illustrates the main information activities that can be foreseen for every SETO Task identified above.

WP	Task	Title	Typology	Extract from the description	Information goals	Possible information activities
1	1	Establishing a framework for the digital solution	Priority setting	Encompass the stakeholders' scenarios definition, research needs and final requirements for validation. This task will: (a) Identify and elucidate functional and non-functional requirements of stakeholders (enforcement authorities, logistics operators, vehicle/vessel drivers, service providers of software and in-vehicle hardware consumers); (b) Refine, extend and verify the stakeholder requirements per use-cases using design thinking and cocreation cycles to evaluate and derive viable business end goal/solution which corresponds to real-world user requirements and problems	Ensure brokerage of knowledge and raise awareness on the methodology used for the framework definition, the stakeholders involved as well as the main topics considered.	<ul style="list-style-type: none"> Make agendas, reports, and other relevant materials available online, when possible. Produce brochures and posters. Update participants and other relevant stakeholders through newsletters and social media channels.
3	4	System validation through stakeholder consultation groups	Design	While SETO dedicates special effort to stakeholder reach out and engagement (WP4 and WP5), this task emphasises the technical aspects of the communication with the stakeholders and the system validation. VIL will set up a Triple helix of stakeholders (i.e. representing the academic sector and universities, the private sector and business entities, and the	Ensure prompt delivery of information on the advancement of the activity, i.e., on the output of the workshops involving stakeholders	<ul style="list-style-type: none"> Open meetings to the public, when appropriate. Make agendas, reports, and other relevant materials available online, when possible. Produce brochures and posters.

			<p>public sector and government bodies) and guide them to perform tests with the platform for real-life control enforcement. Stakeholder workshops will be organised by VIL bi-monthly (from M10 until M34). Each workshop will have specific goals/target groups (road transport enforcement, waterway transport enforcement, etc.). At least six workshops will be held with transport enforcement authorities, two with transport operators and four with underrepresented groups, depending on the stakeholder mapping task (T5.1). The goal is to use the Platform and provide feedback for further development of the smart enforcement solution in WP1, further development of technologies in WP2 and impact validation for the analyses in WP4. Validation of the results will be presented in D3.1, and VIL will be responsible for gathering the data and consolidating it in line with the KPIs.</p>		<ul style="list-style-type: none"> ▪ Update participants and other relevant stakeholders through newsletters and social media channels ▪ Send dedicated invitations to events related with the project milestones, e.g., public presentation events
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4	1	Defining framework and KPIs for real-life testings	Monitoring	This task will create a framework that contains guidelines for the practical implementation of the data management, data retrieval to feed the KPI's throughout the trial period, the stakeholder consultation process and links towards tasks in other WPs. (...)	Ensure transparency of indicators and criteria used, as well as of opportunities to feedback the decision-makers on enhancements needed in order to better collect relevant data	<ul style="list-style-type: none"> ▪ Make agendas, reports, and other relevant materials available online, when possible ▪ Produce brochures and posters ▪ Update participants and other relevant stakeholders through newsletters and social media channels
4	2	Soft-enforcement and analysis of social behaviours and perceptions	Design	The task integrates the stakeholders' information collected in T5.1 with an analysis of the legal and regulatory framework on privacy, data protection, confidentiality, and research ethics related to the transport operations. It will also include a study of the existing literature on social behaviours in transport operations and will organise workshop activities to assess relevant social behaviours related to the analysed topics and a data collection tool to assess the social perception and awareness of the identified problems to be solved. The data collection tool will allow for a detailed analysis of the results by	Ensure prompt delivery of information on the scope and operational functioning of incentive and rewarding mechanisms in the context of a “soft enforcement” of the proposed technologies	<ul style="list-style-type: none"> ▪ Open meetings to the public, when appropriate ▪ Make agendas, reports, and other relevant materials available online, when possible ▪ Produce brochures and posters ▪ Update participants and other relevant stakeholders through newsletters and social media channels ▪ Send dedicated invitations to events related with the project

				<p>carrying out a comparative study among European countries or by considering specific groups perceived as underrepresented (e.g. women workers in the transportation sector). More specifically, the task will explore the scope and operational functioning of incentive and rewarding mechanisms in the context of a “soft enforcement” of the proposed technologies. (...) Indicators will be available to the public in a ready-to-use Toolbox, delivering both an instrument to assess social acceptance and insights on the mechanisms influencing and modifying it, including soft enforcement strategies and tools.</p>		<p>milestones, e.g., public presentation events</p>
4	4	SETO’s business case and economic impact	Dissemination	<p>SETO pays special attention to the economic feasibility of its solutions. According to the stakeholder mapping and the identification of the target groups (WP5), SETO will prepare a comprehensive Business Case for the developed information exchange system within transportation (...)</p>	<p>Ensure feedback on the economic feasibility on the developed solutions is provided to all, and that the know-how developed within SETO is delivered to the economic actors in the transportation market</p>	<ul style="list-style-type: none"> ▪ Open meetings to the public, when appropriate ▪ Make agendas, reports, and other relevant materials available online, when possible ▪ Produce brochures and posters

				<p>Moreover, SETO will try to establish partnerships with the leading companies in transport operations and their digitalization to penetrate their markets. The know-how developed during SETO will become an essential asset for reaching these new vital markets.</p>		<ul style="list-style-type: none"> ▪ Update participants and other relevant stakeholders through newsletters and social media channels ▪ Send dedicated invitations to events related with the project milestones, e.g., public presentation events
5	3	Communication Strategy	Dissemination	<p>(...) specific results/data types might be protected before dissemination to a specific audience or communication with the Public (...) SETO will utilise "one-way" communication (website, publication materials, policies, etc.) and "two-way" exchange (workshops, seminars, hackathons, etc.) with the targeted groups. Selected interest groups will be involved from the beginning of the project and invited to the Consortium Meetings to be informed/consulted about the project activities and their impact on their particular sectors. SETO will provide a detailed (quantitative) Plan for the D&E&C activities by</p>	<p>Target the selected interest groups in delivering communication about the project activities and their impact on their particular sectors</p>	<ul style="list-style-type: none"> ▪ Open meetings to the public, when appropriate ▪ Make agendas, reports, and other relevant materials available online, when possible ▪ Produce brochures and posters ▪ Update participants and other relevant stakeholders through newsletters and social media channels ▪ Send dedicated invitations to events related with the project

				<p>the sixth month of the project, including indicative measures of success for each activity. Also, other indicators for the project's communication will be assessed, such as the evidence of debates on social media, the number of people asking for feedback or more information, the number of participants in our events, and evaluation surveys. Overall, SETO's communication strategy includes internal and external communication and stakeholder engagement. (...)</p>		<p>milestones, e.g., public presentation events</p>
5	4	Policy and research recommendations	Dissemination	<p>Besides the above D&E&C activities, this task will provide concrete suggestions to the policy-makers and relevant stakeholders at all decision-making levels. Capitalising on the findings outlined in all WPs, this task will create an effective framework within which all indicators and evidence from project partners, experts and other stakeholders will be collected and organised in a co-production manner. Recommendations will be introduced by</p>	<p>Ensure concrete suggestions reach decision-makers and researchers, thus bridging the gap between research and policies/practices in transport operations</p>	<ul style="list-style-type: none"> ▪ Open meetings to the public, when appropriate ▪ Make agendas, reports, and other relevant materials available online, when possible ▪ Produce brochures and posters ▪ Update participants and other relevant stakeholders through newsletters and social media channels

				<p>an overview of the identified objectives and targets and the SETO's impact stemming from the result of WP4. The project recommendations aim at bridging the gap between research and policies/practices in transport operations. One of the main targets is the European policymakers, who play a critical role in the future developments of the European legal and regulatory frameworks.</p>		<ul style="list-style-type: none"> Send dedicated invitations to events related with the project milestones, e.g., public presentation events
6	1	Project Administration	Monitoring	<p>(...) The SC will invite the Advisory Board, key stakeholders and representatives of regional public authorities to its meetings. (...)</p>	<p>Ensure proper communication on the results of key stakeholders and representatives of regional public authorities being involved in Advisory Board meetings</p>	<ul style="list-style-type: none"> Make agendas, reports, and other relevant materials available online, when possible Update participants and other relevant stakeholders through newsletters and social media channels

4.3.2 Engagement Activities to Consult Stakeholders

The consultation approach, which targets stakeholders with *societal capacity* and *direct interest*, aims at involving targeted groups to collect relevant inputs related to the development of SETO project. As views and inputs can change while the project progresses, it is important to establish consultation channels that properly cover the project lifespan.

The following table illustrates the main consultation activities that can be foreseen for every SETO Task identified above.

WP	Task	Title	Typology	Extract from the description	Consultation goals	Possible consultation activities
1	1	Establishing a framework for the digital solution	Priority setting	Encompass the stakeholders' scenarios definition, research needs and final requirements for validation. This task will: (a) Identify and elucidate functional and non-functional requirements of stakeholders (enforcement authorities, logistics operators, vehicle/vessel drivers, service providers of software and in-vehicle hardware consumers); (b) Refine, extend and verify the stakeholder requirements per use-cases using design thinking and cocreation cycles to evaluate and derive viable business end goal/solution which corresponds to real-world user requirements and problems	Involve the stakeholders in the development of scenarios and need assessment procedure	<ul style="list-style-type: none"> Use questionnaires to gather stakeholders' needs and feedbacks Ensure relevant stakeholders are aware of the data gathering tools available (by sending newsletters via e-mail or post) Organise dedicated meeting with stakeholders to allow for direct data gathering/feedback, in the form of brainstorming and/or world café
3	4	System validation through stakeholder consultation groups	Design	While SETO dedicates special effort to stakeholder reach out and engagement (WP4 and WP5), this task emphasises the technical aspects of the communication with the stakeholders and the system validation. VIL will set up a Triple helix of stakeholders (i.e. representing the academic sector and universities, the private sector and business entities, and the	Ensure the possibility for stakeholders to feedback on the developed technologies, by establishing a proper technical mechanism to do so	<ul style="list-style-type: none"> Organise dedicated meeting with stakeholders to allow for direct data gathering/feedback, in the form of brainstorming and/or world café

			<p>public sector and government bodies) and guide them to perform tests with the platform for real-life control enforcement. Stakeholder workshops will be organised by VIL bi-monthly (from M10 until M34). Each workshop will have specific goals/target groups (road transport enforcement, waterway transport enforcement, etc.). At least six workshops will be held with transport enforcement authorities, two with transport operators and four with underrepresented groups, depending on the stakeholder mapping task (T5.1). The goal is to use the Platform and provide feedback for further development of the smart enforcement solution in WP1, further development of technologies in WP2 and impact validation for the analyses in WP4. Validation of the results will be presented in D3.1, and VIL will be responsible for gathering the data and consolidating it in line with the KPIs.</p>		
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4	1	Defining framework and KPIs for real-life testings	Monitoring	This task will create a framework that contains guidelines for the practical implementation of the data management, data retrieval to feed the KPI's throughout the trial period, the stakeholder consultation process and links towards tasks in other WPs. (...)	Offer possibilities to stakeholders to feedback on the developed list of KPIs, offering ideas, suggesting changes, highlighting obstacles	<ul style="list-style-type: none"> ▪ Use questionnaires to gather stakeholders' needs and feedbacks ▪ Ensure relevant stakeholders are aware of the data gathering tools available (by sending newsletters via e-mail or post) ▪ Organise dedicated meeting with stakeholders to allow for direct data gathering/feedback, in the form of brainstorming and/or world café
4	2	Soft-enforcement and analysis of social behaviours and perceptions	Design	The task integrates the stakeholders' information collected in T5.1 with an analysis of the legal and regulatory framework on privacy, data protection, confidentiality, and research ethics related to the transport operations. It will also include a study of the existing literature on social behaviours in transport operations and will organise workshop activities to assess relevant social behaviours related to the analysed topics and a data collection tool to assess the social perception and	Ensure the possibility for stakeholders to feedback on the tools selected as part of the SETO "soft enforcement" approach	<ul style="list-style-type: none"> ▪ Use questionnaires to gather stakeholders' needs and feedbacks ▪ Ensure relevant stakeholders are aware of the data gathering tools available (by sending newsletters via e-mail or post) ▪ Organise dedicated meeting with stakeholders to allow for direct data gathering/feedback, in the

				<p>awareness of the identified problems to be solved. The data collection tool will allow for a detailed analysis of the results by carrying out a comparative study among European countries or by considering specific groups perceived as underrepresented (e.g. women workers in the transportation sector). More specifically, the task will explore the scope and operational functioning of incentive and rewarding mechanisms in the context of a “soft enforcement” of the proposed technologies. (...) Indicators will be available to the public in a ready-to-use Toolbox, delivering both an instrument to assess social acceptance and insights on the mechanisms influencing and modifying it, including soft enforcement strategies and tools.</p>		<p>form of brainstorming and/or world café</p>
4	4	SETO’s business case and economic impact	Dissemination	<p>SETO pays special attention to the economic feasibility of its solutions. According to the stakeholder mapping and the identification of the target groups</p>	<p>Ensure the integration of insights received from stakeholders – especially those related with the concrete application of SETO technologies – into the SETO</p>	<ul style="list-style-type: none"> ▪ Use questionnaires to gather stakeholders’ needs and feedbacks ▪ Ensure relevant stakeholders are aware of the data gathering

				(WP5), SETO will prepare a comprehensive Business Case for the developed information exchange system within transportation (...) Moreover, SETO will try to establish partnerships with the leading companies in transport operations and their digitalization to penetrate their markets. The know-how developed during SETO will become an essential asset for reaching these new vital markets.	business case, so to meet the market expectations	tools available (by sending newsletters via e-mail or post) <ul style="list-style-type: none"> Organise dedicated meeting with stakeholders to allow for direct data gathering/feedback, in the form of brainstorming and/or world café
5	3	Communication Strategy	Dissemination	(...) Specific results/data types might be protected before dissemination to a specific audience or communication with the Public (...) SETO will utilise "one-way" communication (website, publication materials, policies, etc.) and "two-way" exchange (workshops, seminars, hackathons, etc.) with the targeted groups. Selected interest groups will be involved from the beginning of the project and invited to the Consortium Meetings to be informed/consulted about the project activities and their impact on their particular sectors. SETO will provide a detailed (quantitative)	Ensure the integration of monitoring insights received from stakeholders as part of the "two-way" communication process	<ul style="list-style-type: none"> Organise dedicated meeting with stakeholders to allow for direct data gathering/feedback, in the form of brainstorming and/or world café

				Plan for the D&E&C activities by the sixth month of the project, including indicative measures of success for each activity. Also, other indicators for the project's communication will be assessed, such as the evidence of debates on social media, the number of people asking for feedback or more information, the number of participants in our events, and evaluation surveys. Overall, SETO's communication strategy includes internal and external communication and stakeholder engagement. (...)		
5	4	Policy and research recommendations	Dissemination	Besides the above D&E&C activities, this task will provide concrete suggestions to the policy-makers and relevant stakeholders at all decision-making levels. Capitalising on the findings outlined in all WPs, this task will create an effective framework within which all indicators and evidence from project partners, experts and other stakeholders will be collected and organised in	Ensure the integration of monitoring insights received from stakeholders as part of the policy and research recommendations drafting process	<ul style="list-style-type: none"> ▪ Use questionnaires to gather stakeholders' needs and feedbacks ▪ Ensure relevant stakeholders are aware of the data gathering tools available (by sending newsletters via e-mail or post) ▪ Organise dedicated meeting with stakeholders to allow for

				<p>a co-production manner. Recommendations will be introduced by an overview of the identified objectives and targets and the SETO's impact stemming from the result of WP4. The project recommendations aim at bridging the gap between research and policies/practices in transport operations. One of the main targets is the European policymakers, who play a critical role in the future developments of the European legal and regulatory frameworks.</p>		<p>direct data gathering/feedback, in the form of brainstorming and/or world café</p>
6	1	Project Administration	Monitoring	<p>(...) The SC will invite the Advisory Board, key stakeholders and representatives of regional public authorities to its meetings. (...)</p>	<p>Offer possibilities to the Advisory Board, key stakeholders and representatives of regional public authorities to feedback on SETO project implementation</p>	<ul style="list-style-type: none"> Organise dedicated meeting with stakeholders to allow for direct data gathering/feedback, in the form of brainstorming and/or world café

4.3.3 Engagement Activities to Dialogue with Stakeholders

The dialogue approach, which targets stakeholders with *technical capacity* and *indirect interest*, aims at engaging targeted groups in a two-ways communication to review and discuss the advancements produced through the SETO project implementation.

The two-ways communication is the aspect that differs dialogue from mere consultation: it is determined by a different balance between the project partners and the stakeholders, as in the case of consultation the willingness to engage stems mainly from stakeholders, while in the dialogue case project partners mostly feel the need to involve stakeholders' capacities and competences into the project process.

The dialogic setting allows to better exploit stakeholders' competences, and to guarantee for a constant feedback process, which has the side positive effect of keeping the stakeholders' level of interest and engagement high along the whole project development process. This happens, for instance, when stakeholders are asked to review and discuss the advancements produced through the project implementation, within dissemination activities, or in the drafting of policy recommendations.

The following table illustrates the main dialogue activities that can be foreseen for every SETO Task identified above.

WP	Task	Title	Typology	Extract from the description	Dialogue goals	Possible dialogue activities
1	1	Establishing a framework for the digital solution	Priority setting	Encompass the stakeholders' scenarios definition, research needs and final requirements for validation. This task will: (a) Identify and elucidate functional and non-functional requirements of stakeholders (enforcement authorities, logistics operators, vehicle/vessel drivers, service providers of software and in-vehicle hardware consumers); (b) Refine, extend and verify the stakeholder requirements per use-cases using design thinking and cocreation cycles to evaluate and derive viable business end goal/solution which corresponds to real-world user requirements and problems	Involve the stakeholders in the definition of functional and non-functional priorities, based on their knowledge and/or influence on the topic at hand	<ul style="list-style-type: none"> Organise dedicated in-depth interviews with relevant stakeholders Organise focus group meetings with stakeholders to allow for direct exchange of information, gather data and provide clarifications where needed
3	4	System validation through stakeholder consultation groups	Design	While SETO dedicates special effort to stakeholder reach out and engagement (WP4 and WP5), this task emphasises the technical aspects of the communication with the stakeholders and the system validation. VIL will set up a Triple helix of stakeholders (i.e. representing the academic sector and universities, the private sector and business entities, and the public sector and government	Ensure stakeholders validate the decisions made and the steps defined for implementation	<ul style="list-style-type: none"> Organise dedicated in-depth interviews with relevant stakeholders Organise focus group meetings with stakeholders to allow for direct exchange of information, gather data and provide clarifications where needed

			<p>bodies) and guide them to perform tests with the platform for real-life control enforcement. Stakeholder workshops will be organised by VIL bi-monthly (from M10 until M34). Each workshop will have specific goals/target groups (road transport enforcement, waterway transport enforcement, etc.). At least six workshops will be held with transport enforcement authorities, two with transport operators and four with underrepresented groups, depending on the stakeholder mapping task (T5.1). The goal is to use the Platform and provide feedback for further development of the smart enforcement solution in WP1, further development of technologies in WP2 and impact validation for the analyses in WP4. Validation of the results will be presented in D3.1, and VIL will be responsible for gathering the data and consolidating it in line with the KPIs.</p>		
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4	1	Defining framework and KPIs for real-life testings	Monitoring	This task will create a framework that contains guidelines for the practical implementation of the data management, data retrieval to feed the KPI's throughout the trial period, the stakeholder consultation process and links towards tasks in other WPs. (...)	Involve stakeholders asking their feedback on different stages of the KPIs selection and measurement	<ul style="list-style-type: none"> ▪ Organise dedicated in-depth interviews with relevant stakeholders ▪ Organise focus group meetings with stakeholders to allow for direct exchange of information, gather data and provide clarifications where needed
4	2	Soft-enforcement and analysis of social behaviours and perceptions	Design	The task integrates the stakeholders' information collected in T5.1 with an analysis of the legal and regulatory framework on privacy, data protection, confidentiality, and research ethics related to the transport operations. It will also include a study of the existing literature on social behaviours in transport operations and will organise workshop activities to assess relevant social behaviours related to the analysed topics and a data collection tool to assess the social perception and awareness of the identified problems to be solved. The data collection tool will allow for a detailed analysis of the results by	Ensure stakeholders validate the options selected as “soft enforcement” measures	<ul style="list-style-type: none"> ▪ Organise dedicated in-depth interviews with relevant stakeholders ▪ Organise focus group meetings with stakeholders to allow for direct exchange of information, gather data and provide clarifications where needed

				<p>carrying out a comparative study among European countries or by considering specific groups perceived as underrepresented (e.g. women workers in the transportation sector). More specifically, the task will explore the scope and operational functioning of incentive and rewarding mechanisms in the context of a “soft enforcement” of the proposed technologies. (...) Indicators will be available to the public in a ready-to-use Toolbox, delivering both an instrument to assess social acceptance and insights on the mechanisms influencing and modifying it, including soft enforcement strategies and tools.</p>		
4	4	SETO’s business case and economic impact	Dissemination	<p>SETO pays special attention to the economic feasibility of its solutions. According to the stakeholder mapping and the identification of the target groups (WP5), SETO will prepare a comprehensive Business Case for the developed information exchange system within transportation (...)</p>	<p>Involve stakeholders in the revision of the business case, considering their impressions and suggestions for fine-tuning and improvement</p>	<ul style="list-style-type: none"> ▪ Organise dedicated in-depth interviews with relevant stakeholders ▪ Organise focus group meetings with stakeholders to allow for direct exchange of information, gather

				Moreover, SETO will try to establish partnerships with the leading companies in transport operations and their digitalization to penetrate their markets. The know-how developed during SETO will become an essential asset for reaching these new vital markets.		data and provide clarifications where needed
5	3	Communication Strategy	Dissemination	(...) Specific results/data types might be protected before dissemination to a specific audience or communication with the Public (...) SETO will utilise "one-way" communication (website, publication materials, policies, etc.) and "two-way" exchange (workshops, seminars, hackathons, etc.) with the targeted groups. Selected interest groups will be involved from the beginning of the project and invited to the Consortium Meetings to be informed/consulted about the project activities and their impact on their particular sectors. SETO will provide a detailed (quantitative) Plan for the D&E&C activities by the sixth month of the project, including indicative measures of success for each activity. Also,	Involve stakeholders in the revision of the project across its development, considering their suggestions for improvement	<ul style="list-style-type: none"> Organise focus group meetings with stakeholders to allow for direct exchange of information, gather data and provide clarifications where needed

				<p>other indicators for the project's communication will be assessed, such as the evidence of debates on social media, the number of people asking for feedback or more information, the number of participants in our events, and evaluation surveys. Overall, SETO's communication strategy includes internal and external communication and stakeholder engagement. (...)</p>		
5	4	Policy and research recommendations	Dissemination	<p>Besides the above D&E&C activities, this task will provide concrete suggestions to the policy-makers and relevant stakeholders at all decision-making levels. Capitalising on the findings outlined in all WPs, this task will create an effective framework within which all indicators and evidence from project partners, experts and other stakeholders will be collected and organised in a co-production manner. Recommendations will be introduced by an overview of the identified objectives and targets and the SETO's impact stemming from</p>	<p>Involve stakeholders in the revision of the policy and research recommendations, considering their suggestions for consolidating the first draft of recommendations</p>	<ul style="list-style-type: none"> ▪ Organise dedicated in-depth interviews with relevant stakeholders ▪ Organise focus group meetings with stakeholders to allow for direct exchange of information, gather data and provide clarifications where needed

				the result of WP4. The project recommendations aim at bridging the gap between research and policies/practices in transport operations. One of the main targets is the European policymakers, who play a critical role in the future developments of the European legal and regulatory frameworks.		
6	1	Project Administration	Monitoring	(...) The SC will invite the Advisory Board, key stakeholders and representatives of regional public authorities to its meetings. (...)	Involve Advisory Board, key stakeholders and representatives of regional public authorities asking their feedback on different stages/methodologies of the implementation process and procedures	<ul style="list-style-type: none"> Organise focus group meetings with Advisory Board, key stakeholders and representatives of regional public authorities to allow for direct exchange of information, gather data and provide clarifications where needed

4.3.4 Engagement Activities to Forge Partnership with the Stakeholders

The partnership approach, which targets stakeholders with *technical capacity* and *direct interest*, aims at structurally involving targeted groups in different phases of the project implementation, in terms of co-production of project outcomes.

As in this case the willingness to take part into this relationship is mutual, there is no need to stimulate their interest to participate, but it is rather important to create appropriate embedded participation mechanisms and flows, for instance through dedicated committees or scheduled periodical meetings.

In the case of SETO, partners might be structurally involved as in the co-production activities at the basis of the Living lab activities.

WP	Task	Title	Typology	Extract from the description	Partnership goals	Possible partnership activities
1	1	Establishing a framework for the digital solution	Priority setting	Encompass the stakeholders' scenarios definition, research needs and final requirements for validation. This task will: (a) Identify and elucidate functional and non-functional requirements of stakeholders (enforcement authorities, logistics operators, vehicle/vessel drivers, service providers of software and in-vehicle hardware consumers); (b) Refine, extend and verify the stakeholder requirements per use-cases using design thinking and cocreation cycles to evaluate and derive viable business end goal/solution which corresponds to real-world user requirements and problems	Involve the stakeholders in the definition of functional and non-functional requirements, based on their knowledge and/or influence on the topic at hand, asking them to involve also other relevant stakeholders, consulting them also on the methodology to be used for data gathering	<ul style="list-style-type: none"> Creation of dedicated groups and/or committees, involving specific stakeholders for their field of capacity and interest Signature of multilateral cooperation agreements with stakeholders, specifying distribution of role and responsibilities during the decision-making process Organisation of dedicated working sessions to develop in depth priorities, objectives and strategies within the project. An example of this could be the organisation of an European Awareness Scenario Workshop
3	4	System validation through stakeholder consultation groups	Design	While SETO dedicates special effort to stakeholder reach out and engagement (WP4 and WP5), this	Ensure decision is jointly taken with stakeholders, also by	<ul style="list-style-type: none"> Creation of dedicated groups and/or committees, involving

			<p>task emphasises the technical aspects of the communication with the stakeholders and the system validation. VIL will set up a Triple helix of stakeholders (i.e. representing the academic sector and universities, the private sector and business entities, and the public sector and government bodies) and guide them to perform tests with the platform for real-life control enforcement. Stakeholder workshops will be organised by VIL bi-monthly (from M10 until M34). Each workshop will have specific goals/target groups (road transport enforcement, waterway transport enforcement, etc.). At least six workshops will be held with transport enforcement authorities, two with transport operators and four with underrepresented groups, depending on the stakeholder mapping task (T5.1). The goal is to use the Platform and provide feedback for further development of the smart en-</p>	<p>providing for jointly monitoring activity along the project</p>	<p>specific stakeholders for their field of capacity and interest</p> <ul style="list-style-type: none"> ▪ Signature of multilateral cooperation agreements with stakeholders, specifying distribution of role and responsibilities during the decision-making process ▪ Organisation of dedicated working sessions to develop in depth priorities, objectives and strategies within the project. An example of this could be the organisation of an European Awareness Scenario Workshop
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				forcement solution in WP1, further development of technologies in WP2 and impact validation for the analyses in WP4. Validation of the results will be presented in D3.1, and VIL will be responsible for gathering the data and consolidating it in line with the KPIs.		
4	1	Defining framework and KPIs for real-life testings	Monitoring	This task will create a framework that contains guidelines for the practical implementation of the data management, data retrieval to feed the KPI's throughout the trial period, the stakeholder consultation process and links towards tasks in other WPs. (...)	Involve stakeholders in the definition of monitoring methodology as well as in monitoring actions (this might also be done through the setting up of a working group)	<ul style="list-style-type: none"> ▪ Creation of dedicated groups and/or committees, involving specific stakeholders for their field of capacity and interest ▪ Signature of multilateral cooperation agreements with stakeholders, specifying distribution of role and responsibilities during the decision-making process ▪ Organisation of dedicated working sessions to develop in depth priorities, objectives and strategies within the project. An example of this could be the organisation of

						an European Awareness Scenario Workshop
4	2	Soft-enforcement and analysis of social behaviours and perceptions	Design	The task integrates the stakeholders' information collected in T5.1 with an analysis of the legal and regulatory framework on privacy, data protection, confidentiality, and research ethics related to the transport operations. It will also include a study of the existing literature on social behaviours in transport operations and will organise workshop activities to assess relevant social behaviours related to the analysed topics and a data collection tool to assess the social perception and awareness of the identified problems to be solved. The data collection tool will allow for a detailed analysis of the results by carrying out a comparative study among European countries or by considering specific groups perceived as underrepresented (e.g. women workers in the transportation sector). More specifically, the task will explore the scope	Ensure decision is jointly taken with stakeholders, also by providing for jointly monitoring activity along the project	<ul style="list-style-type: none"> ▪ Creation of dedicated groups and/or committees, involving specific stakeholders for their field of capacity and interest ▪ Signature of multilateral cooperation agreements with stakeholders, specifying distribution of role and responsibilities during the decision-making process ▪ Organisation of dedicated working sessions to develop in depth priorities, objectives and strategies within the project. An example of this could be the organisation of an European Awareness Scenario Workshop

				and operational functioning of incentive and rewarding mechanisms in the context of a “soft enforcement” of the proposed technologies. (...) Indicators will be available to the public in a ready-to-use Toolbox, delivering both an instrument to assess social acceptance and insights on the mechanisms influencing and modifying it, including soft enforcement strategies and tools.		
4	4	SETO’s business case and economic impact	Dissemination	SETO pays special attention to the economic feasibility of its solutions. According to the stakeholder mapping and the identification of the target groups (WP5), SETO will prepare a comprehensive Business Case for the developed information exchange system within transportation (...) Moreover, SETO will try to establish partnerships with the leading companies in transport operations and their digitalization to penetrate their markets. The know-how developed during SETO will become an essential asset for reaching these new vital markets.	Cooperate with stakeholders in the revision of the business case	<ul style="list-style-type: none"> ▪ Creation of dedicated groups and/or committees, involving specific stakeholders for their field of capacity and interest ▪ Signature of multilateral cooperation agreements with stakeholders, specifying distribution of role and responsibilities during the decision-making process ▪ Organisation of dedicated working sessions to develop in depth priorities, objectives and strategies

						within the project. An example of this could be the organisation of an European Awareness Scenario Workshop
5	3	Communication Strategy	Dissemination	(...) Specific results/data types might be protected before dissemination to a specific audience or communication with the Public (...) SETO will utilise "one-way" communication (website, publication materials, policies, etc.) and "two-way" exchange (workshops, seminars, hackathons, etc.) with the targeted groups. Selected interest groups will be involved from the beginning of the project and invited to the Consortium Meetings to be informed/consulted about the project activities and their impact on their particular sectors. SETO will provide a detailed (quantitative) Plan for the D&E&C activities by the sixth month of the project, including indicative measures of success for each activity. Also, other indicators for the project's	Cooperate with stakeholders in the revision of the communication and engagement strategy	<ul style="list-style-type: none"> ▪ Creation of dedicated groups and/or committees, involving specific stakeholders for their field of capacity and interest ▪ Signature of multilateral cooperation agreements with stakeholders, specifying distribution of role and responsibilities during the decision-making process ▪ Organisation of dedicated working sessions to develop in depth priorities, objectives and strategies within the project. An example of this could be the organisation of

				communication will be assessed, such as the evidence of debates on social media, the number of people asking for feedback or more information, the number of participants in our events, and evaluation surveys. Overall, SETO's communication strategy includes internal and external communication and stakeholder engagement. (...)		an European Awareness Scenario Workshop
5	4	Policy and research recommendations	Dissemination	Besides the above D&E&C activities, this task will provide concrete suggestions to the policy-makers and relevant stakeholders at all decision-making levels. Capitalising on the findings outlined in all WPs, this task will create an effective framework within which all indicators and evidence from project partners, experts and other stakeholders will be collected and organised in a co-production manner. Recommendations will be introduced by an overview of the identified objectives and targets and the SETO's impact stemming from the result of WP4. The project recommendations aim at bridging the gap between research and	Cooperate with stakeholders in the revision of policy and research recommendations	<ul style="list-style-type: none"> ▪ Creation of dedicated groups and/or committees, involving specific stakeholders for their field of capacity and interest ▪ Signature of multilateral cooperation agreements with stakeholders, specifying distribution of role and responsibilities during the decision-making process ▪ Organisation of dedicated working sessions to develop in depth priorities, objectives and strategies within the project. An

				<p>policies/practices in transport operations. One of the main targets is the European policymakers, who play a critical role in the future developments of the European legal and regulatory frameworks.</p>		<p>example of this could be the organisation of an European Awareness Scenario Workshop</p>
6	1	Project Administration	Monitoring	<p>(...) The SC will invite the Advisory Board, key stakeholders and representatives of regional public authorities to its meetings. (...)</p>	<p>Involve the Advisory Board, key stakeholders and representatives of regional public authorities in the definition of monitoring methodology as well as in monitoring actions</p>	<ul style="list-style-type: none"> ▪ Creation of dedicated groups and/or committees, involving specific stakeholders for their field of capacity and interest ▪ Signature of multilateral cooperation agreements with stakeholders, specifying distribution of role and responsibilities during the decision-making process ▪ Organisation of dedicated working sessions to develop in depth priorities, objectives and strategies within the project. An example of this could be the organisation of

							an European Awareness Scenario Workshop
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5 CONCLUSIONS AND NEXT STEPS: ROADMAP FOR ENGAGEMENT ACTIVITIES

The definition of both the Engagement Strategy and the Engagement Action Plan paves the way for setting the roadmap for their implementation. As recalled in Par. 4.1, there are several Tasks within which engagement activities are foreseen to be implemented according to the Strategy and Action Plan indications.

However, besides the definition of the Strategy and Action Plan, in its second phase, SETO T5.1 foresees to directly implement engagement activities as well. This is foreseen to happen through various effective channels and targeting different actors (stakeholder networks, advisory boards, industry, policy-makers, governmental authorities, and the public).

The aim is to interact with potential users and drive early adoption and future upscaling of SETO technologies and methodologies.

The roadmap for the next steps, in line with what appointed by the Grant Agreement, is then structured in two, parallel and communicating channels:

- **Coordination, supporting, and facilitation actions**
 - Organisation of a **Workshop** with WP5 partners and leaders of the Tasks that foresee engagement activities – so to broker the SETO Engagement Strategy (standards and goals) and overall guidelines for setting-up the activities (ref. Engagement Action Plan, Par. 4.3) – by February 2024.
 - Establishment of a **coordination and monitoring system** so to ensure compliance and adherence with the Strategy and its Vision, Mission, and Goals; enforce guidance and support by ISIG; guarantee for synergies and maximization of engagement outcomes. The system will consist of:
 - Monthly meetings with partners.
 - Dedicated repository for reporting of activities on the project shared folder.
 - Basic materials to facilitate the organisation of workshops and other engagement activities, also available in the shared folder.
- **Direct engagement actions**
 - Identification of external events (e.g., external fairs, summits, and conferences) in which to propose, in synergy with other WP5 tasks, the organisation of expert stakeholders panels, or other engagement activities.
 - Organisation of two online workshops with the stakeholders identified as falling in the Partnership and Dialogue quadrants – details as implementation times, topics on which to focus upon, and methodologies to be deployed, will be defined in collaboration with relevant SETO partners.

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