



D.1.3.2 Work plan of the Multi-stakeholder Action Group

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RPIV

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1 Introduction

This Work plan sets the framework for the **Multi-stakeholder Action Group (MAG)**, established under WP1 as the working group of the project-level Knowledge Hub. The MAG's role is to ensure that research, piloting, and policy activities are shaped by diverse stakeholder input and remain relevant to women's entrepreneurship and social innovation across the project regions.

The MAG complements the Local Support Groups (D1.3.1), creating a **dual-level structure** of stakeholder cooperation: local engagement at national/regional/local level, and transnational learning and guidance at project level.

2 Purpose and objectives

Engaging stakeholders is an ongoing and structured process in which an organization fosters an open dialogue and effective communication with its key stakeholders. The goal of this involvement is to make decision makers aware of the expectations and interests of stakeholders, so that these can be considered in decision-making processes. The engagement not only provides input for strategic management processes and evaluates the impact of operations on those affected, but also serves as a catalyst for organizational learning and change. Its true value lies in the collaborative search for solutions that best fit the unique social and environmental context, promoting constructive dialogues and monitoring the evolution of social relationships among all involved parties.

In order to effectively engage stakeholders, it is crucial to prioritize continuous improvement of the process. This can be achieved by aligning engagement goals with strategic project objectives, considering the preferences and expectations of stakeholders, enhancing problem-solving capabilities, selecting suitable modes of involvement, and taking action based on feedback from stakeholders.

The MAG serves as the **project-level cooperation mechanism** that ensures research, policy, and piloting activities are embedded in real stakeholder needs and perspectives. Its purpose is not only advisory but also co-creative: the MAG is expected to shape the direction of activities, validate interim results, and help guarantee long-term sustainability of project outcomes. The MAG ensures that knowledge and experiences from both EU and non-EU partner countries are systematically exchanged and translated into Danube-wide solutions, making it a cornerstone of the project's transnational dimension.

The specific objectives of the MAG are as follows:

Specific objectives	Description
Strategic guidance	<ul style="list-style-type: none"> • Provide input on methodologies for diagnostics and on the design of training and toolkits; ensure stakeholder perspectives are reflected in Local Support Groups and co-creation workshops. • Accompany the design and testing of pilot interventions (e.g. digital gamified tools, gender-smart training, mentorship programmes, women entrepreneurship offices), ensuring they respond to real needs and include disadvantaged groups. • Contribute to the comparative analysis of pilot results, the formulation of Action Plans and Transformation Agenda, and stakeholder engagement strategies. • Support the promotion of project results by mobilising networks, endorsing outputs, and amplifying outreach to policymakers, business actors, and communities
Ensuring inclusivity and representation	<ul style="list-style-type: none"> • Safeguard the systematic involvement of disadvantaged women: rural women, women with low education, refugees, minorities, and women 50+. • Recommend outreach strategies that make pilots and training programmes accessible to vulnerable groups. • Encourage intersectional approaches, recognising multiple dimensions of disadvantage.
Validation of project outputs	<ul style="list-style-type: none"> • Review deliverables across WPs at draft stage, ensuring that outputs are usable, practical, and transferable. • Act as a quality assurance sounding board, enhancing policy relevance and credibility. • Help align outputs with EU strategies and EUSDR (e.g. Gender Equality Strategy 2020–2025, European Pillar of Social Rights, SDGs).
Facilitation of cross-	<ul style="list-style-type: none"> • Provide a possibility for policymakers, business

sectoral and transnational exchange	<p>actors, NGOs, academia, investors, and local authorities to exchange views and co-create solutions.</p> <ul style="list-style-type: none"> • Strengthen linkages between Local Support Groups and MAG, creating two-way flows of knowledge. • Connect with regional and European initiatives and projects (e.g. WEGATE, WOMENX, etc.) to avoid duplication and maximise impact.
Supporting sustainability and long term impact	<ul style="list-style-type: none"> • Contribute to the design of the Advocacy Agenda and policy recommendations, ensuring stakeholder ownership and endorsement. • Identify opportunities for synergies with donor programmes and funding bodies to sustain impact beyond the project. • Foster a durable transnational network that continues cooperation after the project's conclusion.

3 Composing of Multi-stakeholder Action Group

MAG is designed as a **broad and representative platform**, ensuring that the voices of key stakeholders across the Danube Region are systematically included in project-level decision-making. Its composition reflects both the **Quadruple Helix model** (public sector, private sector, academia, and civil society) and the diversity of target groups (disadvantaged women, rural populations, minorities, women 50+, refugees).

The added value of the MAG lies in its diversity and its ability to bring together stakeholders who rarely cooperate in a structured way. By assembling actors from governance, business, academia, and civil society, the MAG provides a genuine 360-degree perspective on women's entrepreneurship and social innovation in the Danube Region. The interplay of these perspectives ensures that local implementation experiences are linked to transnational policy learning, that grassroots concerns inform regional strategies, and that business realities are reflected in policy recommendations.

In this way, the MAG becomes more than a consultative forum: it operates as an integrative mechanism that enhances legitimacy, strengthens inclusiveness, and ensures that project outputs are not only innovative but also transferable and sustainable across the Danube Region and beyond.

3.1 Categories of members

3.1.1 Project Partners (PPs) and Associated Strategic Partners (ASPs)

Project partners and ASPs form the backbone of the MAG. Their participation guarantees that experiences from pilot implementation, co-creation workshops, and Local Support Groups are channelled into transnational discussions. They also act as a link between local realities and international project-level learning, ensuring coherence and continuity across activities.

3.1.2 National, regional and local public authorities

National, regional and local public authorities are essential for embedding project outputs into governance structures. Municipalities such as Varna, Hévíz, Szekszárd or Ivano-Frankivsk City Council, regional administrations like Varna Regional Administration, Zala County or Ivano-Frankivsk regional administration, and national institutions such as the Coordination Body for Gender Equality and relevant ministries in partner countries provide legitimacy, policymaking capacity, and the ability to integrate gender-sensitive measures into local and national strategies.

3.1.3 Sectoral agencies and business support organizations

Sectoral agencies and business support organisations such as chambers of commerce, the Enterprise Europe Network, accelerators, and innovation hubs (including Impact Hub, Design Terminal and K&H Start IT) bring expertise in market dynamics, funding access, and entrepreneurial development. Their involvement ensures that the tools, training, and pilots designed within the project are practically viable, business-oriented, and well connected to existing entrepreneurial ecosystems.

3.1.4 Civil society organisations and NGOs

Civil society organisations and NGOs provide a strong voice for women and vulnerable groups. These include associations working on gender equality, refugee integration, minority support, and women's economic empowerment. Their contribution is to ensure inclusiveness, to advocate for disadvantaged groups, and to bridge the gap between institutions and communities. They are critical in making the project's activities relevant, trusted, and grounded in real community needs

3.1.5 SMEs and economic stakeholders

Business actors, including female founders, social innovators, women-led SMEs, business associations, women investors, and business angels, contribute practical entrepreneurial knowledge. Their participation enables validation of training materials, toolkits, and pilot designs, and ensures that barriers to entrepreneurship are clearly identified. At the same time, they highlight opportunities for scaling and strengthening women-led businesses in the region.

3.1.6 Academia and research organizations

Universities and research institutions such as Varna Free University, Corvinus University, King Danylo University, Institute Mihailo Pupin and others from PPs countries provide the analytical foundation for the MAG's work. They will ensure that decisions and recommendations are evidence-based, contribute to impact monitoring, and enrich the design of training and policy instruments with academic rigor and applied research insights.

3.1.7 International organizations and donors

In addition to the rest of the actors, the MAG involves international organisations such as UN Women, ILO, and donor agencies like USAID or the Western NIS Fund, etc. These bodies enhance the visibility and credibility of the project, ensure alignment with broader international policy agendas, and provide opportunities for sustainability through access to global networks and funding streams. Where European initiatives or platforms are referenced (such as WEGATE or WOMENX), the participating organisations or managing institutions behind them may join as members, ensuring that the project benefits from their expertise while maintaining the principle that membership must rest with legal entities.

3.2 Representing in MAG

MAG will be composed of representatives selected from the Local Support Groups (LSGs) established in each partner country. Each LSG will nominate between one and four representatives to join the MAG. This ensures that the MAG is firmly rooted in local realities while functioning as a transnational structure for exchange and guidance.

Representation will be based on several principles. First, geographical balance is guaranteed by the fact that every partner country will delegate participants, ensuring both EU and non-EU contexts are adequately covered.

Second, institutional diversity will be reflected in the profiles of representatives, who should form a mix of policymakers, community representatives, academics, and business support providers. This will enable the MAG to benefit from a variety of expertise and perspectives.

Third, gender and inclusion sensitivity will be a guiding principle, with particular emphasis on ensuring that women, including those from disadvantaged backgrounds, are directly represented. Diverse teams of men and women will be encouraged to strengthen the inclusiveness and legitimacy of the group.

Finally, dynamic participation will be fostered. While the representatives nominated from the LSGs will form the core of the MAG, the group may also invite external experts and observers on an ad-hoc basis to address specific themes such as digital tools, rural innovation, financing, or policy transfer. This flexibility allows the MAG to respond effectively to emerging needs and knowledge gaps during the project's lifecycle.

4 Governance and structure

The governance of the MAG is designed to ensure effective coordination, inclusiveness, and accountability. While it operates as part of the project-level Knowledge Hub, its composition and working arrangements ensure a strong link to local realities through representatives of the Local Support Groups (LSGs).

1. Chair

The MAG will be chaired by the SO 1 leader - HETFA , who is responsible for facilitating discussions, ensuring that meetings are productive, and monitoring progress on agreed action points. The Chair also acts as the primary liaison between the MAG and the Project Steering Group, ensuring that the recommendations and perspectives of the MAG are considered in strategic decision-making at consortium level.

2. Representatives

Each Local Support Group (LSG) will nominate between one and four representatives to participate in the MAG. These representatives should form a diverse team combining profiles such as policymakers, community representatives, academics, and business support providers. A balance between

women and men will be actively encouraged, and particular emphasis will be placed on ensuring that women from disadvantaged backgrounds are directly represented. Project partners and associated partners also participate in the MAG to ensure continuity between local activities and project-level coordination.

3. External experts and observers

To enrich discussions on specific themes, the MAG may invite external experts or observers on an ad-hoc basis. These may include specialists in areas such as digital entrepreneurship, rural innovation, financing, or gender-sensitive policy transfer. Such experts will not be permanent members but will contribute targeted knowledge when relevant to the project's ongoing activities.

4. Sub-groups

The MAG may establish thematic sub-groups to address specific issues in greater detail. Examples include rural outreach, co-creation of pilots, access to finance, or policy transfer. These sub-groups will operate under the coordination of the Chair and report their findings back to the MAG plenary. Sub-groups will be flexible and time-limited, adapting to the evolving needs of the project.

5. Decision-making

Decisions within the MAG will be taken on a consensus basis, reflecting its role as a collaborative forum. Where consensus cannot be reached, unresolved issues will be escalated to the Project Steering Group for resolution. This ensures that the MAG remains both participatory and aligned with the overall governance of the project.

6. Accountability

The MAG is accountable to the Project Steering Group and the Knowledge Hub. It will provide regular reports summarising its discussions, recommendations, and review feedback on project outputs. These reports will be shared with the Steering Group and integrated into project-level decision-making processes, ensuring transparency and traceability of the MAG's contributions.

5 Working methods and principles

The MAG will operate according to a set of principles and working methods that guarantee inclusiveness, transparency, and added value to all project activities. These principles provide the framework for how representatives engage, how inputs are collected and used, and how decisions are documented and communicated.

1. Inclusiveness

The MAG will ensure that diverse voices are represented, especially those of disadvantaged women such as rural women, women with lower educational attainment, minorities, refugees, and women over fifty. Representatives selected from the Local Support Groups will act not only in their individual capacity but also as channels for relaying the perspectives of the communities and networks they represent. This inclusiveness is key to ensuring that the project's activities remain grounded in real-life challenges and opportunities.

2. Evidence-based approach

The work of the MAG will be guided by research, data, and structured analysis generated within the project and from external sources. Representatives will contribute local insights to enrich diagnostics, training design, and pilot planning, while also validating the robustness of methods and findings. By linking experiential knowledge with academic and policy expertise, the MAG will ensure that project outputs are both credible and relevant.

3. Constructive feedback

One of the core functions of the MAG is to act as a review forum for project deliverables. Draft versions of reports, training frameworks, toolkits, and policy recommendations will be circulated to MAG representatives for feedback. The group's discussions will follow a structured format, ensuring that comments are constructive, solution-oriented, and focused on enhancing usability, scalability, and policy relevance.

4. Transparency

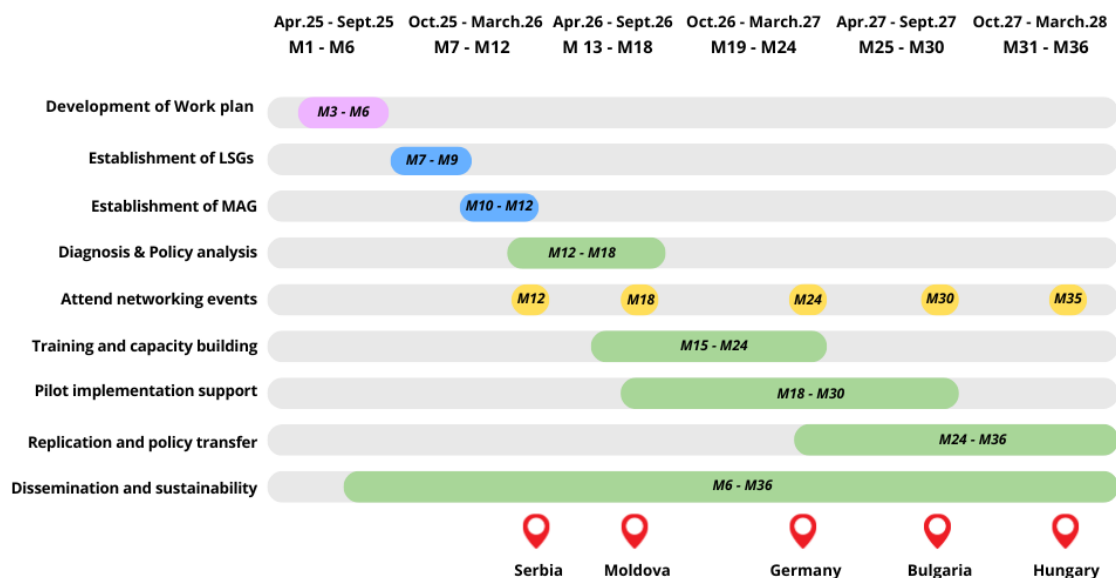
Transparency will be ensured through systematic documentation of meetings, including agendas, minutes, and action points. All documents will be shared with representatives via a common digital workspace. Decisions, recommendations,

and justifications will be recorded clearly, enabling both accountability to the Project Steering Group and continuity for representatives who may join the MAG at later stages.

5. Scalability and transferability orientation

All recommendations made by the MAG will take into account not only local relevance but also the potential for replication across regions and sustainability beyond the project’s lifetime. This forward-looking principle ensures that the MAG’s contributions strengthen the impact of the Knowledge Hub as a transnational platform and support long-term policy influence in the Danube Region and at European level. While the continuation of the MAG beyond the project cannot be guaranteed, partners will explore options for maintaining this cooperation in light and flexible forms, building on synergies with European platforms and stakeholder interest.

6 Work plan



The MAG will follow a phased work plan that is aligned with the sequencing of project activities. A critical precondition for the MAG’s operation is the establishment of Local Support Groups, which will nominate its representatives. The adoption of this work plan in Month 6 sets the framework for both processes.

6.1 Phase 1 – Adoption of the MAG Work plan

(Month 6 – September 2025)

The project consortium will adopt the present MAG work plan (D.1.3.2).

Linked activity: Act.1.3.

Linked to output: O.1.3 Memorandum of Understanding

Contributes to the result indicator: R3. Organizations with increased capacity

6.2 Phase 2 – Establishment of Local Support Groups

(Months 7–9/ October 2025 – December 2025)

Following the adoption of the MAG work plan, Local Support Groups will be established in each partner country (Act.1.3.1). These groups will bring together local stakeholders from the quadruple helix (policy makers, community organisations, academia, business support providers). Once established, each LSG will nominate between one and four representatives to participate in the MAG.

Linked activity: Act.1.3.

Linked output: O 1.1 – Memorandum of Understanding (MoU) – preparation and involvement of organisations that will later sign the MoU.

Linked result indicator: R3 – Organisations with increased institutional capacity.

6.3 Phase 3 – Establishment of MAG

(Months 10–12/ January 2026 – March 2026)

After the nomination process, the MAG will be formally launched. Its inaugural meeting will confirm composition, adopt operating principles, and agree on the initial activity calendar. Members will be introduced to the upcoming activities and their role in providing input and validation. Thematic sub-groups may be created if needed.

Linked activity: Act.1.1

Linked output: O 1.1 – Memorandum of Understanding (MoU)

Linked result indicators: R3 – Organisations with increased capacity; R4 – Participations in joint actions across borders after project completion.

6.4 Phase 4 – Contribution to Strategic Diagnostic and Policy Analysis

(Months 12–18/ March 2026 – September 2026)

The MAG will provide input and validation for the Strategic Diagnostic Review and Contextual Analysis (D1.1.1), the Comparative Policy and Systematic Analysis (D1.1.2), and the Benchmarking exercise (D1.1.3). Representatives will ensure that disadvantaged women's needs are captured and that diverse perspectives from local levels feed into the project's comparative analyses.

Linked activities: Act.1.1

Linked output: O 1.1 – Memorandum of Understanding (MoU)

Linked result indicator: R1 – Solutions taken up or up-scaled by organisations.

6.5 Phase 5 – Contribution to Training Design and Capacity Building

(Months 15–24/ June 2026 – March 2027)

As training materials and frameworks are developed (D1.2.1–D1.2.3), the MAG will provide structured feedback. Members will support adaptation to national contexts, validate inclusiveness, and ensure that training and toolkits respond to real needs of the target groups.

Linked activities: Act.1.2.

Linked output: O 1.1 – Memorandum of Understanding (MoU)

Linked result indicator: R1 – Solutions taken up or up-scaled by organisations

6.6 Phase 6 – Guidance for Pilot Implementation

(Months 18–30/ September 2026 – September 2027)

The MAG will support the co-creation, implementation, and monitoring of pilot activities, including digital gamified tools, mentorship programmes, gender-smart training, and women’s entrepreneurship offices. Members will advise on outreach to disadvantaged groups, troubleshoot challenges, and ensure pilots remain inclusive and replicable.

Linked activities: Act.2.1.

Linked outputs: O 2.1 – Rural Women Empowerment Pilot Evaluation; O 2.2 – Handbook for Joint Training Programme; O 2.3 – Handbook for Mentorship Programmes; O 2.4 – Handbook for Women Entrepreneurship Offices.

Linked result indicator: R 1 – Solutions taken up or up-scaled by organisations.

6.7 Phase 7 – Replication, Policy, and Advocacy

(Months 24–36/ March 2027 – September 2027)

The MAG will contribute to the comparative analysis of pilot results (D3.1.1), participate in the co-design of Local and Regional Action Plans (D3.2.1), and validate the Transformation Agenda (D3.2.2). It will also support the preparation of the Advocacy Agenda, helping to connect grassroots experience with policy transfer and alignment at European level.

Linked activities: Act.3.1, Act.3.2

Linked to outputs: O 3.1 – Model for Replicating Adaptable Solutions; O 3.2 – Joint Strategy for Adaptation; O 3.3 – Action Plans (one per country).

Linked result indicators: R 2 – Joint strategies/action plans taken up by organisations; R 3 – Organisations with increased capacity.

6.8 Phase 8 – Dissemination and Sustainability

(Months 6–36/ September 2025 – March 2028)

MAG will contribute to dissemination and sustainability. Representatives will promote outputs through their networks, participate in study visits, networking events, and the closing conference, and provide recommendations for the continuation of the Knowledge Hub beyond the project. In addition, MAG members will support IMPACTA's visibility by endorsing and disseminating policy briefs, representing the project at EU and regional events, and amplifying key messages through their professional and social media channels. Through these activities, the MAG will act as a multiplier, ensuring that project results reach policymakers, business actors and communities across the Danube Region and beyond

Linked activities: Act.1.3, Act.3.2

Linked outputs: O 1.1 – Memorandum of Understanding (MoU); O 3.2 – Joint Strategy for Adaptation; O 3.3 – Action Plans.

Linked result indicators: R 3 – Organisations with increased capacity; R 4 – Participations in joint actions across borders after project completion.

7 Meetings and communication

The effectiveness of the MAG depends on regular, well-structured meetings and transparent communication channels. Meetings will ensure that representatives from Local Support Groups, project partners, and external experts can contribute meaningfully to the shaping of project activities, while communication tools will support ongoing exchange between meetings.

7.1 Meeting frequency

The MAG will meet at least once physically each year, usually back-to-back with transnational networking or study visit events. Due to budget limitations, it may not always be possible for all MAG representatives from a given country to attend physical

events. However, **at least one representative per partner country must be present** at each physical MAG meeting. Project partners will select participants based on the topic of the meeting and the relevant expertise of their MAG members, ensuring that contributions are meaningful. Online participation will always be provided as an alternative, allowing representatives who cannot travel to engage fully in discussions and decision-making.

7.2 Types of Meetings

Internal MAG meetings will bring together representatives from all Local Support Groups, project partners, and associated partners. These meetings will focus on reviewing project outputs, providing guidance, and agreeing on recommendations to be submitted to the Knowledge Hub and Steering Group.

Participation in transnational project events such as study visits, the Women Entrepreneurs of the Year awards, or the closing conference will serve as opportunities for MAG members to engage in broader dissemination, networking, and advocacy. These events will also allow MAG representatives to exchange experiences with wider stakeholder communities.

Virtual networking events (two per country) will enable MAG members to engage with local and regional stakeholders, broadening the reach of the Knowledge Hub.

7.3 Communication Tools

Communication within the MAG will be supported by digital tools to enable continuous collaboration:

- A shared online platform will host agendas, meeting minutes, background documents, and action points.
- A dedicated mailing list and instant messaging group will allow for quick updates and reminders.
- Videoconferencing tools will be used for quarterly online meetings and thematic sub-group discussions.

7.4 Documentation

All MAG meetings will be documented through agendas, minutes, and lists of action points, which will be circulated to all representatives within one week of the meeting. Documentation will be stored in the project's shared digital workspace, ensuring transparency and traceability.

7.5 Link to Local Support Groups

MAG representatives are responsible for maintaining two-way communication with their Local Support Groups. They will bring local perspectives and concerns into MAG discussions and, in turn, report back to their LSGs on MAG decisions, recommendations, and upcoming activities. This feedback loop ensures alignment between local-level engagement and transnational project guidance.

7.6 Coordination and facilitation

The Chair, supported by the WP1 leader, will coordinate meeting schedules, prepare agendas, and ensure timely circulation of documents. Sub-group leads may convene additional discussions when needed, reporting their conclusions back to the MAG plenary.

7.7 Timeline of the meetings:

Meeting	PM	Calendar month	Location	Main topics
Launch Meeting	M12	March 26	Serbia <i>(with Women Entrepreneurs of the Year)</i>	<ul style="list-style-type: none">- Confirm representatives (1–4 from each LSG)- Adopt operating principles & procedures- Introduce upcoming activities (diagnostics, policy review, benchmarking)- Discuss insights from first networking event

MAG Meeting 1 – Diagnostics & Policy	M18	September 26	Moldova (Study visit)	<ul style="list-style-type: none"> - Review Strategic Diagnostic Review (D1.1.1) - Feedback on Comparative Policy Analysis (D1.1.2) - Input for Benchmarking (D1.1.3) - Share barriers faced by disadvantaged women
MAG Meeting 2 – Training & capacity building	M24	March 27	Germany	<ul style="list-style-type: none"> - Review training framework & materials (D1.2.1) - Discuss adaptation of workshops (D1.2.2) - Feedback on Toolkit for decision makers (D1.2.3) - Link training to pilot preparation
MAG Meeting 3 – Pilot evaluation	M30	September 27	Bulgaria (Varna workshop)	<ul style="list-style-type: none"> - Monitor pilot implementation progress - Evaluate results, challenges, lessons learned - Identify transferable elements - Discuss preparation of Action Plans (D3.2.1)
Final MAG Meeting 4 – Validation and sustainability	M35	February 28	Hungary (Closing Conference)	<ul style="list-style-type: none"> - Validate Transformation Agenda (D3.2.2) - Endorse Advocacy Agenda - Plan sustainability of Knowledge Hub & MAG - Share final recommendations
Online meetings		continuous	online	<ul style="list-style-type: none"> - Monitor progress - Review deliverables between physical meetings - Prepare for upcoming events

8 Expected outputs and added value

The MAG which functions as the project-level Knowledge Hub, will play a decisive role in shaping, validating, and disseminating project results. Its contributions will ensure that outputs are relevant to the needs of women entrepreneurs, particularly those from disadvantaged groups, and that they are endorsed by a broad and diverse community of stakeholders.

One of the main outputs of the MAG will be the **validation of project deliverables**. Draft versions of diagnostic reports, policy reviews, benchmarking studies, training

frameworks, toolkits, pilot designs, action plans, and policy agendas will be systematically reviewed by MAG representatives. By integrating perspectives from both local stakeholders and transnational experts, the MAG will improve the quality, usability, and legitimacy of these outputs before they are finalised.

The group will also provide **essential guidance for inclusive outreach and pilot design**. By drawing on insights from Local Support Groups, the MAG will help project partners identify how to better engage with disadvantaged groups such as rural women, women over fifty, refugees, minorities, and women with limited educational attainment. This guidance will also ensure that pilot actions are accessible, inclusive, and responsive to diverse local realities while remaining transferable across regions.

Another important contribution will be the **strengthening of transnational cooperation**. The MAG brings together representatives from Local Support Groups, public authorities, civil society organisations, business actors, and academia, creating a platform for exchange that would not otherwise exist. This transnational cooperation will foster mutual learning, generate synergies with existing European initiatives, and support the development of a shared vision for advancing women's entrepreneurship and social innovation in the Danube Region.

The **policy relevance and advocacy dimension** of the project will also benefit from the MAG. By contributing directly to the Transformation Agenda and the Advocacy Agenda, the group will make these documents more credible and practical. Because the inputs are stakeholder-driven and grounded in grassroots realities, the recommendations will be more persuasive to policymakers at local, national, and European levels, ensuring alignment with broader EU and international frameworks.

Through its regular meetings, study visits, and participation in international events, the MAG will contribute to **capacity building and knowledge sharing**. Members will be exposed to good practices, innovative methods, and policy models, which they will carry back to their Local Support Groups and professional networks, multiplying the project's impact at local level.

The endorsement of results by the MAG will also enhance their legitimacy and credibility. Since outputs will reflect consensus among a diverse set of stakeholders rather than just project partners, they will carry greater weight in terms of acceptance, uptake, and replication.

Finally, the MAG will help lay the foundations for sustainability. By building trust among stakeholders and linking local initiatives with transnational networks, it will ensure that the Knowledge Hub continues to function beyond the project lifetime. In this way, the MAG will not only strengthen the immediate project outcomes but also contribute to lasting cooperation for women's entrepreneurship and social innovation in the Danube Region.

9 Risk management

Potential risk	Description of the risk	Level of impact	Possibility to happen	Mitigation measures
Low engagement of stakeholders in the MAG (outside project partners).	External MAG representatives delegated via Local Support Groups may lose interest or fail to participate consistently.	High	Medium	Provide clear Terms of Reference; active facilitation by SO1 leader; maintain regular communication; allow rotation or replacement of inactive representatives; ensure recognition of their contributions.
Stakeholder fatigue	members may feel overburdened by too many meetings or repetitive activities	Medium	Medium	Align MAG meetings with project events and milestones to avoid duplication; use interactive formats (workshops, peer learning, co-creation) to keep engagement dynamic; integrate MAG activities into existing networks where possible.
Imbalance in representation	disadvantaged groups (rural women, women 50+, minorities, refugees) may be underrepresented in MAG discussions	High	Medium	Apply proactive recruitment and selection criteria during LSG and MAG formation; ensure diversity in terms of gender, age, and stakeholder type; monitor representation continuously and adjust where needed
Limited resources for	budget constraints may prevent multiple	Medium	High	Require at least one representative per country at

participation	representatives per country from attending physical meetings.			every physical meeting; allow partners to select participants based on topic relevance and expertise; ensure online participation for those unable to travel.
Inconsistent feedback quality	some representatives may lack the expertise to provide detailed comments on technical deliverables	Medium	Low	Provide background materials in advance; organise short orientation sessions; create thematic sub-groups to channel expertise on specific topics (e.g. finance, rural innovation, training).
Change in organisational teams	turnover of staff in organisations that are MAG members may result in loss of knowledge and failure to transfer information to new representatives.	High	Medium	Ensure all MAG materials (agendas, minutes, deliverables) are documented and stored in a shared workspace; require each organisation to nominate both a primary and an alternate representative; encourage internal reporting within each organisation after MAG meetings to guarantee continuity.

10 Next steps

Following the adoption of this Work plan in Month 6 (September 2025), the immediate priority will be the **establishment of Local Support Groups (LSGs) in each partner country**. These groups will be formed between Months 7 and 9, based on the URBACT methodology which will be presented in the Concept for implementation of the activities 1.3, and will bring together local stakeholders from the quadruple helix. Once operational, **each LSG will nominate between one and four representatives to take part in the Multi-stakeholder Action Group (MAG)**, which functions as the project-level Knowledge Hub.

The **MAG will be formally launched between Months 10 and 12** at its inaugural meeting, which will take place in Serbia back-to-back with the Women Entrepreneurs of the Year event. This meeting will confirm the nominated representatives, adopt the group's operating principles, and agree on the first activity calendar. It will also provide an

opportunity for MAG members to familiarise themselves with the project's diagnostic activities and the upcoming policy review and benchmarking exercises.

Physical meetings will be organised in connection with transnational events and study visits, allowing members to exchange experiences face-to-face, validate project outputs, and participate in networking and dissemination activities.

In the medium term, the MAG will begin contributing to the validation of the Strategic Diagnostic Review and the Comparative Policy Analysis, followed by the review of training materials, toolkits, and pilot designs. Members will also play an active role in dissemination through national and transnational networking events, sharing lessons from their Local Support Groups and connecting them to the broader Knowledge Hub.

In the longer term, the MAG will be central to the evaluation of pilot activities, the preparation of Action Plans, and the endorsement of the Transformation and Advocacy Agendas. Its contributions will help ensure that project results are not only robust and relevant but also widely accepted by policymakers, business actors, and civil society stakeholders across the Danube Region.