Task 1.2

Understand the system

Task 1.2.2 Identify stakeholders

What is this task about?

This task is about identifying and analysing the relevant stakeholders to be involved in the resilience building process to develop the Climate Resilience Strategy. This task recognises the importance of mapping stakeholder power relations and their potential to influence both the planning process and system resilience more generally. Special attention is given to vulnerable groups and existing or emerging inequities, recognising that climate impacts are not only unevenly distributed across different geographies but also over time and by income. It also acknowledges that certain adaptation or maladaptation options may exacerbate these inequalities. The intention is for this task to be inclusive and participative: the mapping should be performed by staff from different departments in the region and improved over time.

The goal of this task is to ensure that no stakeholder group is overlooked and that the most relevant organisations and individuals are accurately identified and assessed. Identifying the critical nodes or potential ambassadors for your journey often requires reaching people embedded in the systems you need to work with.

Why is it important?

Understanding the challenge at hand from multiple perspectives and learning from past actions has real potential to accelerate and improve the impact of climate adaptation efforts. Mapping actors and their networks relevant to the climate resilience transition in the region is key to effectively mobilising them in the necessary co-creation steps along the region's journey to resilience.

This task is critical to ensuring a just climate transition. Indeed, stakeholder mapping will help identifying who is most affected, who has influence in different sectors and thus provides crucial information to help decide who should have a say in the resilience-building process. From vulnerable community groups to potential financiers, experts and decision makers, this task serves to define a shared understanding of roles and opportunities for driving transformation towards climate resilience.

In practice, this task is essential for the development of the Stakeholder Engagement Strategy (Task 2.1.2), as it prioritises the stakeholders that should be involved in the different steps and determines the modes

of engagement to start securing their participation.

Task 1.2

Understand the system

Task 1.2.2 Identify stakeholders

How can you complete it?

The actions described in this task are intended to be co-developed by a core group of representatives from the region, including different sectors and expertise. This group should perform the following actions during a (preferably in-person) workshop.

- **Identify all potential stakeholders & groups (stakeholder map):** Using the systems map (Task 1.2.1) as a starting point, identify potential stakeholders relating to each of the prioritised system components and functions. Elaborate this list with any additional specific sectors or groups you think should be involved in your transformation towards climate resilience.

- **Assess and prioritise stakeholders** through a stakeholder assessment matrix to map their relative levels of interest and influence in the transition to climate resilience. This analysis should recognise that the variables affecting stakeholders' relative interest and influence are diverse. It will also suggest the most appropriate mode of engagement you should aim to deliver to each stakeholder.

- **Develop a detailed understanding of your stakeholders** by filling in a stakeholder profile. This profile should include analyses of the prevailing power relationships and dependencies present between stakeholders, as well as their key roles and responsibilities.

Further detailed technical guidance on completing this task, along with useful tools and methods can be found in *Appendix D5*.

Insight: Be aware that your stakeholder analysis will likely need to be updated throughout the Regional Resilience Journey as new information comes to light, planning priorities change, and stakeholder interest changes.

Task 1.2 **Understand the system**

Task 1.2.2 Identify stakeholders

What are key inputs for the task?

- Information about key stakeholders in the region (partly from Task 1.1.1)

- Problem framing (Task 1.1.2)

- Mapped understanding of your system (from Task 1.2.1), particularly in relation to the included KCS, sectors, and related functions that are included in the analysis.

What are the expected outputs?

- A stakeholder map (key output)

- A stakeholder assessment matrix

- A set of stakeholder profiles

Before moving on, have you...

☐ Mapped all relevant stakeholders?

☐ Developed stakeholder profiles, including appropriate mode of engagement?

☐ Assessed and prioritised stakeholders to involve?

D5. Task 1.2.2 Identify stakeholders: Technical guidance on how to complete

How can you complete this task?

The actions described in this chapter are intended to be co-developed by a core group of representatives from the region, including different sectors and expertise. This group should perform the following actions during a (preferably in-person) workshop.

1. **Identify all potential stakeholders & groups (stakeholder map):** Start from the identification of key categories and specific sectors/groups you want to involve in your transformation process towards climate resilience. Explore key stakeholder mapping and engagement initiatives in the AGORA Explorer. Join the AGORA Community HUB to discuss your doubts with peers and experts. A schematic example of how to develop a stakeholder map is below:

| Sector/Group | Category (government, civil society, community, academia, and/or the private sector) | | Category (government, civil society, community, academia, and/or the private sector) | Sector/Group |

Region of XXX

| Sector/Group | Category (government, civil society, community, academia, and/or the private sector) | | Category (government, civil society, community, academia, and/or the private sector) | Sector/Group |

Category (government, civil society, community, academia, and/or the private sector)

Figure D5.1: Schematic example of a stakeholder map

For each sector/group identified, map more detailed information on specific actors to be engaged, namely:

Stakeholder Contact Information		Stakeholder's Capacity	
Organizations/ Stakeholder (Title/ Fuil Name)	Contact Details	Information (what useful information can they provide?)	What would incentivise the stakeholder to participate?

Figure D5.2: Detailed information on specific actors to be engaged.

D5. Task 1.2.2 Identify stakeholders: Technical guidance on how to complete

2. **Assess and prioritise the stakeholders (stakeholder assessment matrix):** Assess the stakeholders' interest and influence in the region's transformation towards climate resilience. In order to do so, you should position the identified actors within a Stakeholder Assessment Matrix:
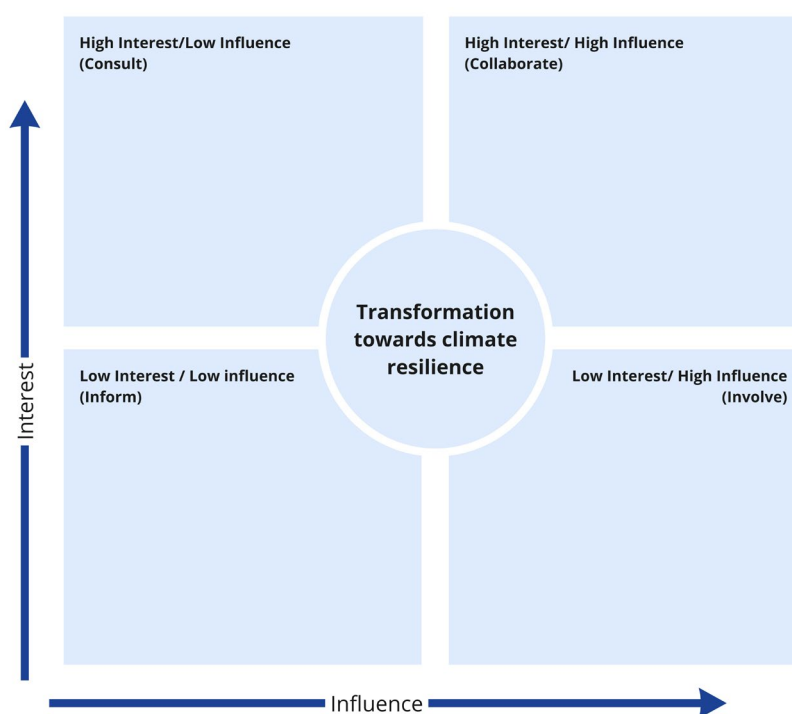
High Interest/Low Influence
(Consult)

High Interest/ High Influence
(Collaborate)

**Transformation
towards climate
resilience**

Interest

Low Interest / Low influence
(Inform)

Low Interest/ High Influence
(Involve)

Influence

Figure D5.3: Stakeholder Assessment Matrix.

Variables affecting stakeholders' relative interest and influence are diverse. Some examples are:

Formal organisations/institutions:

- Legal hierarchy (command & control, budget holders)
- Authority of leadership (formal, informal, charisma, political, familial or cadre connections)
- Control of strategic resources
- Possession of specialist knowledge & skills
- Negotiating position (strength in relation to other stakeholders)

Informal interest groups and other stakeholders:

- Social, economic and political status - degree of organisation, consensus and leadership in the group
- Degree of control of strategic resources and power.
- Informal influence through links with other stakeholders
- Degree of dependence on other stakeholders

D5. Task 1.2.2 Identify stakeholders: Technical guidance on how to complete

This exercise will serve to map the stakeholders against the four quadrants of the matrix. According to their position, you will understand which type of engagement you should aim for with each of them. More specifically:

- Those in the 'consult' box have high interest but low influence and although by definition they are supportive, they lack the capacity to significantly help the project and deliver impact; however, they may become influential by forming alliances with other more influential stakeholders. These are often the marginal stakeholders that may also be considered 'hard to reach', and that might warrant special attention to secure their engagement and to empower them to engage as equals in the research process with more influential participants. The low level of influence held by this group is often used as a justification for excluding them from the research process.

- Stakeholders in the 'collaborate' box are those with which it is likely to be most beneficial for your region to engage with. They may be able to supply relevant information, permissions and resources, or may be markedly impacted by the eventual outcomes.

- Those in the 'inform' box are stakeholders who have limited interest in or influence over the resilience process outcomes. If project resources are low, these stakeholders should not be prioritised in an engagement strategy.

- Those in the 'involve' box are highly influential but have little interest in the region's work on resilience or low capacity/resources to engage. Because of this, they may have significant influence over the success of the project but may be difficult to engage with. As such, particular effort may be necessary to involve this group and therefore they should be prioritised in the engagement process.

3. **Develop a detailed understanding of your stakeholders (stakeholder profile):** In order to better understand the role that your stakeholders can play in the region's transformational journey, it is key to define their detailed profiling. This is meant to collect information about their agenda and arena of influence. More specifically:

Agenda		Arena	
Mandate/ Mission	**Strategic objectives**	**Field of action**	**Scope of influence**
Comment	Comment	Comment	Comment

Figure D5.4: Stakeholder mapping according to Agenda and Arena.

D5. Task 1.2.2 Identify stakeholders: Technical guidance on how to complete

In this phase, the relations between stakeholders should be also mapped better, highlighting their inter-relationships and type of collaboration:

- Institutionally regulated relationship
- Ongoing information exchange
- Coordinated action
- Co-production with common resources

Supporting resources:

Useful tools

- TransformAr stakeholder management https://transformar.eu/storage/2024/01/Transfor-mAr-D1.5.pdf
- NetZeroCities Civic Environmental mapping tool https://netzerocities.app/resource-3333

Useful methods

- AGORA framework to co-evaluate citizen and stakeholder engagement methodologies. https://adap-tationagora.eu/wp-content/uploads/2023/12/AGORA-D3.2.pdf
- In-person co-creation workshop with key representatives of the region (collaborative exercises on flipchart/whiteboard)
- Online co-creation workshop with key representatives of the region (collaborative exercises on online platforms such as Miro, Mural, or similar)
- The Adaptation Mission project AGORA is a key reference to learn more on engagement innovation and community building, By joining the AGORA Community HUB, for example, you will be able to exchange with a group of peers with experience in stakeholder engagement and provides you relevant resources and knowledge to face challenges.