



Stakeholder Mapping Report

What is TeRRIFICA?

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What else has been published in TeRRIFICA?

Report on Institutional Framework:

Overview of the current state regarding climate mitigation and adaptation in the six pilot regions

Case Studies report:

Analysis of case studies on effective practices in community-academia partnerships and their success factors.

Guide on co-creation and stakeholder engagement

Supportive document on how to foster stakeholders' engagement and co-creation processes.

Free download is available on our project website!

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1. Introduction – who to engage with?

1.1 Why a stakeholder mapping report?

TeRRIFICA – standing for *Territorial Responsible Research and Innovation Fostering Innovative Climate Action* – is a European project aiming at developing innovative climate action through stakeholder engagement and co-creation.

Climate change is a raising issue in the agenda, at the global, national and local scales. On the one hand, many actors are (getting) interested in taking actions to tackle climate change, and on the other hand, mitigating climate change requires actions from all stakeholders – especially policy-makers and industries – whilst climate effects is or will affect all of us.

TeRRIFICA pilot regions’ co-creation teams have the mission to gather stakeholders in order to co-create innovative climate actions. This mission raises the following questions: *Who to invite to participate in? Who are the key actors that have the power to influence climate actions locally? Who are the important stakeholders who might be or not in favour of achieving innovative and impactful co-created climate actions? What are the barriers, needs and drivers for engaging these stakeholders?*

The process of mapping stakeholders has the goal of answering these questions and helping pilot regions’ co-creation teams to identify the key actors in their region, their relationships, and their drivers and obstacles in order to better involve stakeholders and foster local co-creation.

1.2 Methodology

There is a diversity of stakeholder mapping analysis types and methodologies, such as the stakeholder-influence mapping that focuses on the influence of stakeholders over the

decision-making¹, or the stakeholder-issue mapping as “a method for understanding a ‘system’ by identifying the key stakeholders in the system, and assessing their interests in that system².” In this report, stakeholder mapping is understood as a process identifying key stakeholders to engage with, across the full stakeholder spectrum, and determining the basis for engagement strategies, in the particular sector of climate action. In other words, the stakeholder mapping process is a starting point to engage

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with stakeholders and its core objective is to identify who are the key stakeholders to engage within TeRRIFICA, and moreover to foster their engagement.

¹ Mayers J., Vermeulen S., *Stakeholder influence mapping tool*, International Institute for Environment and Development, March 2005, http://policy-powertools.org/Tools/Understanding/docs/stakeholder_influence_mapping_tool_english.pdf

² Vanderlinden, J-P., Stojanovic, T., Schmuëli, D., Bremer, S., Kostrzewa, C. and McFadden, L. (with others) (2011) *The SPICOSA Stakeholder-Policy Mapping Users’ Manual*, Spicosa Project Report, Guyancourt: Paris, Université de Versailles-Saint-Quentin-en-Yvelines.

The methodology to map the stakeholders has included the following steps:

1. *Identifying*: listing relevant groups and organisations through desk research;
2. *Analysing*: understanding their interests and views through consultation workshop and other interviews (see appendix 2);
3. *Mapping*: visualizing the relationships between stakeholders in order to identify the key stakeholders;
4. *Prioritizing*: ranking stakeholder relevance, through the mapping, in order to analyse the drivers, barriers, and needs for stakeholder engagement (see appendix 1).

There is a huge number of actors relevant for climate action, even at the local level. Thus, pilot regions may have focused their research on stakeholders relevant for their thematic focus – air pollution, water, temperature, or agriculture.

The Climate Adaptation Flagship identified a (non-exhaustive) list of relevant stakeholders for climate adaptation:

- Specific communities or regions which are vulnerable on the basis of their location or because of the major industry that supports them.
- Federal, state and local governments and associated groups (e.g. local government associations, various government departments and advisory groups).
- Infrastructure management agencies (responsible for management of ports, air and land transport, water, energy, and property).
- Industry groups and particular industries, including parks management and natural resource management; construction; health; tourism; agribusiness, forestry and fisheries; insurance and finance; mining; and emergency management.
- Associations and non-government organisations, including those

responsible for the built environment, the natural environment, and those involved with indigenous issues.

We may add to this list other stakeholders relevant for climate adaptation and mitigation, such as:

- Climate movements including engaged citizens, not necessarily formally organised into a NGO structure;
- Industries being the major sources of greenhouses gas (GHG) emissions (fossil fuel companies etc.);
- Etc.

There are several methodology limitations that are worth to be mentioned for this report, including:

- The stakeholder mapping process is not exhaustive, as pilot regions may have focused on specific climate change topics but also specific networks of actors as they were already exchanging with local partners;
- The analysis and mapping process is subjective, as it is based on views and opinions of stakeholders and co-creation teams. Therefore, the maps should not be understood as objective pictures of the reality, but rather the view and interpretation of local actors. The subjectivity is not necessarily an issue as the core aim of the mapping is to understand stakeholders' thinking and positions and their leverage.

The report includes: 1/ maps of the most relevant stakeholders in each pilot region; 2/ a summary of the barriers, drivers and needs for stakeholder engagement highlighted in all the TeRRIFICA pilot regions.



1. Maps – Who are key climate stakeholders in the pilot regions?

Pilot regions co-creation teams have identified the key stakeholders to tackle specific climate change issue in their local territory. Co-creation teams have mapped stakeholders according to their degree of interest in TeRRIFICA objectives – that is to say, fostering climate action and innovative climate action – and their potential of influence on climate actions. These maps are subjective and depend on opinions and views of each co-creation team. However, the maps are a starting point for the pilot regions to allow them to identify the most relevant stakeholders to engage with: the high right corner of the map gathers the “priority”

stakeholders, because they both have influence and are interested in the project, they are therefore likely to join TeRRIFICA.

Within this group of stakeholders, the stakeholder analysis went further to know their barriers, drivers and needs to get involved in TeRRIFICA (see. 3.Summary analysis).

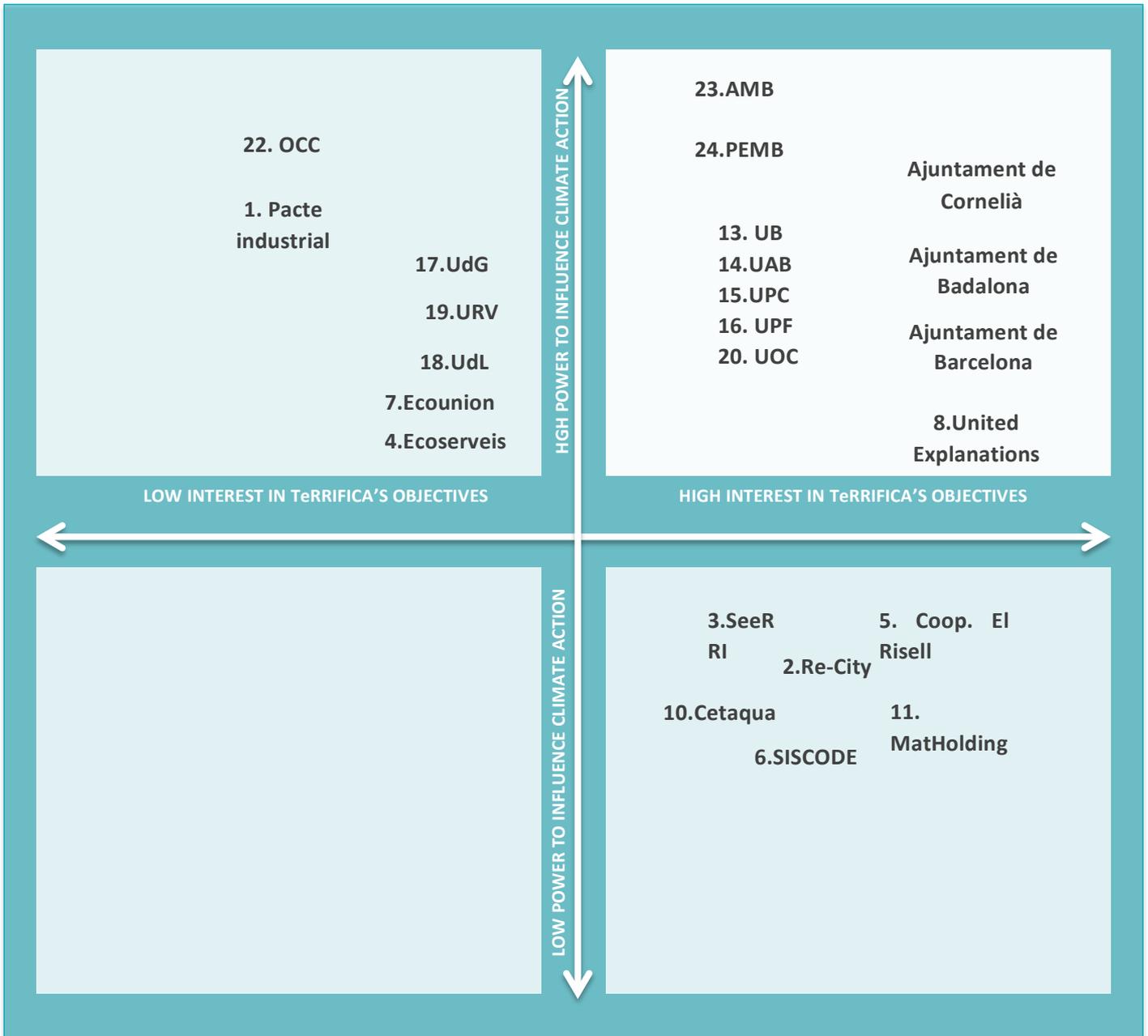
This chapter introduces a stakeholder map for each pilot region, with a short description of the key stakeholders that are located on the maps. Stakeholders have been organized through the quadruple helix scheme: Science and Education, Businesses, Civil society organisations and Policy-makers.



TeRRIFICA Pilot regions: Metropolitan area of Barcelona (Spain), Belgrade (Serbia), Brittany, Normandy and Pays de la Loire (France), Minsk (Belarus), Poznań agglomeration (Poland) and South Oldenburg: Vechta and Cloppenburg (Germany)



Metropolitan Area of Barcelona pilot region



CSOs

1. Pacte Industrial

The Pacte Industrial de la Regió Metropolitana de Barcelona (Barcelona Metropolitan Region Industrial Pact) is an association that was set up in 1997 with the mission of creating a strategic alliance between public administrations, business organisations and trade unions, in order to promote industrial competitiveness, encourage job creation and improve social cohesion and sustainability throughout the metropolitan region.

2. Fundació Catalunya Europa (Re-City project)

Re-City is an international platform for Social Sustainability launched by Catalunya Europa Foundation that wants to face the great global challenges of today and bring proposals for change and real transformation. It is a project that is born to rethink, replan and react from the cities to the main economic, social and environmental challenges that affect the planet.

3. SeeRRI project

A research and innovation ecosystem is vital to the long-term development of any geographic region. But such an ecosystem is complex. It involves a broad range of sectors and actors, including industry and business, academia, policymakers, and the public. Different groups have different interests and priorities when it comes to research and innovation. How can they all be brought together to work toward common goals? What can be done to make sure that research and innovation is conducted in a responsible manner so that it will benefit everyone in society? SeeRRI aims to develop a framework of this kind based on the principles of responsible research and innovation, or RRI.

4. Ecoserveis

Is a non-profit strategic innovation consultancy specialising in energy. Since 1992,

they have been working to bring energy closer to society by promoting a fair and sustainable energy model. They identify society's energy needs, provide solutions and build bridges between the public and technology, the market, research and innovation.

5. Cooperativa El Risell

Is a democratic and transversal (interdisciplinary) cooperative. They strive to achieve greater environmental, economic, and social sustainability in their environment. The combination of the various disciplines and techniques allows them to offer services by providing added value and a comprehensive look at all their projects. They carry out analyses and diagnoses in different fields: social, housing, energy, environmental and landscape diagnosis.

6. FabLab (SISCODE project)

The overarching aim of SISCODE is to better understand co-creation as a bottom-up and design-driven phenomenon that is flourishing in Europe (in fab labs, living labs, social innovations, smart cities, communities and regions), to analyse favourable conditions that support its scalability and replication and to use this knowledge to cross-fertilise RRI practices and policies.

7. Eco-union

Eco-union is a non-profit organization that aims to promote the transition to sustainability in Europe and the Mediterranean region. Their projects are mainly linked to the development and implementation of public policies, with a focus on analysis and management; to the training of professionals in green skills and the dissemination of knowledge about the transition to a green and inclusive economy in the Mediterranean.

8. United Explanations

With more than 400 editors and collaborators, United Explanations is the most important online collaborative dissemination platform in Spanish. They have a specific section on



environment that touches climate change.

9. Network for a More Sustainable Barcelona

In December 2012, more than 800 institutions, professional associations, unions, trade unions, universities, schools and businesses signed the 10 goals set by the "Public Commitment towards Sustainability 2012-2022 - Compromís 22". The Commitment sets 10 goals for a more equitable, prosperous and self-sufficient Barcelona, through the involvement, commitment and collaboration of the entities signing the public commitment. It takes over the "Public Commitment towards Sustainability 2002-2012" which reached the end of its term after a career of 10 years of collective work to make Barcelona a more liveable, efficient and sustainable city, following 10 major goals and 100 lines of action.

Through the network of signatories, called "For a More Sustainable Barcelona" participation, exchange of information and resources are promoted. It gives projection to the initiatives of the member organizations and promotes collaboration opportunities. "For a more Sustainable Barcelona" Secretariat, sponsored by the city council of Barcelona, offers tailored advice to all members of the network as well as consultation, training, organization of meetings and communication tools.

Businesses

10. Cetaqua

Cetaqua is a Water Technology Centre, represents a pioneering collaborative model among the sectors of public scientific institution, university and water company. This model has been established as a European benchmark in the application of scientific knowledge to water and the environment. Their mission is to anticipate society's needs to propose new R&D&I solutions in order to ensure the sustainability

and efficiency of the water cycle, while taking local needs into account.

11. MatHolding

MAT Holding is a multinational industrial group with more than 80 years of history composed of IQV, Regaber, Hidroglobal, Dorot, STF, VICAN and OCV, all of them leading companies in the areas of crop protection, irrigation efficiency and water treatment and handling.

The group develops solutions that contribute to the production of sufficient quantities of healthy, safe and affordable food products, as well as to the sustainable use of water in agricultural and industrial activities.

Science & Education

12. Association of Public Universities of Catalonia (ACUP)

The Catalan Association of Public Universities (ACUP) was created in 2002 on an initiative of the Universitat de Barcelona (UB), Universitat Autònoma de Barcelona (UAB), Universitat Politècnica de Catalunya (UPC), Universitat Pompeu Fabra (UPF), Universitat de Girona (UdG), Universitat de Lleida (UdL), Universitat Rovira i Virgili (URV) and the Universitat Oberta de Catalunya (UOC). The ACUP's main purpose is to be the principal voice of the universities of Catalonia and combine efforts to promote initiatives, programmes and joint projects with the aim of improving the university system and ensuring that it spearheads social, cultural and economic development.

13. Universitat de Barcelona (UB) – Research Group on Meteorology

The Research Group has a specific research line on climate change.

14. Universitat Autònoma de Barcelona (UAB) – Institute for Environmental Science and Technology (ICTA) and Ecological and Forestry Application Research Centre



(CREAF):

- ICTA: The Institute of Environmental Science and Technology (ICTA-UAB) is a multidisciplinary centre that promotes academic research and postgraduate education in the environmental sciences. It aims to improve our understanding of global environmental change, and the nature and causes of environmental problems. In addition, it studies policies, strategies and technologies to foster a transition to a sustainable economy.
- CREAF: CREAF is a public research centre dedicated to terrestrial ecology, territorial analysis and global change, pursuing excellence in the production and dissemination of knowledge, in addition to the innovation, development, and transfer of methodologies.

15. Universitat Politècnica de Catalunya (UPC) – CostAdapt project

Adaptation pathways to Climate Change in the Spanish Mediterranean coastal zone. Beyond adaptability limits (more information in D3.2 Case Study Report)

16. Universitat Pompeu Fabra (UPF)**17. Universitat de Girona (UdG)****18. Universitat de Lleida (UdL)****19. Universitat Rovira i Virgili (URV)****20. Universitat Oberta de Catalunya (UOC) – IN3**

The Internet Interdisciplinary Institute (IN3) is a research centre of the Universitat Oberta de Catalunya (UOC) specializing in the study of the Internet and the effects of the interaction between digital technologies and human activity.

21. Barcelona Institute for Global Health

The Barcelona Institute for Global Health, ISGlobal, is the fruit of an innovative alliance

between "la Caixa", academic institutions and government bodies to contribute to the efforts undertaken by the international community to address the challenges in global health. Its ultimate goal is to help close the gaps in health disparities between and within different regions of the world.

Policy-makers**22. Oficina del Canvi Climàtic de Catalunya (OCCC – Climate Change Office of Catalonia)**

The Catalan Office for Climate Change is the technical unit of the Government of Catalonia, ascribed to the General Direction of Environmental Quality and Climate Change of the Secretary's Office of Environment, been in charge to promote the establishment of climate change strategies, plans and projects in Catalonia.

On the basis of the commitments adopted in the European Union, the Office promotes the integration of mitigation and adaptation to climate change into the sectorial policies, and impulses projects and initiatives with other governments on climate policies.

23. Àrea Metropolitana de Barcelona (AMB)

The Barcelona Metropolitan Area (AMB) is the public administration of the metropolitan area of Barcelona, which occupies 636 km² and encompasses 36 municipalities with more than 3.2 million inhabitants.

The metropolitan area is a territorial, social, demographic, economic and cultural entity formed during the last century as a product of the growth and connection of urban systems around the city of Barcelona. This is the largest metropolitan conurbation in the western Mediterranean, which generates half of the GDP in Catalonia.

The AMB has a specific department for environmental issues.

24. Pla Estratègic Metropolità de Barcelona (PEMB)

The Barcelona Metropolitan Strategic Plan (Pla Estratègic Metropolità de Barcelona - PEMB) is a private, not-for-profit association – promoted by Barcelona City Council and the Metropolitan Area of Barcelona – presided over by the president of the Metropolitan Area of Barcelona (AMB)

The PEMB is an instrument for identifying the needs and potential of the territory in the medium term, for foreseeing tendencies and threats and for making proposals to tackle the future in the best conditions.

It follows a work method and philosophy based on:

- Promoting the participation of the actors involved
- Enabling consensus between diverging interests
- Prioritising decisions
- Shared leadership

25. Consell Assessor pel Desenvolupament Sostenible (CADS)

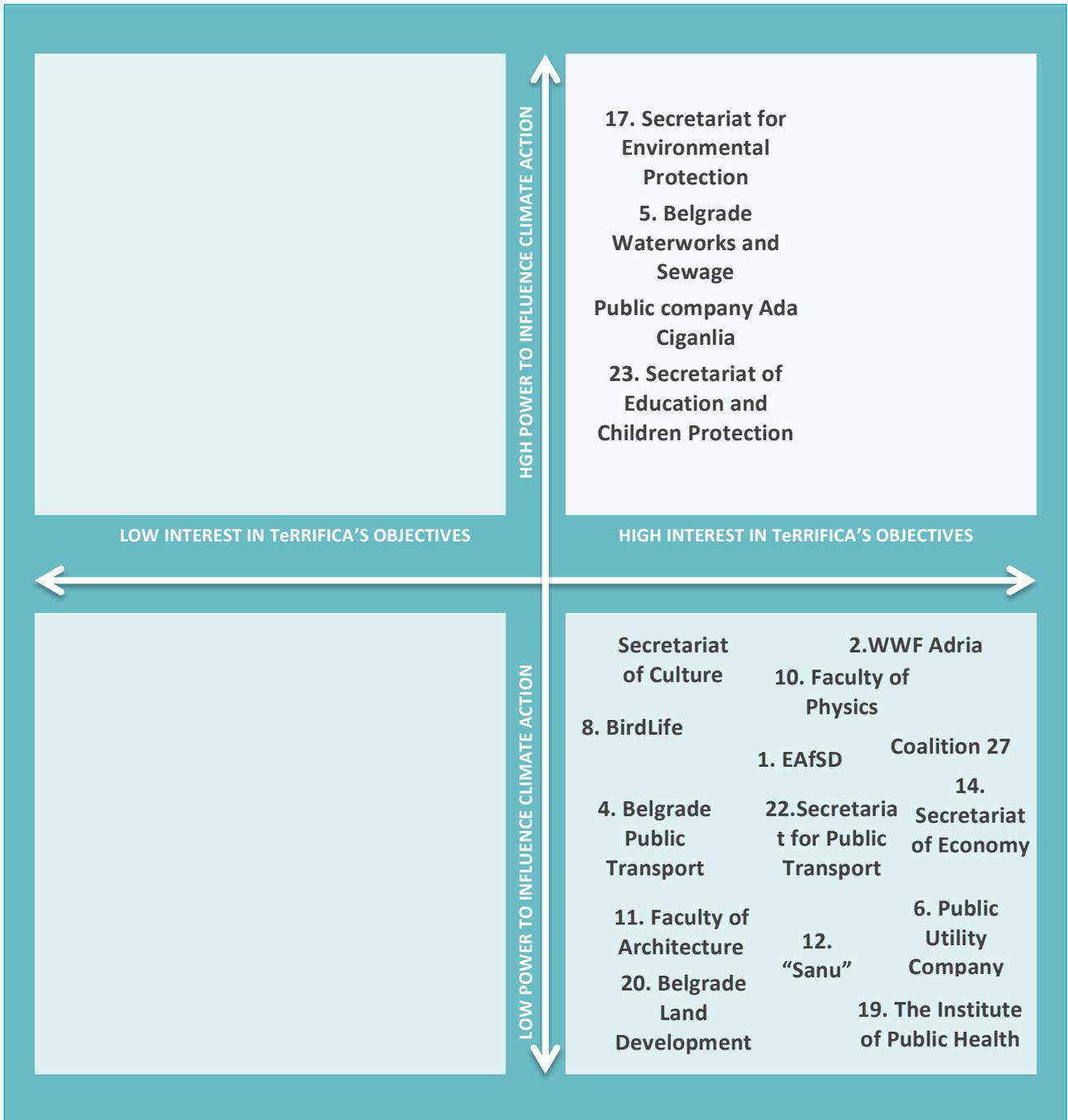
In 1998, in a pioneering decision in relation to countries in its environment, the Government of Catalonia created the CADS to advise it on policies and actions with an impact on sustainable development, with a transversal, global vision, long-term and independent.

26. Diputació de Barcelona

The Diputació de Barcelona is a local government institution that promotes the progress and welfare of citizens of its territorial area: the province of Barcelona, 311 municipalities in a network, which represents 24% of the total area of Catalonia and 74 , 4% of the total population of Catalonia (more than five and a half million people). It acts directly by providing services and, above all, in cooperation with the city councils.



Belgrade pilot region



CSOs

1. Environmental Ambassadors for Sustainable Development (EafSD in the map)

The Ambassadors of sustainable development are a non-profit organization working on the development, popularization and the promotion of scientific research in the field of sustainable development, environmental protection and education.

2. WWF Adria

WWF is a worldwide organisation that works on protecting biodiversity and lowering the carbon footprint. The project "Climate Forum" was started as a part of a regional project "Forum of southeast Europe on climate change adaptation". The project will involve civil organizations from Serbia, Croatia, Macedonia and Montenegro which will work on adapting to climate change and solving different problems connected to climate of southeastern Europe.

3. Serbian Green Youth

Serbian Green Youth is a youth, non-partisan, non-profit citizens' association that has been promoting the values of Green Policy since its inception in 2000. We are committed to a democratic society based on solidarity, knowledge and understanding, a society that cares for the protection of human rights and nature, transparently makes decisions and resolves conflicts nonviolently.

Businesses

4. Belgrade Public Transport

Belgrade public transport was organized as a special municipal service in October 1892, under the name Belgrade City Railway. During its existence, this service operated under different names: Tram and Lighting Directorate, Belgrade Electric and Transportation Company, City Transport

Company, Belgrade City Transport Working Organization, and now, based on the Founder's Decision of December 21, 1989. year - operates under the name: City Transport Company "Belgrade", as a public utility company.

5. Belgrade Waterworks and Sewage

Belgrade Waterworks and Sewerage is a public utility company founded by the city of Belgrade. The headquarters of the company are located at 27 Kneza Milosa Street, and its abbreviated name is PUC "Belgrade waterworks and Sewerage". The responsible person is director Dragan Djordjevic, a master economist. The main activity of the Company is the abstraction and purification of raw water and the transportation and distribution of drinking water to customers. The company is simultaneously engaged in the collection and disposal of urban wastewater, as well as managing operations related to water supply and sewerage.

6. Public Utility Company "Beogradske elektrane"

Public utility company "Beogradske elektrane" have a role in the society in which they operate, it is enabling the comfortable life and work of the fellow citizens. In addition to this basic function, corporate social responsibility is reflected in the care for a healthier and more economical life of Belgrade citizens, as well as their employees.

Science & Education

7. The Institute of Forestry

The Institute of Forestry, Belgrade University, executes basic, applied and development research in the field of forestry and environmental protection and improvement. The institute has a number of projects contributing to sustainable development and environmental protection

8. Bird Protection and Study Society of Serbia (BirdLife in the map)



Bird Protection and Study Society of Serbia was founded on November 18, 1989. god. and then named the Society for the Protection and Study of Birds of Vojvodina. It originated from the Commission for the Study and Conservation of Birds of the Society of Ecologists of Vojvodina and brought together professional and amateur ornithologists mainly from the territory of Vojvodina. At that time associations of ornithologists and wild bird lovers were realized on the basis of the territorial organization of the former common State. Prior to our Society, organizations of the same profile were established in Slovenia and Croatia, and shortly thereafter in Macedonia. They were all affiliated to the Union of Ornithological Societies of Yugoslavia (SODJ), which had difficulty functioning because of known circumstances. Nevertheless, conferences of ornithologists of Yugoslavia were held regularly.

9. Belgrade open school

Belgrade Open School (BOS) is a nonprofit educational civil organization. BOS's department "Energy, climate and environment" contributes to the responsible environmental policy based on public participation in decision-making and the partnership between civil society and public institutions. BOS had several environmental projects performed through involving the public.

10. The Faculty of Physics

Faculty of Physics, Belgrade University, is working on climate scenarios, as well as analysing financial and technical needs for education and raising awareness.

11. The Faculty of Architecture

Faculty of Architecture, Belgrade University is the biggest higher education institution for architecture and urban studies in the Western Balkans Region. The studies structure consists of several studies programmes at different academic levels: Undergraduate studies, Master (graduate) studies, Single-cycle-5-year

studies programme integrating Undergraduate and Master studies in a single cycle, Specialist study and Doctoral studies. Scientific studies are focused on two main areas of study: architecture and urbanism, including numerous specific areas, such as: the study of architecture, technology and management in architecture, bioclimatic and environmental architecture, structural systems, history and theory of architecture, the study and preservation of the built heritage. The main research field in artistic studies is architectural and urban design. The Faculty of Architecture, Belgrade University, offers education considering climate change and the environment through workshops, elective courses, studio projects, and lectures.

12. The Geography Institute "SASA"

The Geography Institute "SASA" was founded within the framework of the Serbian Academy of Sciences (Serbian Academy of Sciences and Arts). The Institute realises its fundamental interest within its sphere of work through basic, applied and developmental scientific research in the following areas: physical geography; geography of population and settlements; social geography; regional geography and cartography. The Institute developed a guide for teachers called "How to protect yourself for natural disasters". The goal of this guide is to ensure that the education for reduction of disaster risk is based on principles that are interdisciplinary and integrative.

13. The School of Survival

Policy-makers

14. The Secretariat of Economy

15. The Secretariat of Inspection Work

Secretariat for Inspection Affairs The Secretariat performs tasks assigned to it in accordance with the law and other regulations, which are related to the inspection in the field related to utility



activities and other fields such as: road traffic and maintenance and protection of streets and roads, trade and tourism, protection of environment, water supply protection, construction of facilities, spatial and urban planning in the city of Belgrade.

16. City Administration

17. The Secretariat of Environmental Protection:

- performs tasks connected with researches, analytical, documentation and other professional activities related to: monitoring the quality of environmental factors (air, water, soil), the impact of noise and vibration, ionizing and non-ionizing radiation i.e. pollutants and the energy impact on the environment, raising awareness of importance of environmental protection and cooperation with associations, establishing and maintaining an information system of the environment of Belgrade;
- carries out tasks connected with researches and analytical and other professional activities related to the development of plans, programmes and projects in the field of protection, conservation and rational use of natural resources, the use of renewable and alternative energy sources and environmental protection;
- performs administrative, tasks connected with researches and analytical and other professional activities related to: monitoring and implementation of laws and other regulations in the field of protection of nature and environment as well as in other areas that the Republic delegates to the City of Belgrade; Waste Management Sector performs tasks of planning and organising waste management related to the design, changes and implementation of local

waste management plan; It also deals with the support, development, organisation, preparation and monitoring of individual programmes, plans and projects in the field of waste management, the organisation of primary selection, collection and recycling of waste and other activities in the field of planning and organising waste management in accordance with law, the Statute of the City of Belgrade and other regulations.

18. The Secretariat of Energetics

The Energy Secretariat is responsible for the following activities:- planning and developing energetics in the territory of the city; - preparing acts on the conditions for obtaining the status of the privileged producer of heat energy and keeping registry; - preparing incentives for heat energy production by using renewable energy sources;- passing the Methodology on the pricing of connection to the system of heat energy distribution;- preparing the programme and plans, as well as implementing the measures of energy efficiency;- cooperation with the competent ministry for the purpose of monitoring the implementation of the Action Plan on energy efficiency in the Republic of Serbia;- energy management system, in accordance with the

19. The Institute for Public Health of Serbia

Institute of Public Health of Serbia "Dr Milan Jovanović Batut" was established on the Republic level and represents an expert institution for Public Health, which provides advice, support and guidance for the Serbian government and all departments for public health and conducts independent researches on issues related to public health in Serbia. The activity of the Institute is defined by the Health Care law which under public health considers realization of public interest by creating conditions for the preservation of public health through organized comprehensive social activity aimed at preserving the physical and mental health,



and environmental protection, and prevention of risk factors for disease and injuries, which is accomplished by application of health technologies and measures aimed at promoting health, preventing disease and improving quality of life

20. Belgrade Land Development Public Agency

Directorate for construction land for the construction of Belgrade - The work of the Agency includes management, servicing, development and improvement of the town building land and facilities of importance for the City of Belgrade. The Agency prepares programs for servicing of the town building land and construction of trunk and other facilities within the community infrastructure, as well as studies, analyses, expert opinions and tenders for the needs of solving of specific spatial, infrastructure and other issues relative to the City servicing. Calculates the values of elements to be applied to determine charges and rental fees for building land servicing and performs other activities related to the building land servicing. For the needs of the employer prepares information of all potential locations, required documentation, basic data and studies for land lease agreements. Wide range of activities performed by the Agency calls for engagement of expert professionals and efficient modern organization of business operations.

21. The Secretariat of Utilities and Housing

The Secretariat for Utilities and Housing Services The Secretariat for Utilities and Housing Services is responsible for the following activities in accordance with the Article 59 of the Decision of the City of Belgrade Administration ("Official Gazette of the City of Belgrade", No 8/13-consolidated text, 9/13-corrig., 61/13, 15/14 and 37/14):organising and ensuring material and other conditions for permanent performance of communal services and their development:

- drinking water supply;
- cleaning and draining rainwater and waste water;

- organising the method of using and managing spring water, public wells and fountains;
- graveyard management and funeral services;
- city market management;
- maintaining cleanliness of public surfaces;
- maintaining public green areas;
- chimney sweeping services;
- zoo hygiene services.

22. The Secretariat of Public Transport

The Secretariat for Public Transport is responsible for the following activities:

- organising, manner obtaining and using public shuttle transportation of passengers (including public transport by the means of a shuttle bus, trolleybus, tram, tube, cable car, city railway, passage boat, ferryboat and commercial boat), transport organisation as part of the regular sailing;
- organising and method of taxing transport in the territory of the city;
- improving energy efficiency in the system of public transport;
- public procurement in the field of public transport;
- introducing new technologies in the fields of RPT and informing the users;
- regimes of public transport under the regular conditions, as well as in the conditions of temporary occupations (construction works, events, promotional activities, supplies, etc.);

23. The Secretariat of Education and Children's Protection

Secretariat for Education and Child Welfare - The Secretariat for Education and Children's Welfare in the field of education is responsible for the following activities:- ensuring and implementing the needs in the field of education in accordance with the law;

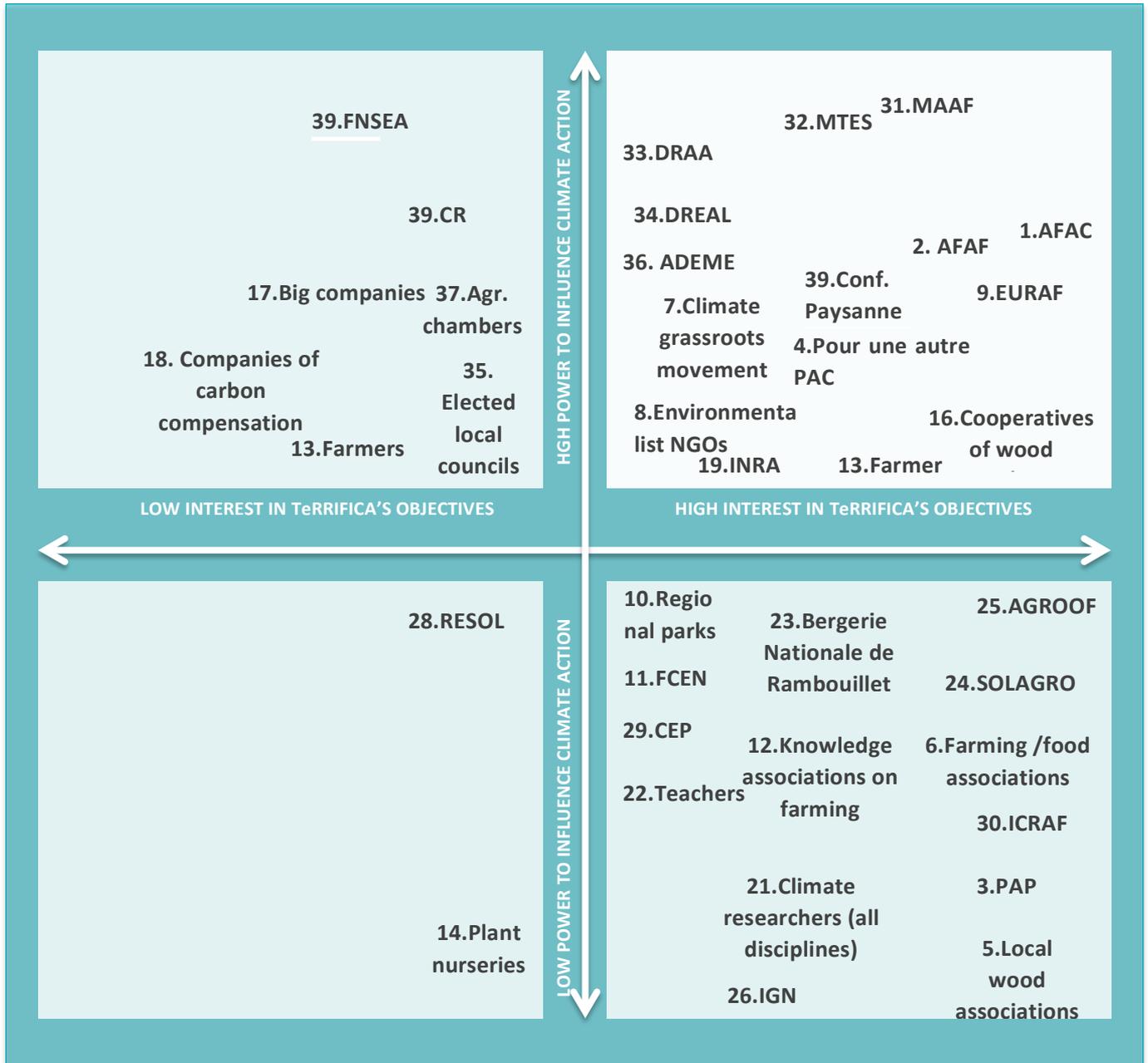
- opening new schools and determining the number of and spatial organisation;
- planning and realisation of construction of new school facilities, reconstruction and investment in maintaining the existing school facilities;
- implementation of the projects of interest for the field of education;
- scholarship competitions for talented secondary school pupils, students and disabled secondary school pupils;



coordination of work of inter-ministry committees for assessing the needs for providing additional educational, health or social assistance to a child and pupil/student;



Brittany, Pays de la Loire, Normandy pilot region



CSOs

1. Afac-Agroforesteries:

NGO, national network on agroforestry. Its missions are to gather actors on agroforestry around a shared organization; to develop operational tools and expertise; to allow local actors' voices to be heard in national institutions. In 2019, the network gathers 188 organizations and 45 individuals, including associations, local authorities, researchers, professional organizations of agriculture and environment etc. committed to conserving, planting and managing agroforestry systems. The network also includes 119 certified agroforestry advisors everywhere in France.

2. Association Française d'Agroforesterie (AFAF)

NGO, national association on agroforestry, which is and ONVAR (Organisme National à Vocation Agricole et Rural, National Organization with Rural and Agricultural Mission). The missions of the association are to inform, assist and advise on agroforestry; to ensure that tree are better taken into account in political schemes; to participate in research project; to assist with the development of local structures.

3. Collectif Paysage de l'après pétrole (PAP)

The association contributes to the energy and environmental transition through the focus on landscape.

4. Pour une autre PAC

“The platform Pour une autre PAC (For Another Common Agricultural Policy) is a French inter-association body created for a common reflection and action in view of the reform of the Common Agricultural Policy.” The objectives of the coalition are diverse, including valorizing farmers work, animal welfare, food sovereignty and climate change.

5. Local association of wood sellers/buyers: associations gathering producers of woods

from hedgerows (farmers) and buyers of woodchips for wood heaters (individuals or local authorities).

6. Other farmer, agricultural, food associations:

- Les Amis de la Confédération Paysanne: NGO linked to the second farmer trade union, Confédération Paysanne.
- Fédérations des associations pour le développement de l'emploi agricole et rural FADEAR.
- Fédération nationale d'agriculture biologique (FNAB).
- RENETA (Réseau national des espaces-test agricoles).
- Terre de Liens.
- Terre et Humanisme.
- Union nationale de l'apiculture française (UNAF).
- Compassion in world farming France (CIWF) (animal welfare).
- WELFARM - Protection mondiale des animaux de ferme.
- Mouvement inter-régional des AMAPs.
- SOL, Alternatives Agroécologiques et Solidaires.
- Grab (Groupe de Recherche en Agriculture Biologique).
- CIVAM (Centres d'Initiatives pour Valoriser l'Agriculture et Milieu rural, *Center of Initiatives for Valorizing Agriculture and Rural areas*), is an association for the rural and farming development.

7. Climate and environmentalist Grassroots movement (national and international movements with local groups): Alternatiba, Amis de la Terre, ANV COP-21, Citoyens pour le Climat, Extinction Rebellion, Greenpeace, Notre Affaire à Tous, Réseau Action Climat, Youth For Climate, 350.org.

8. Environmentalist NGOs: Agir pour l'environnement, Fondation Nicolas Hulot pour la Nature et l'Homme, France Nature



Environnement, Générations Futures (on pesticides and harmful chemicals), WWF.

9. EURAF – European Agroforestry Federation, created in 2011 with 280 members and 20 countries, advocating for agroforestry at the EU level.

10. Regional Natural Parks: territories certified to develop their territories respecting the conservation of natural/cultural patrimony.

11. Fédération des Conservatoires d'espaces naturels – FCEN (*Federation of Natural Areas Conservatories*): network of associations managing and conserving natural zones.

12. Organizations of knowledge/expertise, working on agriculture:

- RESOLIS (Recherche et Evaluation de Solutions Innovantes et Sociales, *Research and Evaluation of Innovative and Social Solutions*).
- Ingénieurs sans Frontières — Agrista (*Engineers without borders*).

Businesses

13. Farmers: farmers are key actors regarding climate action as agriculture is on one hand both a sector emitting a high level of greenhouse gas but that could also be a carbon sink; and on the other hand, a sector that is vital to adapt to climate change effects. Regarding agroforestry, farmers are the first actors concerned, even for hedgerows as they are most of the times owners of hedgerows.

14. Plant nursery owners are the tree providers and have the expertise on species to grow.

15. Farmers managing agriculture fields of high schools have an important teaching function for future farmers, and therefore for the future farming practices.

16. Cooperatives of woodchip sellers/buyers (SCIC, Sociétés Cooperatives d'Intérêt Collectif) gathering farmers producing wood

from hedgerows, local authorities establishing collective wood heater, and representatives of the civil society.

17. Big companies (Accor Hotel, Yves Rocher for instance): in the context of the development of carbon compensation through planting trees, big companies are getting more and more interested in investing in agroforestry projects.

18. Companies in the sector of tree planting for carbon compensation:

- PUR projet: is a social company that assist companies with integrating the climate issue in their own supply chain – insetting, mainly through agroforestry projects.
- Ecosia: browser that allows planting trees through Internet research.

Sciences & Education

19. INRA (National Institute of Research Agriculture):

- INRA SYSTEM Montpellier is working for 25 years on agroforestry and was piloting the Réseau Mixte Technologique on Agroforestry.
- FERLUS (fourrage, environnement, ruminants) works on animal food;
- UMR SAS (Sol Agro et hydrosystème Spatialisation) works on effects of trees and hedgerows on water dynamics, carbon sink effect.
- UMR Eco&Sol (Montpellier) works on carbon sinks.
- URAGPF (Amélioration génétique et physiologie forestière) works on seed selection for adapted tree species to agroforestry.
- UMR SAD-Paysage works on evaluating ecosystem services of hedgerows.
- AGIR (Agro-écologie, Innovations, Territoires) and Dynafor (Dynamique et écologie des paysages agroforestiers) works on ecosystem



services between trees and crops.

- Climate adaptation and mitigation may be included in most of INRA research. CLIMASTER is a research program within the West Part of France. Objectives are to: identify climate change reality (tendencies, extreme climates, variability, spatial repartition); identify actual farming responses towards their perception on climate change; measure changes on water and soil by climate change; analyze the different perspectives towards climate change.

20. Other universities working on climate & agroforestry:

- LETG – Littoral, Environnement, Télédétection - Géomatique: Environment Geography Laboratory of Nantes, Brest, Rennes, Caen.
- House of Humanities and Social Sciences, Cluster on Risks, Quality and Sustainable Environment (*Maison Sciences Humaines Sociales, Pôle Risques, Qualité et Environnement durable*), Rennes University: aiming at increasing expertise, fundamental research and communication on risks and vulnerability and environmental transition by multi-disciplinary knowledge.

21. Other universities working on other climate change related issues:

- Nantes University, CLIMATRisk project: inter-disciplinary research project analyzing the population's perception of coastal risks and their resources and strategies to adapt to submersion risks.
- IFREMER: French Research Institute for Sea Exploitation (*Institut Français de Recherche pour l'Exploitation de la Mer*), improves knowledge of the ocean, monitors littoral and sea environments, and sustainable development of marine activities.

- The Research Institute in Sciences and Techniques of the City: (*Institut de Recherche en Sciences et Techniques de la Ville*) is based in Nantes, Pays de la Loire. The institute is a federation of research from the National Center for Scientific Research (CNRS) conducting pluri-disciplinary research on urban micro-climate end energy transfers in order to develop useful knowledge to evaluate mitigation and adaptation strategies of the city to climate change.

22. Teachers in agriculture schools (EPLEFPA, Etablissements publics locaux d'enseignement et de formation professionnelle agricole).

23. Bergerie nationale de Rambouillet: public institution working on education in the agriculture sector.

24. SOLAGRO: social enterprise specialized in developing innovative expertise on energy, food and agro-ecology transitions.

25. AGROOF: Cooperative and participative society (SCOP) specialized in agroforestry

26. IGN - National Geographic Institute

27. IRSTEA Institut national de recherche en sciences et technologies pour l'environnement: is a national environmental research institute focused on water, eco-technologies and territorial planning.

28. RESOLIA - training organization of the Agricultural chambers.

29. CEP – Centre d'études et de prospective du MAAF

30. Centre Mondial de l'Agroforesterie (ICRAF) World Agroforestry Centre based in Nairobi.

Policy-makers

31. Ministry of agriculture, food and forestry (MAAF)

32. Ministry of ecology and solidarity



transition (MTES)

33. Regional Direction of Food, Agriculture and Forest (DRAAF): devolved service in the regions of the MAAF.

34. Regional Direction of Environment and Planning (DREAL): devolved service in the regions of the Ministry of ecology and solidarity transition.

35. Regions, departments and municipalities (elected councils): decentralized local authorities, with elected representatives.

36. ADEME – Agence de l’Environnement et de la Maîtrise de l’Énergie (French Environment & Energy Management Agency): national agency financing environmental and energy management projects. ADEME was involved with local territories in programs for financing collective wood heaters.

37. Agriculture chambers in departments and regions & Chambres d’agriculture France

(Assemblée permanente des Chambres d’agriculture - APCA).

Agriculture chambers are in charge of representing farming workers and assisting with the development of farms. Voters from the agriculture sector elect agriculture chambers every 6 years. The ruling trade union is most of the time the FNSEA (see below)

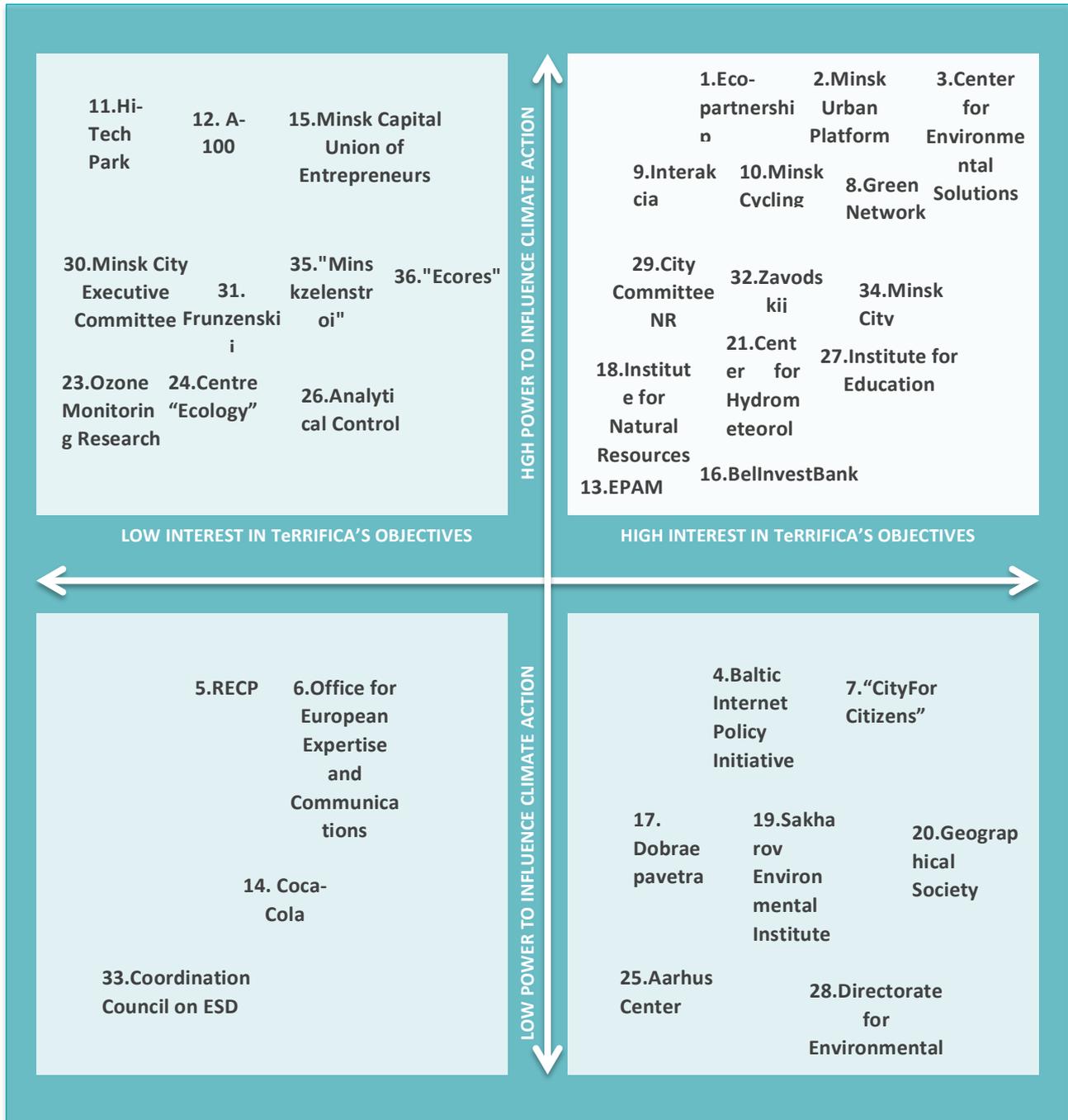
38. ONVAR: organisme national à vocation agricole et rurale (*National organization with a agriculture and rural mission*)

39. Farmers trade unions – FNSEA, Confédération paysanne and CR

The three biggest are:

- FNSEA – Fédération nationale des syndicats d’exploitants agricoles
- Confédération paysanne
- Coordination Rurale – CR (a newcomer growing in terms of votes)

Minsk pilot region



CSOs

1. Eco-partnership – official promoter of the initiative “Covenant of Mayors for Climate and Energy” in Belarus, ecojournalism, environmental education: climate actions

2. Minsk Urban Platform - research, seeking and testing solutions for urban and city planning issues, a platform for dialogue and exchange of experience

3. Center for Environmental Solutions – promotion of environmentally friendly lifestyle, principles of sustainable development

4. Baltic Internet Policy Initiative - an independent think tank on ICT developments, e-government and e-democracy in Baltic Sea Region.

5. UNIDO Resource Efficient and Cleaner Production (RECP) Center - applies preventive environmental management practices and total productivity methods to improve productive use of materials, energy and water, and reduce the generation of waste, effluents and emissions.

6. Office for European Expertise and Communications - focus on community engagement and capacity building for the sake of a diverse and advanced civil society.

7. Civil campaign “CityForCitizens” – advocacy for smart, sustainable urban planning, advising citizens about their rights for green areas etc.

8. Green Network - partnership of environmental organizations, activists, initiatives and experts united a network for the development of the green movement in Belarus, making impact on environmental decision-making at local, national and international levels, monitor and address environmental issues by civil society.

9. Interakcia Foundation – one of the official supporters of the Covenant of Mayors for Climate and Energy in Belarus; creates and

improves conditions for the sustainable development of Belarusian regions and towns.

10. Minsk Cycling Community - planning of urban infrastructure that takes into account the interests of cyclists, eliminating high curbs at intersections, creating safe bicycle routes throughout the city.

Businesses

11. Belarus Hi-Tech Park - providing special business environment for IT business, Belarus Hi-Tech Park is one of the leaders among innovative IT clusters in Central and Eastern Europe today.

12. A-100 Development - One of the biggest construction developers, supports greenstyle activities in new urban areas

13. EPAM Systems - a leading global software engineering and IT consulting provider with delivery centers throughout Central and Eastern Europe with a various CSO program

14. Coca-Cola HBC Belarus – a leading beverage company and a bottler of Coca-Cola brands in Belarus, strong CSO in sustainability

15. Minsk Capital Union of Entrepreneurs and Employers - a network of businesses with focus on support to small, medium and large private business and improvement of business climate.

16. BelInvestBank – one of the leading banks in Belarus with a developed environmental and social policy

17. Dobrae pavetra (Good Air) – SME, dealing with smart ventilation systems and CO2 measurement gadgets for houses

Science & Education

18. The Institute for Natural Resources Use of the National Academy of Sciences of Belarus - research in the field of nature management, environmental protection and geotechnology, geoecology, geography and paleogeography,



climatology, hydrogeochemistry, hydroecology, geodynamics.

19. International Sakharov Environmental Institute of Belarusian State University - the institute offers both undergraduate and graduate degrees in environmental studies.

20. Belarusian Geographical Society - scientific CSO, uniting, on a voluntary, basis citizens on the basis of common interests in the field of geography, local history and other related sciences.

21. Republican Center for Hydrometeorology and Control of Radioactive Contamination and Environmental Monitoring of the Republic of Belarus - the centre focuses on the monitoring of air, ground waters, as well as radiation monitoring in Belarus.

22. Belarusian Scientific Research Centre "BelNIIPgradostroitelstva" - the main project organization of the Ministry of Architecture and Construction of the Republic of Belarus in the sphere of urban and territorial planning.

23. National Ozone Monitoring Research and Education Center of the Belarusian State University - main tasks are to monitor the ozone layer, surface ultraviolet radiation and other parameters of atmosphere.

24. Belarusian Scientific Research Centre "Ecology" of the Ministry of Natural Resources - environmental research, monitoring and evaluation (atmosphere, soil, water resources, biodiversity, waste, etc.), incl. in urban environment.

25. Belarusian Aarhus Center - focuses on facilitating access to environmental information and raising awareness about the Aarhus Convention and promoting public participation in environmental decision-making.

26. The Republican Centre for Analytical Control in the Area of Environmental Protection – participation in implementing the government policy on environmental protection and rational use of natural

resource (lab control, environmental monitoring, measurements, data collection, etc.)

27. Minsk City Institute for Education Development - a leading regional center of scientific and methodological support of the educational system in Minsk, providing continuous pedagogical education that extends the possibility of additional adult education and educational policy creates a basis of the capital.

Policy-makers

28. Directorate for Environmental Impact Management, Climate Change and Expertise, Ministry of Natural Resources and Environmental Protection

29. Minsk City Committee of Natural Resources and Environmental Protection - a territorial authority of the Ministry of Natural Resources and Environmental Protection of the Republic of Belarus.

30. Minsk City Executive Committee – responsible in Minsk City for management of: economy, market reforms, external economic activity; enterprises and organizations of transport and communication, housing, communal services and power engineering; city planning, services industry, public health services, physical training; sport and tourism, education and culture, social security and public relations.

31. Minsk City District Administration of Frunzenskij District – management of economic, social, educational, communal and city planning activities in the district

32. Minsk City District Administration of Zavodskij District – management of economic, social, educational, communal and city planning activities in the district

33. Coordination Council on ESD (Education for Sustainable Development) at the Ministry of Education, the Head of the Council – Deputy Minister of Education – coordination



activities and promoting ESD values on city and republican level

34. Minsk City Education Committee of Minsk City Executive Committee - implements the state policy in the field of education of Minsk. Controls and monitoring of compliance with legislation in the field of education and youth policy, coordinates the activities of other organs of state subordination.

35. Unitary Enterprise "Minskzelenstroi" - a customer for the repair, reconstruction and construction of new public facilities for green economy (parks, forest parks, squares,

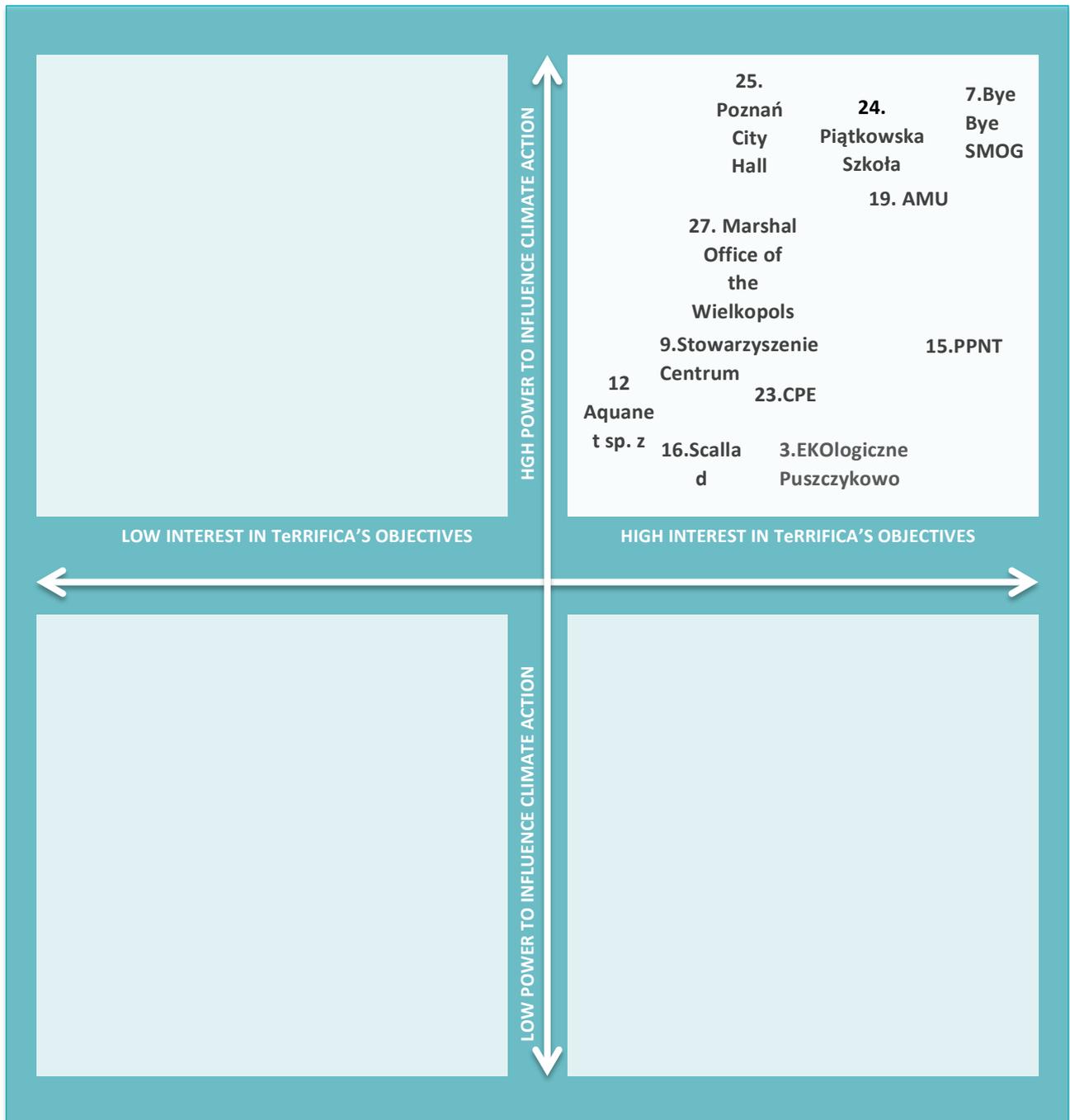
boulevards).

36. Unitary Enterprise "Ecores" - main goal is to solve environmental and sanitary problems. The main activities are the burial of solid municipal and industrial waste, the decontamination of medical waste, the storage of radioactive waste, the sorting of separately collected wastes in a mixed form, the procurement of secondary material resources, the introduction of technological processes for processing waste and the return of secondary material resources to economic circulation.



Poznań pilot region

The presented map in the case of Poznań Agglomeration is a result of an additional survey among stakeholders who took part in Poznań regional consultation workshop. They were asked to place their institutions in suitable place on the map regarding to their own opinion, but also to indicate more examples of stakeholders from the pilot regions which are relevant to climate change issues. On one hand, such approach had a lot in common with co-creation process and determined the specific distribution of stakeholders on the map, and on the other it led to a developed list of stakeholders that distinctly exceeds the number of institutions located in the map.



CSOs

1. Poznański Alarm Smogowy – a local branch of Polish Smog Alert (social movement that brings together activists fighting for the improvement of air quality in Poland) mainly composed of people associated with urban movements, city districts councils and the NGO sector. [\[LINK\]](#)

2. Poznańska Masa Krytyczna social movement focused on promotion of cycling issues in Poznań. Each month demonstration is organised together with common bicycle ride of participants. Moreover, there is official blog of the movement where i.e. reports on road accidents with cyclists are published. [\[LINK\]](#)

3. EKologiczne Puszczykowo - deals with the preservation, protection and revitalization of the natural and cultural environment. The purpose of the association's activities is to promote the idea of slow life, i.e. conscious life of the local community, respecting nature, culture and the well-being of people and animals. [\[LINK\]](#)

4. Rowerowy Poznań - an association whose aims are: (1) to shape the communication system in such a way as to minimize its harmful impact on the environment (air poisoning, noise, reduction of green areas), and at the same time to make it optimal due to comfort and speed of movement, (2) actions for the creation of infrastructure for cycling in the city and outside it (urban and tourist bicycle routes, parking lots for bicycles, etc.), (3) Spreading ecological knowledge and awareness in society, promoting a healthy and ecological lifestyle. [\[LINK\]](#)

5. My Poznaniacy – Prawo do Miasta - association whose aims are i.e. activities for the spatial order, revitalization of the city, sustainable transport, environmental protection, for a fair society and a sustainable local economy, and for supporting culture in the city space. [\[LINK\]](#)



6. Lepszy Świat – association which provides social assistance, supports education and offers volunteer support. It cooperates with grass root initiatives and involve local community to take actions. Its goal is to promote international and social solidarity, human rights and sustainable development. [\[LINK\]](#)

7. Koalicja Antysmogowa Bye Bye SMOG - an agreement of 16 non-governmental organizations and city districts councils, expressing disapproval of the passivity of the regional and local authorities in the field of counteracting air pollution. The coalition is fighting to take radical and real measures to reduce excessive air pollution in Poznań. [\[LINK\]](#)

8. Poznański Młodzieżowy Strajk Klimatyczny – part of international social movement of students (School strike for the climate) which aims to draw the attention of governments to a dangerously changing climate. Its participants oppose the passive attitude of authorities. [\[LINK\]](#)

9. Stowarzyszenie Centrum Promocji Ekorozwoju - association whose main goal is to develop and promote attitudes, initiatives and activities consistent with the idea of sustainable development. Thanks to the involvement of people from various universities, the Association consists of specialists in the fields of geography, biology, pedagogy, environmental engineering, and waste management. [\[LINK\]](#)

10. Koalicja Zazieleń Poznań – coalition which brings together organizations and individuals working to protect areas of natural value in Poznan. [\[LINK\]](#)

Businesses

11. ENEA SA - the third largest energy group in Poland, playing one of the key roles in the development of the country's economy. The basis of its operation is trade, production and distribution of electricity. The keynote guiding

principle of the ENEA Capital Group is care for providing clients with the highest quality services, providing employees with safe employment and decent work, building trust-based relationships with shareholders and development respecting the natural environment. [\[LINK\]](#)

12. Aquanet sp. z o.o. - the largest company in Wielkopolska region providing water supply and sewage services and one of the leading companies in this industry in Poland. [\[LINK\]](#)

13. Volkswagen Poznań - is a utility vehicle and components plant. It defines itself as a responsible employer and a good neighbour, which is aware of the impact it makes on environment and would like to balance that impact by searching common solutions. [\[LINK\]](#)

14. MAN Truck & Bus Polska – main part of its activity is sale of MAN and Neoplan trucks, buses and also it offers after-sales service. The MAN Accounting Center is located in Poznań, dealing with the financial and accounting processes of most MAN companies around the world. [\[LINK\]](#)

15. Poznański Park Naukowo Technologiczny - is the first technology park in Poland (1995). It is operated (as the key department) by Adam Mickiewicz University Foundation, a non-profit organization with the mission to stimulate collaboration between science and industry to activate the regional development via innovation, technology transfer and international cooperation. [\[LINK\]](#)

16. Scallad - modern, accredited research laboratory. It provides services from a wide range of analytical research for companies, state entities and private individuals. It is a family company focusing on both individual clients and large enterprises. [\[LINK\]](#)

17. Moonstera - creates acoustic products such as cabins, panels or mobile walls based on the *biophilic design* assumptions. Moonstera's products change offices and public spaces into more friendly and healthy places (inspiring and protecting against

polluted air, noise and loss of contact with nature). [\[LINK\]](#)

18. Solaris Bus & Coach S.A. is one of the leading European bus and trolleybus manufacturers. Benefiting from over 20 years of experience and having manufactured over 17,000 vehicles, Solaris affects the quality of city transport in hundreds of cities across Europe every day. [\[LINK\]](#)

Science & Education

19. Adam Mickiewicz University - is the major academic institution in Greater Poland (Wielkopolska region) and one of the top Polish universities. AMU carries out its fundamental and unchanging mission, which is to conduct research, educate students and new academic staff on the basis of research as well as to exercise its social responsibilities.

The University is inherently associated with science practiced under unhampered freedom and the search for truth. [\[LINK\]](#)

20. Poznan University of Life Sciences - takes a leading position in rankings of universities of life sciences and agricultural education in Poland. University is called a “green university” close to nature, ecology and environmental management. [\[LINK\]](#)

21. Poznan University of Technology - mission of the University is to educate students of all cycles of higher education and students of lifelong learning mode in close connection with scientific work as well as research and development projects carried out by the University in cooperation with prospective employers of PUT's graduates and in continuous contact with society. [\[LINK\]](#)

22. Poznan University of Economics and Business - one of the oldest, most prestigious schools of economics in Poland. The innovation of its research and educational methods has been confirmed by numerous rankings and accomplishments of students and employees. PUEB combines care for the



highest quality of education with the development of cooperation with other countries and broadly defined business practice. [\[LINK\]](#)

23. Centrum Praktyk Edukacyjnych (CPE) - CPE's mission is to promote the idea and good practices of cultural education, which we want to understand as supporting active, creative and critical forms of participation in culture. Today, however, they require complex cultural competences, which is why the CPE's task is to support their development. The basic principle is cooperation between representatives of various environments involved in educational and cultural activities. [\[LINK\]](#)

24. Piątkowska Szkoła Społeczna im. dr Wandy Błęńskiej (example of primary school) – its vision is to create a self-learning organization that will create a creative environment that assumes responsibility for its development. The school is a leader in applying innovative teaching models (conferences, study visits, publications). Students acquire language certificates and are open to discovering and learning about other cultures and contemporary problems. [\[LINK\]](#)

Policy-makers

25. Administration of the City of Poznań (Poznań City Hall) - Poznań's local government's legislative and decision-making body is the City Council, which sets local by-laws, passes budgets and inspects their execution, decides on local taxes and charges on the grounds of existing legislature and adopts resolutions on property rights. The City

Council and the Mayor are the elected bodies. Examples of main tasks: spatial order, land management and environmental protection; road traffic organization; water supply systems and water supply; wastewater collecting system; municipal wastewater discharge and treatment; keeping order and cleanliness, as well as sanitary facilities, landfills and municipal waste utilization; electricity and heat and gas supply; local public transport; green areas and tree-planting in communes [\[LINK\]](#)

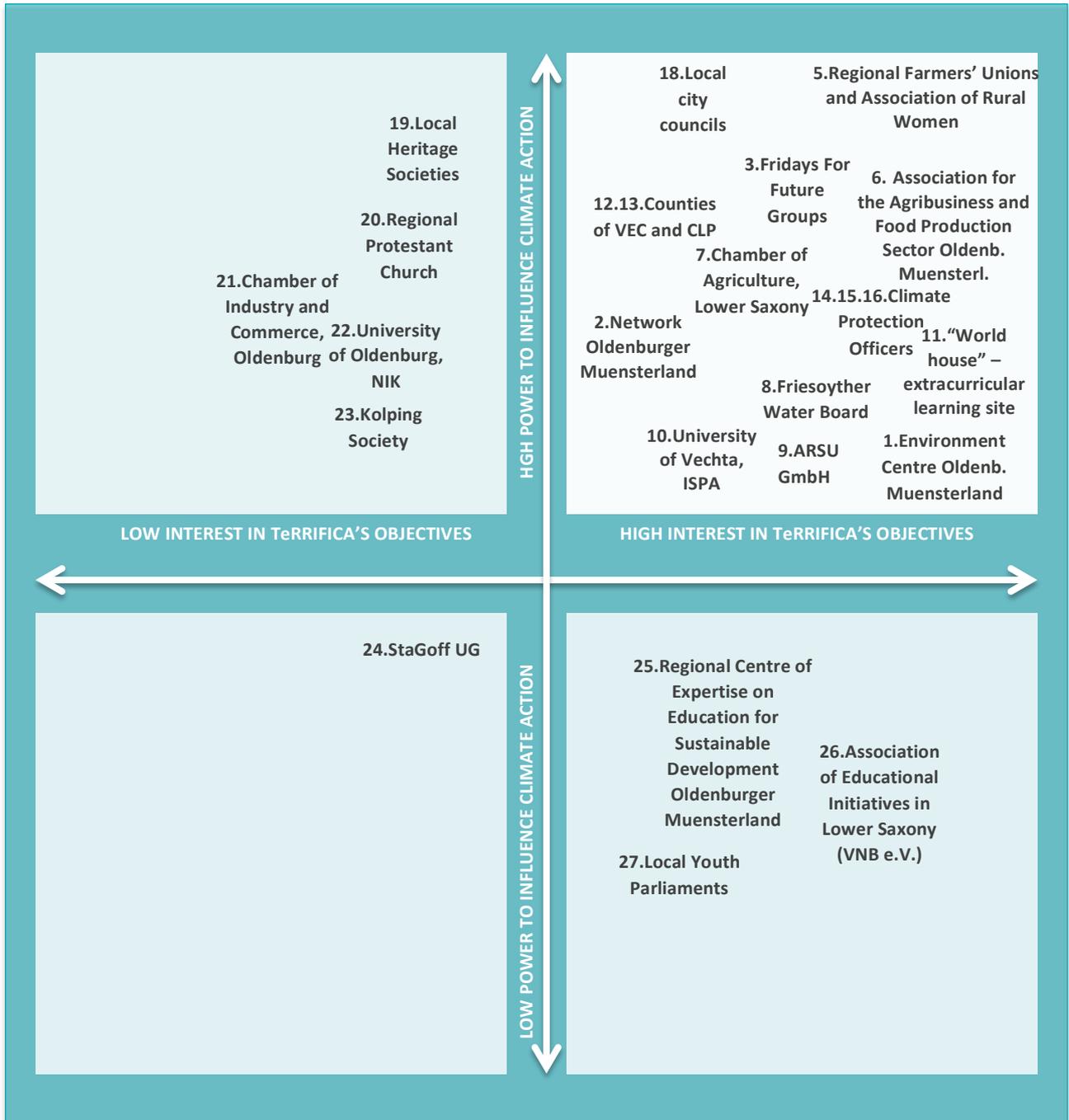
26. Stowarzyszenie Metropolia Poznań (Poznań Metropolis Association) - association of communes and counties (poviats) of the Poznań Agglomeration. Its purpose is to support the idea of local government and defend the common interests of the members of the association, and in particular to support the socio-economic development of the Agglomeration. [\[LINK\]](#)

27. Urząd Marszałkowski Województwa Wielkopolskiego (Marshal Office of the Wielkopolska Region in Poland) acts as the subsidiary body of the Board of Region and Marshal of the Wielkopolska Region. The Marshal Office consists in 20 Departments and 11 Offices, cooperating in performing their duties with the Regional Parliament and its Commissions, Board, regional self-governmental organizational units, governmental and self-governmental administration and socio-economic organizations. [\[LINK\]](#)

28. Zarząd Zieleni Miejskiej (Urban Green Management Board) its main area of activity is the administration of arranged park green areas in Poznań. [\[LINK\]](#)



Vechta pilot region



CSOs

1. Environment Centre Oldenburger Muensterland - As an extracurricular learning site, this institution offers a wide educational program according to the motto “discover – research – make” for school classes, families and other groups.

2. Network Oldenburger Muensterland (Verbund Oldenburger Münsterland e.V.) – The association was founded in 1995 to represent the interests of the two counties Cloppenburg and Vechta. It aims at using joint strengths in the contest of business and travel regions.

3. Fridays for Future local groups – In the last year, two local groups of the worldwide “Fridays for Future” movement were established in the Oldenburger Muensterland. Besides, there is also an active “Parents for Future Oldenburger Muensterland” movement.

4. Regional Farmers’ Unions (“Landvolk”) – The two counties Cloppenburg and Vechta have their own Regional Farmers’ Unions which function as representatives for the political interests of the agribusiness sector and the rural area.

5. Associations of Rural Women – There are several associations of Rural Women in this region which are organized in two county related associations. They function as local contact for all women living in the rural area concerning their questions, interests, ideas and suggestions. In addition, they position themselves in political debates about recent topics from the agriculture and the rural area.

19. Local Heritage Societies – In the pilot region, there are several local heritage societies that aim at preserving culture, history and traditions of the region.

20. Regional Protestant Church – They employ their own climate protection representatives and already have a wide range

of actions and projects in the field of climate protection.

23. Kolping Society – The Kolping Society is an international catholic social association and serves as a regional social network. They offer a program for all ages and including activities to a variety of subjects. One of their aims is to act together for a better world.

25. Regional Centre of Expertise on Education for Sustainable Development Oldenburger Muensterland – The competence center for sustainable education aims at networking professional suppliers of preventive and educational measures from schools and extracurricular institutions.

26. Association of Educational Initiatives in Lower Saxony (VNB e.V.) – The association develops educational programmes and qualification activities in order to reflect on recent political and societal processes.

27. Local Youth Parliaments – Several cities in the pilot region have local youth parliaments that represent the interests of the youth in the region. The elected representatives also work on environmental issues.

Businesses

6. Association for the Agribusiness and Food Production Sector Oldenburger Muensterland – The main task of this association is to promote the understanding of economic concerns from the Oldenburger Muensterland region inside and outside its own borders. It functions as a representative for the local agribusiness and food production sector.

7. Chamber of Agriculture, Lower Saxony – The self-governing organisation of the agricultural sector in Lower Saxony. They support their clients in quality management, sustainable value, work organization and education.

8. Local Association for Water and Soil (water board) [Friesoyther Wasseracht] – This local



water maintenance association is responsible for the water management in the respective area, including the protection of the water bodies as a living space for plants and animals.

9. Private research institute: Working Group for Environmental and Regional Planning and Research (ARSU GmbH) – With nearly thirty years of practical and scientific experience, their scope of work covers services and projects in e.g. environmental impact assessments, environmental monitoring and surveys, and climate protection and adaptation concepts.

21. Chamber of Industry and Commerce, Oldenburg – The chamber functions as a service provider and representative of the interests of about 75,000 companies in the “Oldenburger Land”.

24. StaGoff UG – Business that invented a process to produce energy out of carbon containing waste.

Science & Education

10. University of Vechta, Institute for Spatial Analysis and Planning in Areas of Intensive Agriculture (ISPA) – This institute focuses on investigating regions with intensive agriculture and on developing practice-oriented solutions for regional challenges.

11. “World House Barnstorf” – This extra-curricular learning site for sustainability, climate and nature protection projects is a place and an initiator for projects around the “One World”.

22. University of Oldenburg, NIK – The Network for Innovation and Entrepreneurship in Times of Climate Change was initiated through a local project on climate change adaptation within the administrative structures of the University of Oldenburg.

Policy-makers

12. County of Vechta – The county of Vechta combines the administration of all county related issues and the county council as the representative organ of all inhabitants of the respective county.

13. County of Cloppenburg – The county of Cloppenburg combines the administration of all county related issues and the county council as the representative organ of all inhabitants of the respective county.

14. Climate protection officer (City of Cloppenburg) – The city of Cloppenburg, one of the largest cities in the pilot region with 35,000 inhabitants, employs an own climate protection officer who is responsible for implementing the actions defined in the climate protection concept by the city council.

15. Climate protection officer (City of Damme) - The city of Damme, with 17,000 inhabitants, employs a climate protection officer who is responsible for implementing the actions defined in the climate protection concept by the city council.

16. Climate protection officer (City of Dinklage) – Since October 2019, also the city of Dinklage, with 13,000 inhabitants, employs a climate protection officer who is responsible for implementing the actions defined in the climate protection concept by the city council.

17. City of Lohne (administration, unit for planning and environment) - The City of Lohne is going to employ a person as climate protection officer beginning of 2020.

18. Member of the city council of Lohne - This person is very active in nature protection issues and is also a member of a local city council, thus having connections into the policy-making context.



2. Summary analysis – What are key stakeholders barriers, drivers and needs for engagement?

The stakeholder analysis of drivers, barriers and needs for engagement comes to supplement the already processed analysis of the pilot region co-creation contexts (D.3.3 *Report on Institutional Framework*), the analysis of co-creation challenges and recommendations (D4.1 *Guide on Co-Creation and Stakeholder Engagement*) and the best practices from case studies (D3.2 *Case Studies Report*), as part of TeRRIFICA's first phase "Getting data and knowledge". The findings

Spain – Barcelona metropolitan area

Through this analysis, we have learned that in the metropolitan area of Barcelona we have a mature network of public and private actors linked to the fight against climate change. A mature network but with some imbalances, it is necessary to reinforce the involvement of private actors and expand their social bases. It is an active but reduced network, still having difficulties reaching the public in a broad and widespread way.

Therefore, we need to take advantage of the existing potential and, simultaneously, strengthen some weaknesses. On the one hand, the existing potential derives both from the relationships between the actors as well as from a set of participatory experiences and meeting spaces. On the other hand, we must insist on the mobilization of the citizens, placing climate change as a priority in the political and media agendas, overcoming cultural resistance, and also having more robust and consolidated mechanisms of participation.

based on the stakeholder mapping analysis are in accordance with the observations made within the previous work.

2.1 Barriers for engagement

Time, workload and money

Stakeholders from the full quadruple helix systematically mentioned the barrier of having too much workload, not enough human resources (or money to finance human resources).

Status quo and habits

Another strong barrier is the status quo or cultural habits. For instance, the economical focus is a barrier for stakeholders to spend time and engage in the climate change issue. Heavy bureaucracy, not favourable political context, or simply strong resistance to change are also obstacles for stakeholders to engage in a project like TeRRIFICA.

Diverse interests

Some stakeholders also mentioned the issue of co-creating between dissimilar stakeholders with diverse interests and motivations.

2.2 Drivers for engagement

There are indeed a variety of interests and motivations to engage in TeRRIFICA. Therefore, there are many different drivers for engagement, depending particularly on the types of stakeholders – businesses, science and education, policy-makers, CSOs. As stated in the *Guide on Co-Creation and Stakeholder Involvement* (D4.1), it is important to be truly aware of stakeholders' own interests in order to foster co-creation.

Networking

Most of stakeholders from the quadruple helix believe that creating networks and new partnerships is an important reason to get involved in the project. More specifically, the driver is the participation of citizens and organisations that are not commonly involved in the existing networks. Therefore, reaching out a diversity of stakeholders seems essential. However, large networks do often exist, but co-creation and citizen participation may be fostered.

Societal pressure

Several types of stakeholders – especially policy-makers but not only – mention the importance of social movements and more globally, the pressure from society, as a key driver for engagement. The fact that climate change is a raising issue in the agenda is pushing stakeholders to get involved. That is also why many of them are interested in education and awareness raising on climate change.

Germany – South Oldenburg: Vechta and Cloppenburg Pilot region

In general, the awareness of climate change effects and the need to act now is constantly rising in the Oldenburger Muensterland. Thus, there is a great interest of stakeholders from all sectors of the quadruple helix in the TeRRIFICA project. Nevertheless, the stakeholders in this region are not used to co-creation processes, which often led to incomprehensiveness about the exact objectives of the project and their particular role within TeRRIFICA. Since a concrete roadmap did not already exist when we contacted the stakeholders, it was difficult for them to agree to engage in the project. Especially, we could not state a fixed number of working hours that have to be spent for the project. A lack in human resources (partially combined with a lack of financial resources) is a great barrier and some contacted stakeholders stated this as a reason for not engaging in the project.

In addition, there is a wide range of needs and benefits of the local stakeholders, so that it is a challenge to include and address all of these in the process of developing appropriate climate actions. Specific stakeholder groups especially focus on their perception of climate change effects, which impedes an open and constructive discussion about innovative strategies to tackle these effects.

In conclusion, there is a wide range of interested and motivated stakeholders in the pilot region who can evolve into “climate culture change agents” for the Oldenburger Muensterland during the TeRRIFICA project phase. For this, it will be fundamental to establish a trustful and open-minded working environment among the stakeholder group.



Belarus – Minsk pilot region

The stakeholder mapping started with the project start in Belarus in January 2019. The stakeholders were chosen according to the quadruple helix model from different state and civil society organizations – the most relevant for the project aims. 70% of the stakeholders were found through personal contacts of the project team and their partners, while 30% were revealed through desk research and social networking.

One of the most important findings of stakeholder mapping in Belarus is that contacts with people are more important than contacts with organizations. Sure, the first stage of mapping: stakeholders identification provided us with a list of relevant organizations, but the real collaboration could started only where we could find experts, employees, personally interested in the project and ready to be engaged and to engage their organization. In case the contact persons left or changed their job, mostly it was easier to acknowledge as a stakeholder the new organization, than to find new contacts in the previous stakeholder organization.

Another important finding is about information letters. To find understanding and common language for different stakeholder groups we have prepared project information with different accents: for some on educational component, for others – on intersectoral collaboration, for others – on climate actions and used different wording, definitions sets and length of letter: from ½ page to 3 pages.

In general, we were happy to identify a remarkable stakeholder list with various possibilities for replacement, discussed with many of their drivers, needs and barriers for cooperation and find the common framework for further activities.

Personal commitment

However, several pilot region co-creation teams observe that the engagement is mostly based on personal values and individual commitment towards sustainability, rather than official institutions' commitments. Therefore, it is more likely to engage with organisations if their staff is particularly sensitive to the issue of climate change.

Results

Some business stakeholders said to be driven by the innovation that could be created; whilst some CSOs mentioned the motivation to get involved in a project if they feel there will be positive impacts and effective results. Stakeholders mostly mention their need for results and benefits for themselves, their organization or for society as a whole. We may conclude that, to engage stakeholders, TeRRIFICA co-creation teams must convince them that the project is likely to deliver tangible and ambitious results that will have an impact on climate mitigation and/or adaptation.

Serbia – Belgrade pilot region

We have learned that most of the stakeholders believe that there are no barriers to engage in the TeRRIFICA project, and the only problems that have been stated are possibilities of a lack of resources, communication and interested parties. Most of the stakeholders are interested in engaging in the project. The largest number of stakeholders is from the policymaking group.

All of the stakeholders mentioned the same drivers and goals for this project, with slight alteration, depending on their field of work. All the stakeholder groups said that "common good" is one of the main drivers for climate action, but other motives were slightly different. Most notable were climate trends, sustainable development and CO₂ emission.



2.3 Needs for engagement:

Coordination and facilitation

Stakeholders are ready to voluntarily engage in a project but they require clear timelines, efficient coordination and good facilitation. The good coordination may include proposing fit-for-purpose participatory methodologies.

Poland – Poznań Ppilot region

The AMU team, as organizer, invited over 60 stakeholders from Poznań Metropolitan Area (PMA) for participation in the Consultation Workshop.

The noteworthy picture is the composition of organizations that have responded positively to the invitation and delegated their representatives to participate in the Consultation Workshop. Among the participants were officers from Poznań City Hall and from regional authorities. Leading representatives of association of municipalities from Poznań Metropolitan Area also attended the workshop however, no one of communes sent own representative. Likewise, the total absence of councils' members of districts in Poznań City was significant. This leads to the conclusion that the awareness of local authorities on the implementation of climate change mitigation and adaptation is far below the expectation.

In general, however, the composition of the Consultation Workshop participants can be considered as representative, since next to representatives of local and regional policymakers, representatives of CSOs, business, as well as science and education took part.

The workshop participants elaborated conclusions considering barriers, drivers and needs to the engagement of stakeholders in climate actions.

All the stakeholders groups pointed out the bureaucracy and different interests of stakeholders as barriers to their engagements. The common list of drivers for engagement consists of education coupled with social awareness, better coordination of activities combined with individual responsibility for actions as well as existing scientific knowledge and data about climate change adaptation and mitigation. All groups of stakeholders indicated following needs stimulating engagement: better communication using understandable language instead of a scientific one, passing competences from the national level on regional and local authorities, operational collaboration between business and science as well as comprehensive education for climate change adaptation and mitigation including children, youth, adults and decision-makers.

The lists of common points shows the far reaching consensus among the stakeholders groups regarding conditions for efficient actions considering climate change adaptation and mitigation. Simultaneously, several individual recommendations have been collected.

Financial support

Some stakeholders, such as farmers or associations' workers but not only, need some particular financial support in order to dedicate some time to the project. Several pilot region leaders already decided to compensate some stakeholders particularly involved in the co-creation team.

Education

In several pilot regions, stakeholders pointed out the need for climate change education and transfer of scientific knowledge for engaging stakeholders.



France – Brittany, Pays de la Loire, Normandy region

When looking at the stakeholder map, we can see that the stakeholders from the category with a high power to influence climate action in the field of agriculture and agroforestry in the French pilot region, and likely to be interested in achieving TeRRIFICA objectives, are mostly already collaborating strongly or to some extent – AFAC, MAAF, DRAAF, DREAL, Cooperatives of wood sellers, EURAF, farmers, ADEME, Pour une autre PAC and INRA.

As the French pilot region includes many local authorities, it is difficult to analyze the position of elected local councils; it is not a homogeneous group. However, regarding elected councils and in general policy-makers, the main driver for engagement is the political will and direction. Thus, the population opinion and mobilization seem to be a key driver for engagement. Yet, inter-personal relationships with specific civil servants are a good help to start collaboration, and many actors are already very committed to the issue.

Regarding farmers, there is a high diversity of farmers, with a majority being reluctant to agroforestry for technical, cultural, economical reasons, but also lack of time and money for engaging in co-creation activities. The key drivers for engagement are then the finance, but also the argumentation adapted to the local context.

Finally, CSOs that are in this “top-right” category are less co-creating, due to historical conflicts or different approaches. Particularly regarding the climate movement, one of the main drivers for engagement seems to be the ability to convince them of the efficiency of the sectorial approach on agroforestry.

Actions

As stakeholders are driven by results, stakeholders need actions to continue their engagement. For instance, there is a need for stakeholders to work on climate plans implementation.

2.4 Conclusions – after the knowledge phase, further co-creation facilitation

The Stakeholder Mapping Report, together with previous TeRRIFICA deliverables, conclude the first TeRRIFICA step – the Knowledge Phase. A Delphi study will wrap up this phase as it will serve as a validation of the generated and collected knowledge and provide the basis for our future work within the TeRRIFICA project. It will aim at evolving a common understanding of success factors and the conditions for successful co-creation and climate adaptation and/or mitigation (consensus building among the experts).

However, pilot regions are seen as “living labs” as they are living bodies in which co-creation tools and methods are experimented to foster co-creation. Through the feedback loop process, pilot regions co-creation teams will continue to reflect on co-creation in practice and develop knowledge on how to co-create innovative climate actions locally.



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RES Foundation: <https://www.resfoundation.org>

Research Institute in Sciences and Techniques of the City: <https://irstv.ec-nantes.fr>

RESOLIA: <https://resolia.chambres-agriculture.fr>

RESOLIS: <https://www.resolis.org/journal>

SeeRRI project: <https://seerri.eu/>

SANU: <http://www.gi.sanu.ac.rs/site/index.php/sr-rs/>

SEPA: <http://www.sepa.gov.rs/>

SFB: <http://www.sfb.bg.ac.rs/>

SOL, Alternatives Agroécologiques et Solidaires: <https://www.sol-asso.fr>

SOLAGRO: <https://solagro.org>

SPIS: <https://spis.ngo.pl/>

Terre et Humanisme: <https://terre-humanisme.org/>

Terre de Liens: <https://terredeliens.org/>

Tilda: <http://cmconferenceby.tilda.ws>

Union nationale de l'apiculture française (UNAF): <https://www.unaf-apiculture.info/>

United Explanations: <http://www.unitedexplanations.org/>

Universitat Autònoma de Barcelona - ICTA and CREAM: www.uab.cat ; <https://ictaweb.uab.cat/> ; <http://www.cream.cat/>



Universitat de Barcelona - GRC Meteorologia: <https://www.ub.edu/web/ub/ca/>;
https://www.ub.edu/web/ub/ca/recerca_innovacio/recerca_a_la_UB/grups/fitxa/M/METEOROL/index.html

Universitat de Girona: <https://www.udg.edu/ca/>

Universitat de Lleida: <http://www.udl.es/ca/>

Universitat Oberta de Catalunya - IN3: <https://www.uoc.edu/portal/en/index.html> ;
<https://www.uoc.edu/portal/en/in3/index.html>

Universitat Politècnica de Catalunya - Cost Adapt Project: <https://www.upc.edu/ca> ;
<https://mcostadapt.upc.edu/es>

Universitat Pompeu Fabra: <https://www.upf.edu/>

Universitat Rovira i Virgili: <http://www.urv.cat/en/>

UNDP: <https://www.rs.undp.org/content/serbia/en/home.html>

Urban-Prex Project: <http://www.urban-prex.org>

VIN: <https://www.vin.bg.ac.rs/>

WELFARM - Protection mondiale des animaux de ferme: <https://welfarm.fr>

WWF: www.wwf.org



4. Appendix 1 – Barriers, drivers and needs for engagement in pilot regions:

4.1 Belgrade pilot region

CSOs

Barriers to engagement

- Possibility of low visibility and low capacities of the project

Drivers to engagement

- Climate justice and introducing circular economy

Needs for engagement

- Experience and knowledge in the field and the will to empower civil sector representatives

Business

Barriers to engagement

- No barriers for engagement

Drivers to engagement

- Reduction of CO2 emission, illegal water use and general public health

Needs for engagement

- Experience and knowledge in the field

Science & Education

Barriers to engagement

- No barriers for engagement

Drivers to engagement

- Current climate trends and common good

Needs for engagement

- The knowledge and expertise is crucial

Policy-makers

Barriers to engagement

- Possible lack of resources, communication and interested parties

Drivers to engagement

- Sustainable development and common good

Needs for engagement

- Belief that including as many institutions as possible will bring success.



4.2 Brittany, Pays de la Loire, Normandy pilot region

CSOs

Barriers to engagement

- perception that agroforestry is non-essential in the climate issue
- perception that the issue is too sectorial regarding farming issues
- historical conflicts or divergences on approaches

Drivers to engagement

- values
- perception of the efficiency towards ecology transition
- gain of legitimacy

Needs for engagement

- time and money
- convergences of values and approaches

Business

Barriers to engagement

- economic viability
- technical and operational knowledge
- time and money

Drivers to engagement

- values and commitment
- arguments with figures
- inter-personal relationships

Needs for engagement

- payment (for farmers, need to be able to pay someone to replace them on the fields)

Science & Education

Barriers to engagement

- Time and money
- Difficult change of position/status

Drivers to engagement

- new, original and more related to the reality knowledge

Needs for engagement

- facilitation, trainings and contacts
- finance

Policy-makers

Barriers to engagement

- political context and directions
- lack of civil servants/budgets

Drivers to engagement

- citizen demand (farmers, inhabitants)
- media
- national programs and funds

Needs for engagement

None.



4.3 Metropolitan Area of Barcelona pilot region

NEEDS FOR ENGAGEMENT (CSOs, Science and Education, Business, Policy-makers):

- Based on interviews and surveys conducted, an adequate level of relationship has been detected between the different actors involved in climate change; 43.5 %% say that they have frequent and periodic meetings with other actors. The existence of a network of interactions with potential to become an ecosystem of collaborative work is thus revealed.
- However, in terms of needs, two types of problems are detected. On the one hand, an uneven level of involvement between the actors: more intense between public actors and less between the private ones. On the other hand, this dense network of relationships is excessively restricted and does not reach actors linked to areas as relevant as health or social exclusion or citizens in general. The former have not yet fully integrated into the network to combat climate change, while the citizens still have an excessively diffused relationship. The different stakeholders consider that, in short, participation and involvement is essential in the fight against climate change. Not only to provide commitment but also collective knowledge/intelligence. In this sense, they are in favour of complementing the classical technocratic rationality of the experts with the deliberative rationality that arises from the public debate.

BARRIERS FOR ENGAGEMENT (CSOs, Science and Education, Business, Policy-makers):

Despite the importance assigned to "public engagement", the actors also recognize the existence of important barriers and difficulties in achieving this. Specifically, they refer to three types of barriers / difficulties:

1. In the first place they refer to the existence

of cultural resistance linked to the prestige of knowledge experts and the advantages of specialization. In this sense, to assume the complexity, to understand that it is necessary to devote time to the interaction with the others or to recognize the virtues of the collaboration are factors still difficult to incorporate.

2. Secondly, the interviewees also mention that it is difficult to involve the general public, because, in relation to climate change, it still dominates an overly diffused perception between the community of citizens. It is not a matter of political agenda or a focus of the media, so that distance with the general public still makes it difficult to generate wider and more intense dynamics of participation.
3. Finally, a third barrier has to do with operational deficits when it comes to specifying spaces and participation processes aimed at the general public. Among the interviewed actors it is often the opinion that there are no effective mechanisms of public negotiation and citizen participation.

DRIVERS FOR ENGAGEMENT (CSOs, Science and Education, Business, Policy-makers):

In spite of the barriers and difficulties identified in the previous point, the position of the actors is moderately optimistic about a future where they intend a strategic turn, a greater presence in the political and media agenda and, ultimately, the bases for greater involvement of citizens.

More specifically, they refer to three "drivers for engagement":

1. In the beginning, as a starting point, there is a considerable number of experiences of citizen participation at local and supra-local levels. These projects have accompanied the elaboration of various climate plans and projects. We also have initiatives that, taking a step further, have incorporated



citizen's perspectives into account in the definition and in the implementation of the policy.

2. A second experience valued positively is the tables of dialogue and coordination, where both public and private actors participate. Spaces where you can coordinate actions and, above all, improve competition between each other.
3. Finally, it is also considered that the current proliferation of social movements linked to the fight against climate change can be a path towards the awareness and involvement of citizens.



4.4 Minsk Pilot region

CSOs

Barriers to engagement

- too much workload, lack of time (sometimes), mismatching in project aims

Drivers to engagement

- Intersectoral cooperation, joining efforts in communicating to city authorities and citizens about relevance of Climate Change Action;
- Interested to promote Crowdmapping tool in other cities of Belarus – members of Covenant of Mayors;
- Joint trainings, events;
- Promotion in media of common goals;
- Involvement of youth and students in climate actions

Needs for engagement

- to be involved as experts in specific areas: green mobility, cooperation with different stakeholders,
- to share information, volunteers, networking resources;
- to be involved as co-organizers of local events, Living Labs activities;
- analyse of Crowdmapping data;
- joint research of city dwellers needs and requests

Business

Barriers to engagement

- Time availability

Drivers to engagement

- Raising awareness among forestry workers, use of project and crowdmapping data to raise awareness by potential “green consumers” about Climate Change

Needs for engagement

- Kept informed about the project progress, participation in conference, round tables, workshops

Science & Education

Barriers to engagement

- Time availability, work overload

Drivers to engagement

- Joint development of the most effective practices for stakeholder engagement, expert support;
- Experience exchange in green city planning area

Needs for engagement

- Joint public events, sharing expert-pool for research and conferences participation; use TeRRIFICA’s experience to raise awareness by different groups around sustainability issues; contribution to development of climate change education courses for HE, schools and non-formal education

Policy-makers

Barriers to engagement

- Different priorities of the state and city policy regarding climate change, but at present, the state and city Minsk show care for climate change issues

Drivers to engagement

- Well-designed methodology to raise awareness about climate issues and engage citizens in climate change adaptation activities;

Needs for engagement

- Intersectoral collaboration;
- The need to abide by international commitments and obligations;



4.5 Poznań pilot region

CSOs

Barriers to engagement

- High level of bureaucracy
- Too scientific language and complicated data system
- Different motivations of different stakeholders
- Complexity of CCA&M problems
- Lack of awareness of officials and commitment of scientists
- Insufficient use of local resources (experts, NGOs)
- Unreliability of public consultations
- Lack of coherence between law and its enforcement
- Insufficient climate action funding
- CCA&M knowledge inconvenient for decision-makers, authorities (conflicts of interest)
- Low rank of environmental and climate problems among authorities- ignoring, conscious denying or due to lack of awareness
- Lack of proper education about CCA&M
- Insufficient knowledge transfer regarding the effects of climate change
- Low level of trust in science

Drivers to engagement

- Education of the society and awareness building
- Best practices that worked
- Carrot and stick: Financial support and inevitability of penalties
- The power of collaboration and the need for immediate change
- Improving the coordination of activities with the personal indication of those responsible
- Evaluation of the effectiveness and dissemination of actions taken
- There is a lot of scientific knowledge and data about CCA&M
- Mutual trust and honesty in relations



- between stakeholders
- Openness to discussions and the will to resolve conflicts
- Reliable, honest information about undertaken projects and activities: benefits, losses, threats
- Work in a large group: number of people involved reflects the weight of the problem, brings together people with various predispositions, knowledge, skills, personalities, which enables multidimensional activities
- Using the small steps method, solving problems in stages
- Building relations between stakeholders: frequent meetings, emphasizing interest in the problem, discussion, exchange of points of view, avoiding conflicts, partner treatment
- Establishing a mandatory pool of funds for environmental activities in the citizens' budget

Needs for engagement

- New way of communication – not only scientific language but understandable for citizens
- The same goals and coherent strategies
- Building a civil society capable of achieving goals without an impulse from the authorities
- New education programs
- Decentralization of competences at national level with their coordination at regional and local level
- Business integration with science
- Need for a language change - a simple language to transfer knowledge
- Need for a complex CCA&M education especially among decision-makers (authorities) but also among children, youth and adults
- Need for transferring practical knowledge about CCA&M
- Need to strengthen the engagement of scientist in the field of pro-ecological social activity

- Creation of a simple, online tool that will enable residents to provide information on endangered places and problems to the authorities
- Need to change the attitude of society: cutting out the feeling of lack of sense of agency
- In conflict situations, building a dialogue with the support of mediators

Business

Barriers to engagement

- High level of bureaucracy
- Too scientific language and complicated data system
- Different motivations of different stakeholders
- Improper relationships between business and administration: 1. two groups of interests not partners administration requires, enforces, controls, does not support
- Lack of consultation with the business regarding changes in laws and regulations that affect enterprise operations
- Complexity of CCA&M problems
- Insufficient use of local resources (experts, NGOs)
- Unreliability of public consultations
- Lack of coherence between law and its enforcement
- Insufficient climate action funding
- Lack of proper education about CCA&M
- Lack of being aware of social resources - the need for mapping social capital
- Insufficient knowledge transfer regarding the effects of climate change
- Low level of trust in science
- Lack of action patterns (good practice) from local authorities
- Insufficient promotion of good practice in CCA&M

Drivers to engagement

- Education of the society and awareness building
- Best practices that worked
- Carrot and stick: Financial support and inevitability of penalties
- Systemic approach, actions and clear agenda
- Improving the Coordination of activities with the personal indication of those responsible
- Evaluation of the effectiveness and dissemination of actions taken
- There is a lot of scientific knowledge and data about CCA&M
- There is a well-functioning education on CCA&M

Needs for engagement

- New way of communication – not only scientific language but understandable for citizens
- The same goals and coherent strategies
- Clear law and regulations, closing legal loopholes that allow malpractice and cause conflicts
- Specialized studies focused on ecological challenges
- Decentralization of competences at national level with their coordination at regional and local level
- Business integration with science
- Need for a language change - a simple language to transfer knowledge
- Transfer of scientific, practical knowledge, information on implemented projects and actions for CCA&M via widely available social media, not only through official information channels
- Need for a complex CCA&M education among children, youth, adults and decision-makers
- Need for educating whole families and households taking into account local conditions
- Need to strengthen the engagement of scientist in the field of pro-ecological social activity
- Need for marketing knowledge on how to



promote pro-ecological solutions

Science & Education

Barriers to engagement

- High level of bureaucracy
- Different motivations of different stakeholders
- Insufficient use of local resources (experts, NGOs)
- Unreliability of public consultations
- Lack of coherence between law and its enforcement
- Insufficient climate action funding
- CCA&M knowledge inconvenient for decision makers, authorities (conflicts of interest)
- Lack of fundamental knowledge about climate and climate change in society
- Lack of proper education about CCA&M

Drivers to engagement

- Education of the society and awareness building
- Youth and pupils as the ambassadors of the change
- Supporting pupils and youth initiatives
- Systemic approach, actions and clear agenda
- Improving the coordination of activities with the personal indication of those responsible
- Lobbying for the environment through science
- There is a lot of scientific knowledge and data about CCA&M

Needs for engagement

- New way of communication – not only scientific language but understandable for citizens
- New education programs
- Specialized studies focused on ecological challenges
- Decentralization of competences at national level with their coordination at regional and local level

- Business integration with science
- Need for a language change - a simple language to transfer knowledge
- Need for a complex CCA&M education among children, youth, adults and decision-makers
- Need for transferring practical knowledge about CCA&M
- Need for educating whole families and households taking into account local conditions
- The need to teach children and youth on good habits in the field of CCA&M

Policy-makers

Barriers to engagement

- High level of bureaucracy
- Too scientific language and complicated data system
- Different motivations of different stakeholders
- Complexity of CCA&M problems
- Unreliability of public consultations
- Lack of funds for expert opinions - the results of expertise show the weight of the problem, they are an objective, substantive argument in a discussion with the authorities
- Insufficient climate action funding
- Lack of fundamental knowledge about climate and climate change in society
- Lack of proper education about CCA&M
- Lack of being aware of social resources - the need for mapping social capital
- Insufficient knowledge transfer regarding the effects of climate change

Drivers to engagement

- Education of the society and awareness building
- Youth and pupils as the ambassadors of the change
- Best practices that worked



- Carrot and stick: Financial support and inevitability of penalties
- Systemic approach, actions and clear agenda
- Improving the coordination of activities with the personal indication of those responsible
- Reorientation of strategic goals strengthening climate action
- Lack of coherence between law and its enforcement
- There is a lot of scientific knowledge and data about CCA&M

Needs for engagement

- New way of communication – not only scientific language but understandable for citizens
- Opening the administration to social media to reach a general public with information about the CCA&M's projects and actions
- The same goals and coherent strategies
- Clear law and regulations
- New education programs
- Decentralization of competences at national level with their coordination at regional and local level
- Business integration with science
- Need for a language change - a simple language to transfer knowledge
- Need for a complex CCA&M education among children, youth, adults and decision-makers
- Need for transferring practical knowledge about CCA&M
- Need for educating whole families and households taking into account local conditions
- Need to strengthen the engagement of scientist in the field of pro-ecological social activity



4.6 South Oldenburg: Vechta and Cloppenburg Pilot region

CSOs

Barriers to engagement

- Human and financial resources
- Lack of knowledge
- No trust in collaborating with e.g. policy makers

Drivers to engagement

- Become part of a bigger network
- Coordination work is provided

Needs for engagement

- Clear personal benefit
- Personal concernment made visible

Business

Barriers to engagement

- Long-term process
- No financial resources provided
- Concrete (personal) benefit not seen
- Focus on economic growth

Drivers to engagement

- Innovation character
- Becoming part of bigger network
- Academia partnerships
- Already negative consequences due to extreme weather

Needs for engagement

- Clear personal concernment
- Clear timeline
- Fast results

Science & Education

Barriers to engagement

- Human resources
- Lack of scientific questions

Drivers to engagement

- Participatory approach
- Education: Hands-on/extraordinary forms of learning possible

Needs for engagement

- Education: Strategic integration into existing schedule (no extra work)

Policy-makers

Barriers to engagement

- Personal way of thinking
- Traditional habitats
- Fixed system (politics and administration)
- Focus on economics

Drivers to engagement

- Public awareness
- "Pressure" from the society
- Chance to become "fore-runners"

Needs for engagement

- Facilitation of a mind-opening process
- Clear benefits for society, city, ...

5. Appendix 2 – Guidelines for the Stakeholder Mapping Report and Consultation workshop

5.1 Stakeholder mapping methodology guidelines

What is stakeholder mapping?

There are a diversity of stakeholder mapping analysis types and methodologies, such as the stakeholder-influence mapping that focus on the influence of stakeholders over the decision-making³, or the stakeholder-issue mapping as “a method for understanding a ‘system’ by identifying the key stakeholders in the system, and assessing their interests in that system⁴.”

In this report, stakeholder mapping is understood *as a process identifying key stakeholders to engage with, across the full stakeholder spectrum, and determining the basis for engagement strategies, in the particular sector of climate action.*

What a stakeholder mapping for?

As a reminder, the stakeholder mapping report’s objective is to determine the Needs, Drivers and Barriers, and more specifically to reply to the following questions:

- What achievement do the stakeholders consider relevant regarding climate change mitigation or adaptation?
- At which step(s) of the governance, the project implementation, the design of the outcomes/outputs have the CSOs been involved (if they have)?
- What lessons have been learned by stakeholders and could help TeRRIFICA to achieve its objective?

In another words, the Stakeholder Mapping process is a starting point to engage with stakeholders and its key objective is to identify who are the key stakeholders to engage into TeRRIFICA, and how to foster their engagement.

Proposed Methodology to map stakeholders:

Typically, four steps may be carried out for realizing the Stakeholder Mapping⁵:

5. Identifying: listing relevant groups and organisations
6. Analysing: understanding their interests and views

³ Mayers J., Vermeulen S., *Stakeholder influence mapping tool*, International Institute for Environment and Development, March 2005, http://policy-powertools.org/Tools/Understanding/docs/stakeholder_influence_mapping_tool_english.pdf

⁴ Vanderlinden, J-P., Stojanovic, T., Schmuëli, D., Bremer, S., Kostrzewa, C. and McFadden, L. (with others) (2011) *The SPICOSA Stakeholder-Policy Mapping Users’ Manual*, Spicosa Project Report, Guyancourt: Paris, Université de Versailles-Saint-Quentin-en-Yvelines.

⁵ BSR, *Stakeholder Mapping*, November 2011 https://www.bsr.org/reports/BSR_Stakeholder_Engagement_Stakeholder_Mapping.final.pdf



7. Mapping: visualizing the relationships between stakeholders and the issue
8. Prioritizing: ranking stakeholder relevance

1. Identify: Desk research

Desk research and co-creation team brainstorming in order to list stakeholders related to climate adaption⁶ and mitigation within the pilot region, by sectors (i.e. water, forest, city adaptation etc.). Please list your references used for the desk research in the “Bibliography” section of the template.

The Climate Adaptation Flagship identified a (non-exhaustive) list of relevant stakeholders for climate adaptation:

- « Specific communities or regions which are vulnerable on the basis of their location or because of the principal industry that supports them.
- Federal, state and local governments and associated groups (e.g. local government associations, various government departments and advisory groups).
- Infrastructure management agencies (responsible for management of ports, air and land transport, water, energy, and property).
- Industry groups and particular industries, including parks management and natural resource management; construction; health; tourism; agribusiness, forestry and fisheries; insurance and finance; mining; and emergency management.
- Associations and non-government organisations, including those responsible for the built environment, the natural environment, and those involved with indigenous issues. »

We may add to this list other stakeholders relevant for climate adaptation and mitigation:

- Climate movements including engaged citizens, not necessarily formally organised into a NGO structure;
- Industries being the major sources of Greenhouses Gas Emissions (fossil fuel companies etc.);
-

This list may help to select stakeholders with a diversity of perspectives and backgrounds and invite them to participate in the interviews and the consultation workshops. The table below may help you in organising your research. It is only a suggestion and will not appear in the final report.

Sector	Sciences/Education	CSO	Business	Policymaking
<i>Example:</i>	<i>Example:</i>	<i>Example:</i>	<i>Example:</i>	<i>Example:</i>

⁶ Gardner, J, Dowd, A-M., Mason, C. and Ashworth, P. (2009). *A framework for stakeholder engagement on climate adaptation*. CSIRO Climate Adaptation Flagship Working paper No.3. <http://www.csiro.au/resources/CAF-working-papers.html>.



Waste	- Waste research institute	- Zero Waste France - Friends of the Earth...	- Waste Mangement company - Recycling company	- City Council
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2. Analysis: consultation workshop and interviews

Consultation workshops may follow different formats – focus group, participatory workshop, world cafés, etc. Consultation workshops will gather stakeholders to discuss outcomes of case studies on co-creation and stakeholder engagement, and to determine stakeholders needs, drivers and barriers.

Facilitators may interview selected stakeholder not present in the consultation workshop. Please list the interviews conducted in the Milestone section (see below).

Information may be gathered in this table to facilitate the analysis. This table is only a suggestion for the analysis standardisation, but will not appear in the final report.

Stakeholder	Interest in the topic	Power to influence the topic	Willingness to engage in the project	Necessity to involve in the project	Barrier to engage in the project

Mapping:

For visualising stakeholders and their relation towards the issue of climate change and towards TeRRIFICA, the most relevant actors may be located in the mapping graph (**TABLE B**). Stakeholders are located according to their level of interest in TeRRIFICA's objectives and their capacity level to influence climate action.

Prioritizing:

Most influencing and interested Stakeholders will be prioritized, cf. quarter High/Right and blue part of **TABLE B**. These key stakeholders for TeRRIFICA can be listed in the template's **TABLE A**.

Thanks to the analysis of barriers, drivers and needs for engagement of these priority stakeholders, the **TABLE C** can be also filled.



5.2 Consultation Workshop – Guidelines

Here are some guidelines that may help to organise a Consultation workshop in your pilot region:

The goals:

- Consultation workshops will gather stakeholders to discuss the outcomes of the first online conference on case studies -and the second if the workshop is held after - (i.e. discussing the good practices and lessons learned underlined by pilot regions' speakers). You may discuss all pilot regions case studies, or you're your pilot region's one, and other case studies as well. The aim is **to determine stakeholders' needs, drivers and barriers** to engage in TeRRIFICA and to co-create together.
- The workshop may have other specific goal(s) relevant for your activities in your pilot region, especially to discuss climate mitigation and/or adaptation and what are stakeholders' respective interest, views and analysis on the innovative actions to experiment in TeRRIFICA.

Who to invite?

- Your core creation team
- Key stakeholders identified through the desk research mapping process.

How to structure your workshop and ensure a co-creation process?

There is a range of guides from other European projects that may help to ensure a co-creation process during your consultation workshop. Please, see in the Nextcloud WP4 > Stakeholder Mapping Report & Consultation Workshop > References.

Please see for instance:

- <https://actioncatalogue.eu>
- The co-creation navigator by the Waag Society: <https://waag.org/en/project/co-creation-navigator>.

Please see also some abstracts from the BLOOM project **D3.3 Guidebook on engagement and co-creation methodologies:**

« B. W. Tuckman (1965) talks about a team development model, based on 5 different stages – the forming, storming, norming, performing and adjourning. Every team experiences this process and moderators are recommended to take this up. For instance, Baumann (2015) says, when in the beginning of a workshop people tend to behave very polite and superficial, they pursue the goal to find secure structures for interaction and to position themselves in the group. This is part of Tuckman's phase one 'the forming', and will crucially influence the further group processes throughout the workshop. In the forming phase, the workshop goals and methods applied get clear to everybody and the participant have room to introduce themselves, get to know each other and to express their expectations and insecurities but also to find common grounds among them. A good start in this team building phase is important to fast reach a good performing, where group tasks are collectively solved by bringing in all the different talents individual participants have.

In the core phase of the co-creation workshop, participants will gather ideas, rank them and co-design prototypes in form of mock-ups, visual strategies, tangible objects, sketches and drawings. Here they have already built up a team spirit and try to collectively solve a problem. [...] After an intense creative work process, the closing is important. By visualisation, participants see what they have reached in this workshop and they are



given the possibility to reflect and give feedback on what they have experienced. »

The deliverable provides with many methodologies that can be used in the different phases of the workshop, please see the deliverable in the Nextcloud for details:

- Opener
- Diving into the topic
- Ideation
- Designing concrete ideas
- Reflection and evaluation
- Closers and energizers

