Stakeholder Integration Guide

This workbook accompanies the **Excel Stakeholder Integration Guide worksheet**, a practical tool that helps to provide an overview of who your external stakeholders are.

By completing the guide, you will create a clear overview of all relevant stakeholders, categorised by their role and level of influence. This overview is linked to an action plan, making it easier to decide who, how, and when to involve each group during your project.

Green Team

Interreg
North Sea

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Green Team Interreg North Sea Co-funded by the European Union Adaptatie Atelier vereniging voor openbaar groen tu technische universität dortmund Hoogheemraadschap van Schieland en de Krimpenerwaard

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1. The Green Team project and it's tools

The Green Team project's aim is for local authorities in the EU North Sea region to start working integrated and holistically on climate adaptation, and to make this new workflow a structural part of their organisation. The project will achieve this by facilitating cross-departmental exchange and collaboration, creating a way to make multiyear plannings and public procurements more climate adaptive, and by fostering knowledge exchange and capacity building between local governments and stakeholders. This makes local governments more efficient in establishing their climate adaptation and co-benefitting goals, like increasing the liveability for citizens and boosting the environment.

Green Team tools
Within the Green Team project, different tools are created to achieve this. Ideally, they are all used in succession, but they can also be used individually. The first tool in the sequence is the **Green Team Funnel**, which allows colleagues from different policy departments to link policy goals through blue-green measures. The result of the Funnel is an internal core team for the public project in question, with a list of different targets per policy domain. Various science-based tools and sources are provided in the **Funnel Workbook**.

This tool, the **Stakeholder Integration Guide (SIG)**, is the next step. Here, one or few members of the core team will make an inventory of different stakeholders. Through guiding questions, the different stakeholders will be categorised, with a clear integration plan per category of stakeholders.

If you would like a more detailed description of how the Green Team method is implemented, please refer to a publication produced as part of the Green Team process: the Green Team Guidelines. After applying the Funnel and SIG, you will have a core team with clear goals, scientifically sound documentation for informed decisions, and a list of categorised external stakeholders. The Green Team Guidelines then provides you with a step-by-step roadmap for effectively and harmoniously implementing all of the above in an organisation such as a municipality or city administration.

In conclusion, if you happen to receive this document without any knowledge about the Green Team project, you are welcome to use the SIG in itself, as this will prove a useful exercise. But keep in mind this is part of a series of tools. If you want to know more about the Green Team-project you can find more about the project **here**.

2. Stakeholder Integration Guide: Find alliances and partners for Green Team Projects

This tool helps to identify and categorise stakeholders involved in development, renovation, or maintenance projects in public space, such as streets or squares. It supports small and medium-sized municipalities in mapping both internal and external partners and outlines how and when to involve them. While ideally used after completing the **Green Team Funnel** (see preface), the tool is also valuable as a stand-alone exercise.

The tool consists of a **Worksheet (Excel-file)** and this accompanying document, which provides step-by-step guidance. Members of the core project team - or the Green Team (see preface) - fill in the Excel file during the early stages or in a restart or reflection phase of a project, before engaging with external parties like designers, contractors, or residents. At this point, a rough project outline, the relevant climate adaptation challenges, and politically approved objectives should already be available. These can be defined by using the **Funnel Tool with accompanying workbook**.

By answering the questions in this Excel file, you'll create a clear overview of your external stakeholders, categorised by their influence and level of importance, and linked to an action plan. The framework supports you in thinking through the type of engagement each group might need.

Would you like to save the Excel results as a PDF? Follow these steps:
1. Hold down Ctrl (or Cmd on Mac) and click the sheet tabs you want to include in the PDF (e.g. Stakeholder Overview and Action Plan).
2. Go to File > Save As.
3. Select PDF (*.pdf) as the file type.
4. Click Save.
This will generate a single PDF document including all selected worksheets.

The purpose of the process is to answer two major aspects of the Green Team approach:
1. Who are the internal and external stakeholders?
2. How and when should they be involved?

For answering these questions, the Stakeholder Integration Guide in Excel follows four steps. Some tabs are locked and cannot be edited — this is to prevent accidental changes. You can only edit the unlocked tabs, which are the parts you are meant to fill in as part of the assignment. Once familiar with the tool, users may no longer need this guide. Until then, this document serves as a practical reference.

1.1 Orientation

Objective: Start by answering the three questions in the Orientation tab in Excel. This step helps you clearly define what kind of project you are working on, which policy domain or area it relates to, and who shares responsibility. By doing so, you place your project in context — making it easier to identify relevant stakeholders and think of climate adaptation as a shared task from the very beginning.

This first step creates a common starting point and ensures that the following steps in the stakeholder mapping process are tailored to the type of project you are working on and how it's organised.

Note: The project can be of various kinds, for example, the development or renovation of a public space, a guideline or even the establishment of a Green Team. This step serves as an initial orientation in the stakeholder integration process and should stimulate initial thoughts on climate adaptation as a joint task.

Excel tab 1: Orientation

Thematic Area

- What are the fields of action or policy areas that will play a role in the project? Examples: spatial planning, civil protection, infrastructure, soil, water, health, etc.

These can be the result of the Green Team Funnel

Climate Risks

- What are the different climate risks which should be taken into account? Examples: heat, urban flooding, river floods, drought, soil subsidence, etc.
- It is recommended to use national or regional climate risk reports or tools. Regional or large-scale climate factors can also have climatic effects on the area. Dare to zoom out from your project area.

Responsibilities

- For which aspects is the municipality responsible? What other actors have a responsibility (citizens, entrepreneurs/companies, district, federal state)?
- Sometimes it is not known at the start of the project; this assessment is not final and serves as an orientation.

1.2 Inventory

Objective: Fill in and complete the tab 2a Inventory in the accompanying Excel-document by answering six questions. This step helps you map and scope the internal and external people, teams, and organisations that are involved in — or may be affected by — your project. The result is stakeholder inventory, which forms the basis for selecting and categorising relevant stakeholders in the next step.

Note: It's not necessary to complete every box or question. Only fill in what feels relevant to your current project.

Excel tab 2a: Inventory

1. Internal stakeholders: Who in the Green Team could/should be involved?

   o   Step 1 Orientation can provide inspiration
   o   If you have used the Green Team Funnel, you can use these results
   o   Who are the responsible decision makers in the administration?

2. Peers: Are there any neighbouring municipalities with comparable goals/challenges?

   o   From which neighbouring municipalities can you learn?
   o   With which neighbouring municipalities can you work together on the challenges?
   o   Are there neighbouring municipalities who could benefit from your insights?

3. Authorities: Which institutions determine overarching policy goals?

   o   Government institutions on different levels
   o   European, federal, regional, etc.

4. Non-commercial services: Where can we find general guidance and subsidies?

   o   Government institutions
   o   Research institutions and Knowledge networks
   o   Public sector
   o   Sector organisations, trade associations, etc.

5. Commercial services: Where can we find technical guidance?

   o   Design (planners, architects, constructers, etc.)
   o   Maintenance (maintenance companies and utility companies)
   o   Users of public spaces (citizen organisations, public transport)

6. Users: Who are the direct and indirect users of our project?

   o   Citizens
   o   Commuters, local entrepreneurs, etc.
   o   Event promotors, local markets, etc.

Objective: The 2b Visual tab automatically generates a value network map based on your input in the Inventory tab. It shows the different types of stakeholders connected to the Green Team and the project, and gives an overview of what kind of knowledge, information, or value can be exchanged with each stakeholder.

Example: Green Team and Commercial services (like contractors, engineering bureaus, consultancies, etc.)

Within the context of the renovation of a residential street, the Green Team provides the designer with:

- Policy goals
- Budget
- The results of participation with civilians
- Technical information and maps regarding facilities
- Feedback on designs
- Etc.

Within the context of the renovation of a residential street, the designer provides the Green Team with:
- Designs
- Technical information
- Etc.

Illustration of the visual in Excel:
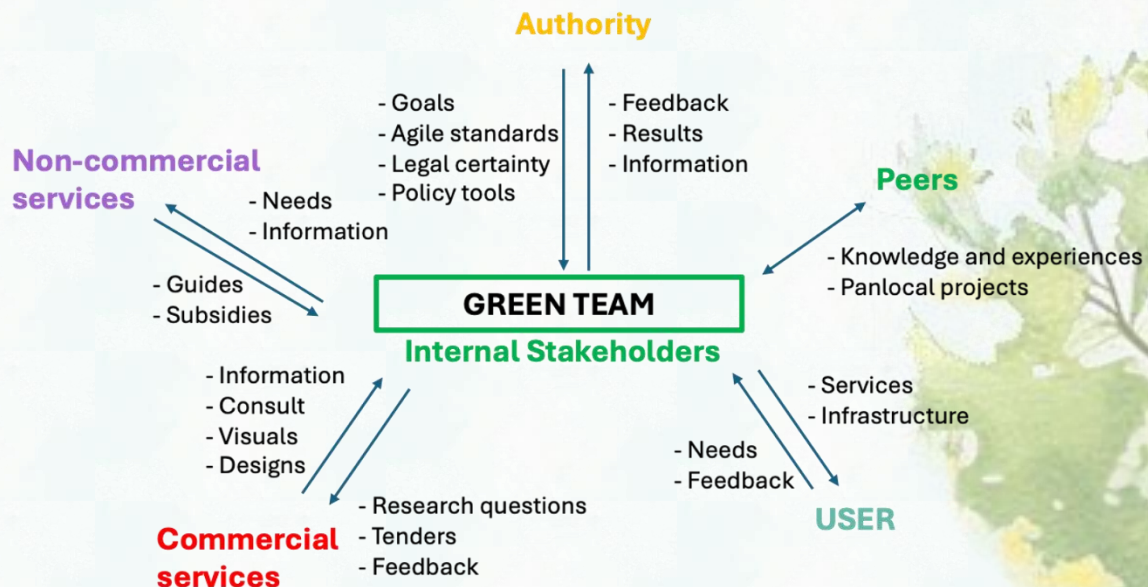
1.3 Categorisation

Objective: Complete the 3 Categorisation tab in the Excel file by assigning each stakeholder a score from 1 (low) to 10 (high) for both importance and influence. This will automatically place the stakeholders from tab 2a Inventory into a stakeholder mapping graph, dividing them into categories based on their position. The result helps you identify which stakeholders to involve closely, keep informed, or keep satisfied throughout your project.

Complete the tab 3 Categorisation in the Excel-file by giving each stakeholder a score of 1 to 10 on both importance and influence, where 1 indicates low and 10 indicates high. They will then appear on the graph called 'Stakeholder mapping.' This divides all the actors into different categories. Tab 3 Categorisation automatically displays the stakeholders listed in tab 2 Inventory.

🖥 Excel tab 3: Categorisation

- **Importance** describes to which degree the stakeholder is essential or valuable in achieving the targets.
  o   Are they impacted directly?
  o   Is their opinion of the results important in attaining the targets of the project?

- Influence describes the capacity of the stakeholder to affect decisions on design, priorities, targets, etc.
  o   Do they have decision-making power (like providing a permit, license or subsidies)? This can be active or passive
  o   Political decision-makers, associations with an agenda and topic setting, local NGOs
  o   Do they take part in the design and construction process?
  o   Is it important that they are convinced?

The graph divides your stakeholders into four categories:
  o   **Key stakeholders:** top right
  o   **Interested actors:** bottom right
  o   **Spectators:** bottom left
  o   **Influencers:** top left

Notes
- The scores are not set in stone and can vary between projects, the exercise should be done intuitively.
- It is advised to keep the scoring internal and not communicate this to the stakeholders.

1.4 Develop an action plan

Objective: Now you have an inventory of the different types of stakeholders and have assigned each of them to a certain category. Below you can find how you should approach each of the different categories and what their role in your project could/should be. The image below shows how stakeholders are grouped into four categories (Key Stakeholders, Influencers, Interested Actors, Spectators) based on the scores entered in tab 3 Categorisation, as displayed in the Excel file.

A. A **key stakeholder** will work closely with the of Green Team process/project.
    1. Select who will be an active member of the core team. Ideally, the core team consists of 4-7 members who cover the entire organization.
    2. Find a relevant and reachable contact for the selected key stakeholders.
    3. Keep them enthusiastic about and involved in the process so they are motivated for longer co-productive work.

B. **Influencers** have an impact on central steps of the Green Team process/project without being active in the concrete development of measures.
    1. Do not have to be involved in the development work, but should be informed about important steps.
    2. Keep them informed and positive about the progress.
    3. This group can be involved in key strategic decisions.

C. **Interested actors** are potential candidates for integration into the development of measures or to participate in the design process.
    1. This group is important for the implementation and acceptation of measures.
    2. Need to be informed so that they are up to date.
    3. They are then involved in the co-proactive work process for the development of measures.

D. **Spectators** are outside the process and are important as a background of public opinion for the Green Team process/project.
    1. This group is important for a positive background noise of opinions
    2. Depending on the status of work, members of this group can also be included in the workflow
    3. Select the right information channel for each group of spectators

Illustration of the table in Excel:

Key Stakeholders: Will work closeley with the Green Team in this project. Can be part of the core team for this project.	Authorities	Non-comemercial services	Commercial services	Users	Peers
1. Select who will be an active member of the core team.					
2. Find a relevant and reachable contact for the selected key stakeholders.					
3. Keep them enthousiastic about and involved in the process.					

2. What is next

Once you have gone through the four steps 'orientation, inventory, categorisation, action plan' up to this point, you have the option of specifically setting up a core team, a list of categorised stakeholder groups, the information flow and an action plan for activating internal and external stakeholders.

This result should enable you to take the next steps in redesigning or further developing climate adaptation processes within the organisation. The Green Team Method provides a structured framework for this by establishing Green Teams.

The result of the SIG now supports you to involve a wide range of stakeholders, build and strengthen networks and utilise existing skills and resources in a targeted manner by creating new structures and workflows. The central guiding principles of the method are the cooperation of a wide variety of people, groups and departments to jointly develop goals, strategies and measures for climate adaptation, as well as the empowerment of those involved to continue this process independently.

For future steps, the Green Team Guide then offers you a step-by-step roadmap for the effective and harmonious implementation of all these points in an organisation such as a municipality or city administration. This guide is aimed at initiators, organisers and facilitators of climate change adaptation processes and supports them in implementing integrated, unified climate action plans.

If you want to work with our other methods and tools, please visit our website. If you want to receive updates directly into your inbox, subscribe to our newsletter.

3. Colophon

This product was created for the Interreg North Sea project Green Team intergrating the activities 1.1 Mulitlevel Stakeholder Analysis and 3.1 Value Network Mapping. Its development was a collaboration between the Foundation Adaptatie Atelier, the Vereniging Voor Openbaar Groen (VVOG), TU Dortmund University/Social Research Center and Hoogheemraadschap van Schieland en de Krimpenerwaard. The guide provided is not exhaustive. If you have any suggestions for improvement or additions, contact us at greenteam@provincieantwerpen.be.

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