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Living Stakeholder Database

Methodology

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Contents

Executive Summary

Central to the INTERLACE project are the co-production of tools, governance instruments, and other project products as well as the exchange of knowledge to inform and support the restoration and rehabilitation of (peri-)urban ecosystems through nature-based solutions. In each partner city, the project products will be co-produced, tested and validated through the local City Network Accelerator (CNA) which is composed of local stakeholders. Furthermore, INTERLACE products will be tested and validated for wider applicability (beyond the participating cities) through the Impact Task Force (ITF) which is composed of project partners, local, regional and global stakeholders. Stakeholder analyses are conducted at each partner city to involve an inclusive range of local and relevant stakeholders in the local CNA and ITF. The stakeholder lists – including motivations on why they are considered a stakeholder – are stored in a living stakeholder database, which has the purpose to be updated over time as the project progresses and new insights arise.

This report presents the methodology of the stakeholder analysis with the aim to inform the EU Commission on the applied approach for the living stakeholder database. Furthermore, this report acts as a reference point for the knowledge brokers to repeat the methodology to update the stakeholder database.

1. Introduction

Central to the INTERLACE project are the co-production of tools, governance instruments, and other project products as well as the exchange of knowledge to inform and support the restoration and rehabilitation of (peri-)urban ecosystems through nature-based solutions (NBS). In each partner city, the project products will be co-produced, tested and validated through the local City Network Accelerator (CNA) which is composed of local stakeholders. City engagement and co-production activities will be overseen by the respective City Focal Points (CFP) under the guidance of the respective task leads. Each CFP consists of the respective city representatives and a local research partner (referred to hereafter as *knowledge broker*). Furthermore, INTERLACE products will be tested and validated for wider applicability (beyond the participating cities) through the Impact Task Force (ITF) which is composed of project partners, local, regional and global stakeholders.

INTERLACE has introduced an agile framework for product development, for this multi-stakeholder co-production approach (Del. 1.1 Guidance document about the INTERLACE agile workflow implementation). This aims to ensure the relevance, legitimacy and impact of all INTERLACE products for the targeted end users. To this end, small product development teams are created for each product as part of the co-production processes in the respective tasks.

A core part of INTERLACE is a genuine stakeholder engagement, which will optimize the collection and incorporation of available knowledge and experiences for the co-production of instruments and tools for restorative NBS. Stakeholder engagement can be defined as a broad, inclusive and continuous process and an open, constructive relationship between a project and those potentially affected by or interested in it for a purpose to achieve accepted outcomes (Durham et al. 2014; AccountAbility, 2015). Stakeholder engagement utilizes an inclusive, participatory approach to enable INTERLACE and wider actors to collaboratively address urban challenges and develop solutions.

INTERLACE aims to engage the stakeholders as early as possible in the project activities to optimize the collaboration on INTERLACE products and knowledge exchange. This gives the stakeholdersthe opportunity to provide their expertise and knowledge in the different phases of the INTERLACE project. It also contributes to creating a sense of ownership of the project activities and products.

The CFP of each INTERLACE city identified local challenges to which restorative NBS should respond to (Del. 1.3 Summary report on Joint City Forum). These include (but are not limited to) environmental and social challenges. To ensure just and multi-beneficial restorative NBS it is crucial to engage with an inclusive and diverse range of stakeholders to include different viewpoints, expertise and preferences. With these city challenges in mind, INTERLACE adapted the definition for local stakeholders from the Stakeholder Engagement Handbook (Durham et al. 2014) as follows:

“A stakeholder is any person or group who influences or is influenced by the city challenges”.

The **stakeholder analysis** is a crucial first step to ensure the engagement of an inclusive and diverse range of stakeholders. The aim of such analysis is to identify the local stakeholders of each INTERLACE city in relation to the city challenges. The method provides a structured approach to identify different types of stakeholders. Furthermore, it aims to provide a preliminary understanding of the interest of the identified stakeholders and the possible impact they could experience in relation to the city challenges and the restoration activities, as well as what the expected benefits are when engaging the stakeholders in the local INTERLACE activities.

The results of the stakeholder analysis are used to select and invite stakeholders to participate in the local CNA"s and other local INTERLACE activities. Furthermore, identified stakeholders will be invited to the ITF for the co-production of INTERLACE products.

The output of the stakeholder analysis will be collected into a **living stakeholder database** for each city. This allows for new stakeholders to be identified as the project progresses. The living stakeholder database can be updated as new insights are gained or developments occur. For example, stakeholders can be added, removed or the preliminary understanding of stakeholders can be updated after interacting with them. Thus, it is an **iterative process** in which the CFPs or other participants can continue to provide new input after the creation of the initial stakeholder list.

This report presents the methodology of the stakeholder analysis with the aim to inform the EU Commission on the applied approach for the living stakeholder database. Furthermore, this report acts as a reference point for the knowledge brokers (responsible for conducting the stakeholder analysis) to repeat (parts of) the process to update the stakeholder database. The methodology was initially shared with the knowledge brokers in December 2020. The knowledge brokers applied it for the first iteration in February and March of 2021.

This first application resulted in the first versions of each cities' stakeholder database. These databases are incorporated into the INTERLACE logbook. The INTERLACE logbook facilitates the collection and exchange of information that is relevant on project level. It contains key information on each city and helps to keep track of reporting needs.

The INTERLACE logbook ensures that the stakeholder databases are centrally stored and easily accessible for internal partners. It was not possible to include the databases in this report due to the size of the tables.

2. Methodology

Due to Covid-19 restrictions, data collection had to happen through online meetings in each city. Therefore, this methodology focuses on preparing and conducting **online workshops**.

The methodology was developed in October and November 2020. INTERLACE partners (knowledge brokers, Work Package-leads, YES, NINA, Ecologic) had the opportunity to review the methodology and provide feedback. In December 2020, the methodology was discussed and shared with the knowledge brokers and the first iteration was applied by them before March 2021 to allow that the results could be used for the selection and invitation of stakeholders for the CNA kick-off event held in March 2021.

To keep the stakeholder database up to date for following events, EV-INBO will encourage knowledge brokers to reassess and update the living database by sending them a reminder with instructions every 6 months during the course of the project.

This chapter presents the steps to conduct the stakeholder analysis (figure 1). Section 2.1 presents practical guidance to prepare the data collection. Section 2.2 explains the different steps of the data collection. Section 2.3 provides guidance on assembling and analysing the data. Section 2.4 focuses on the iterative process of the stakeholder analysis.

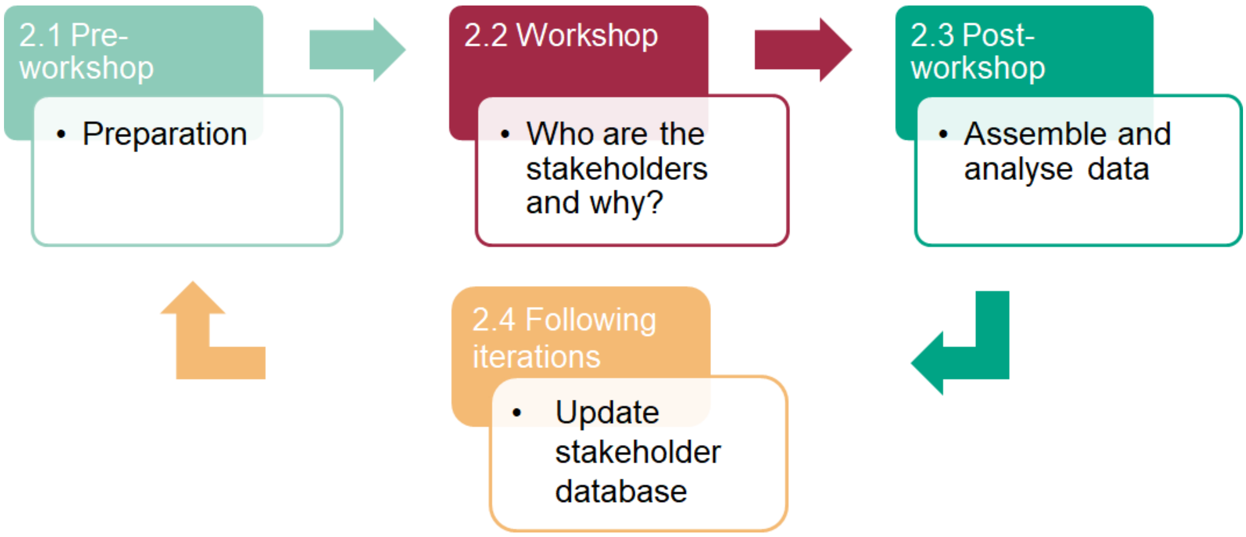

Figure 1. Workflow of the INTERLACE Stakeholder Analysis.

2.1 Pre-workshop: Preparation

Several practical aspects can be prepared before the workshop to ensure a fruitful and efficient event:

- Invite participants to the stakeholder analysis that have a so-called „helicopter view", meaning that they have knowledge about the city challenge(s) and, in relation to that, knowledge of stakeholders beyond their own domain/sector. Participants (with a „helicopter view") can be people from within as well as outside the municipality. Snowball sampling[1] can be applied to identify new participants for following iterations (see section 2.4).
    - The starting point for the first iteration was the CFP. The city representatives within the CFP were expected to have a good overview of the challenges in the city, who is involved and who can participate in following iterations to update the stakeholder database.
- All participants need to sign the information and consent form before they can participate. A Google form is available to share with the participants before the workshop. In case of a physical event, a Word version is available which can be printed and signed on the spot. These forms and further instructions are available on the INTERLACE shared drive.
- Plan the workshop well ahead of time, preferably with a Doodle when multiple participants attend.

[1] Snowball sampling is a method where initial participants are asked for recommendations about possible new participants based on their network and experience.

- The data is collected in a Google sheet. The Google sheet has been prepared by EV-INBO and one was shared with each city. When a new and clean version is required, a copy can be made from the original sheet. After the workshop, the data collected in the Google sheet will be transferred to the INTERLACE logbook.
- Data can be collected in the local language, to ensure that as many participants as possible can contribute during the workshop.
    - When necessary, data is translated to English afterwards. For example, the data of the first iteration was translated to English by EV-INBO in a separate document in order to use it for other project deliverables (for example Del. 1.5 Stakeholder Engagement Strategy and Del. 1.6 Protocol on cultural, gender and ethics-related considerations).
- Before conducting the stakeholder analysis, it is important to define the reasons why stakeholders are being identified, and in relation to what. In each city, this should be in relation to the identified city challenges (Del.1.3) and preferably (not necessarily) in relation to a delineated location or intervention site. The more focused, clearly defined and easily understood the city challenges and location(s) are, the more targeted stakeholders can be identified and engaged.
- It is recommended to have a prioritization of city challenges, so that the challenges which are more likely to be addressed during the INTERLACE project are handled first during the workshop.
    - A first validation and prioritization of city challenges was done at the CNA kick-off event. This means that the stakeholder analysis and the local CNA events are both dependable of each other, as the stakeholders can provide input on the city challenges and the city challenges determine which stakeholders are relevant. The living stakeholder database should be updated accordingly through follow-up iterations, reflecting the course of the cities' ambitions within INTERLACE.
- When you estimate one workshop will not be sufficient e.g. due to the amount of city challenges to be handled during the stakeholder analysis, a two-tiered approach can be applied (see section 2.1.1).
- It is recommended that each participant prepares an initial list of stakeholders. This list will be the starting point of the workshop. Therefore, the city challenges need to be communicated to the participants beforehand, so they can target the initial stakeholder identification.
    - For the first iteration, these questions were asked to the CFP members in break out groups during the City Forum in order to obtain an initial list of stakeholders. These questions can also be used for following iterations:
        - *Who are the key actors (internal and external to your municipality and city) that need to get on board so you can realize your aspirations and ambitions and/or address identified challenges?*

  - *Guiding question: Think about actors that experience an impact from the identified challenges and about actors that (could) have an impact on the challenges (both positive and negative).*

- EV-INBO and YES (specifically responsible for the CELAC workshops) are available for additional guidance and support before, during and after the workshops, and for guidance for follow-up iterations.

2.1.1 Two-tiered approach

The „two-tiered approach" can be applied to reduce workload within a tight timeframe. This can be applied when e.g. it is not possible to complete the stakeholder list within one meeting and a second meeting is needed, or when the first meeting is running out of time, to propose to complete certain missing elements in a second meeting.

- In the first tier (meeting), participants can agree which challenges are handled first (as they have a higher relevance/importance) and identify stakeholders to those challenges. In the first tier the full ranking of categories is applied.
- In the second tier (meeting), stakeholders to the remaining challenges will be identified. The scoring of categories will be limited to „benefit of engagement of the stakeholder" (only the qualitative answer). This will still provide some information/motivation to why it is important the stakeholder should be included and possibly invited to the CNA kick-off meeting (see figure 5 in Annex 3 as an example). The remaining categories can be completed after the first local CNA meeting when updating/revisiting the stakeholder list.

Due to the tight time schedule of the first iteration, some cities applied the two-tiered approach to not overburden the participants.

2.2 Workshop: Who are the stakeholders and why?

The knowledge brokers are responsible for organizing workshops with the participants. If data is collected from just one participant, these steps can also be done in the form of an interview.

During the workshop, the first step is to complete the preliminary list of stakeholders (section 2.2.1). In a second step, the participants jointly score these stakeholders based on predefined categories: interest, impact and benefits of engagement (section 2.2.2). The workshop concludes with a final check of the scoring and a discussion on potential conflicts and barriers as well as the next steps to be taken (section 2.2.3). Annex 1 provides a script for the workshop, including practical guidelines for each step in the workshop.

2.2.1 Develop a list of all potentially relevant stakeholders

As a first step, the participants identify all possible stakeholders who can influence or are influenced by the city challenges. The pre-workshop preparation by the participants is used as a starting point. Each participant shortly presents their preliminary list of stakeholders, which is added to the Google sheet.

To further complete the stakeholder list, the questions and stakeholder categories in annex 2 are used to identify overlooked stakeholders.

The identification of stakeholders can be done per city challenge to conduct it in an orderly manner.

At this stage, it is important to ensure that no stakeholder is forgotten in relation to the city challenges. **Civil society** is an important sector to consider if the community or users have a direct interest in the challenges or restoration activities. It is also important to consider the potential stakeholders in different **geographic or administrative areas** within one organization. Del. 1.6 (Inclusive participatory process for urban ecosystem restoration) provides further recommendations on including underrepresented groups within INTERLACE. When trying to identify these groups, the social challenges this process may represent (discrimination, perception of nature, existing inequalities, potential power relationships between participants, etc.) should be recognized by the knowledge broker and noted in case there is a conjecture that it may result into blind spots in the database. In follow-up iterations, participants should be contacted that can fill in these blind spots.

2.2.2 Score all potentially relevant stakeholders using predefined categories

When a list of stakeholders is created, each stakeholder is scored in the following predefined categories: interest, impact by and benefit of engagement.

Note: this can be scored as either a general interest in, impact by and benefits of engagement *for the project and restoration activities* (see figure 3 in Annex 3 as example), or as an interest in, impact by or benefits of engagement *per city challenge* (see figure 4 and 5 in Annex 3 as examples). The latter allows for more detailed motivation for the stakeholder selection for INTERLACE activities, but requires a greater time investment by the participants to discuss and score.

During the workshop, the facilitator asks the following questions for each identified stakeholder Each question is first answered in a qualitative way, before assigning a score.

- What interest does the stakeholder have in the city challenge(s)?
    - A qualitative answer motivating the interest of the stakeholder;
    - Score from 0 to 5: no interest, very low, low, medium, high, very high interest.
- What impact does the city challenge(s) have on the stakeholder?
    - A qualitative answer motivating the impact a stakeholder might experience;
    - Score from 0 to 5: no impact, very low, low, medium, high, very high impact.
- How beneficial would engagement of the stakeholder be to the CNA and other local INTERLACE activities?
    - A qualitative answer on what knowledge, expertise or resource the stakeholder could bring to the process
    - Score from 0 to 5: no benefit, very low, low, medium, high, very high benefit.

Participants discuss the qualitative answer and score for each stakeholder and come to a conclusion (rather an accommodation - they can live with the conclusion - than a consensus where everyone agrees). The knowledge brokers who know the city challenges, context and possible stakeholders may give their input during this process. Both the motivation and the score are captured in the Google sheet.

2.2.3 Discuss the completed stakeholder list

A final check is done by discussing the completed stakeholder list. The participants of the workshop discuss whether the scoring makes sense when looking over the whole list as well as the scores in relation to each other, especially in the case of very low or very high scores. E.g. by reviewing the stakeholders who scored "very high interest"; does this score still hold up when comparing these stakeholders with each other or should some nuances be made?

Finally, the workshop is concluded with three discussion points:

- Are there any **conflicts,** or potential of conflicts, amongst the stakeholders or between the stakeholders and the city challenge(s) (e.g. conflicting interests, motives, views)?
- Are there any **barriers** to participation and/or engagement (e.g. ability and interest to participate or technical, physical, linguistic, geographical, political, lack of time, information access, knowledge barriers)?
- Are **next steps** necessary to undertake (by the knowledge broker or participants) to complete the stakeholder database?

If the first two questions reveal specific information related to a stakeholder about conflicts or barriers, this should be added to the Google Sheet. More general barriers or (potential) conflicts, or concerns should be noted down separately and shared with the EV-INBO team. The EV-INBO team will use this input for the Stakeholder Engagement Strategy (Del. 1.5).

The third question is meant to make arrangements for follow-up steps. E.g. an extra meeting is necessary with the participants to complete the exercise, or based on the discussions some blind spots in the stakeholder list have been discovered and new participants need to be identified to get additional information. A snowball approach can be applied to identify new participants who might be able to share new insights (see section 2.4). New insights and information can be added to the stakeholder database during following iterations as it is a living database.

In every case, arrangements need to be made to collect contact information of the stakeholders. This is done after the workshop (see section 2.3.1)

2.3 Post-workshop: Assembling and analysing the data

The data has been collected but still needs to be completed with contact information (section 2.3.1) in which data protection concerns should be considered (section 2.3.2). Furthermore, the information needs to be transferred to the INTERLACE logbook which is where the living database is stored (section 2.3.3). Finally, the stakeholders can be categorized based on the scoring. The categorization motivates the selection of stakeholders for local INTERLACE activities (section 2.3.4).

2.3.1 Collect contact information

After the workshop, the knowledge broker will share the completed Google sheet and ask the participants to complete the column with the **contact information** of the stakeholders they know. Missing contact information of stakeholders should be added by the knowledge brokers. This can be done by an internet search or by asking people who might have this information (while also explaining the purpose of collecting this information).

2.3.2. Protect contact information

As contact information is gathered and stored, it is important to follow the GDPR regarding data protection:

- If the contact information of the stakeholder is publicly available, the data can be stored in the stakeholder database. Most institutional e-mail addresses fall under this.
- When the stakeholder joins a local CNA, they have to sign the information and consent form, which allows the project to collect and process the data. The consent form also provides the option for the stakeholder to remove his contact information from the database.
- In case the contact information of the stakeholder is not publicly available, this information cannot be stored in the database. First, permission must be granted through the information and consent form, even if the stakeholder has not joined a local CNA yet.

A column is added next to the contact information in the stakeholder database with the question: “Personal data publicly available or consent form signed?”. The option „yes‟ should be selected if this is indeed the case. If the option „no‟ is selected, then the cell with the contact information should be empty.

2.3.3 Assemble the information into the stakeholder database

Each city has their own sheet in the INTERLACE logbook, in which basic information can be found, such as the contact information of city representatives and knowledge brokers, the city challenges, the organized events, etc. The stakeholder database is also part of the logbook. After all the data (including contact information) has been collected in the Google sheet of the workshop, the data can be copied into the INTERLACE logbook, maintaining the same structure. Annex 3 presents some images of the current stakeholder databases in the INTERLACE logbook which can be used as examples for following iterations.

2.3.4 Categorize the stakeholder database for stakeholder selection

To motivate the selection of stakeholders for upcoming local INTERLACE activities, the identified stakeholders can be categorized according to their interest, impact and benefits of engagement. The categorization is especially relevant when many stakeholders have been identified but the events are limited in space. This categorization is more detailed when the stakeholders have been scored per city challenge. When an event is organized around one or a few specific challenges, the stakeholders related to these challenges are more easily identified.

Figure 2 shows the results of such a categorization exercise for the city of Granollers. In Granollers, stakeholders were categorized per city challenge. The figure presents the categorization for the city challenge „water management (reuse and drought)‟. The stakeholders are mapped out on two axis according to the scores they received, namely interest (x-axis) and impact (y-axis). Also the score on benefit of engagement is included by presenting that score next to the name of the stakeholder. The shades of green, yellow and red indicate the relevance of inviting the stakeholder to a local INTERLACE event that discusses one specific challenge, from very relevant to not relevant.

In the example of Granollers, dark green indicates that the stakeholder scored high to very high on all categories (interest, impact and benefit for engagement) and are the most important stakeholders to include in relation to one specific city challenge. Lighter shades of green indicate that the stakeholder scored high to very high on one or two categories, but scored lower on the other(s). These stakeholders are still important to include. Yellow indicates that these stakeholders have an average combined score, and could still be considered to be invited to local INTERLACE activities regarding that city challenge. Red indicates that the stakeholder scored low to very low on most categories, and therefore do not have to be invited to local INTERLACE activities regarding that specific city challenge.

For new iterations of the stakeholder analysis, EV-INBO can support the stakeholder categorization upon request.

Based on the stakeholder categorization and in dialogue with T2.2 (task responsible for the local CNA), the CFP can select and invite stakeholders for the local CNA and other local INTERLACE activities. Each CNA will have its own focus and topics to be discussed, and stakeholders can be invited in function of the agenda of a particular meeting. For each CNA, it is important to select a balanced group of stakeholders in terms of knowledge, expertise and viewpoints (impacts and interests), including underrepresented groups such as women, people with a lower SES, migrants, youth, disabled people etc. Del. 1.6 provides further recommendations about including such groups within INTERLACE.

2.4 Following iterations of the stakeholder analysis

The identification of stakeholders is a fluid and iterative process, which entails that stakeholders can be added, removed or changed throughout the project as the list of stakeholders is a „living database" that continuously changes over time.

The collection of new data is a fluid and iterative process as well. Data can be updated when new insights appear, e.g. after a local CNA meeting. Missed stakeholders can be identified during a discussion about a local challenge at a local CNA. This can be added immediately to the stakeholder database. However, the same information has to be collected for all identified stakeholders: ask the participant who mentioned these newly identified stakeholders questions (section 2.2.2) to gain insight on the categories „interest", „impact" and „benefits of engagement".

It is also possible to update the scores of the categories, however this should be properly motivated and reflected in the new scores.

When there are signals (e.g. during the final discussion of the first workshop) that the stakeholder database is incomplete or there are some blind spots (certain stakeholder groups or sectors are missing), then follow-up interviews or workshops are recommended. The steps of section 2.1, 2.2 and 2.3 can be repeated, however the current database can act as a starting point. This avoids repetition and allows the interviews or workshops to focus on unidentified stakeholders or missing scores. Give the participants time to see the stakeholder list before the start of the interview or workshop. This should be a copy of the database where the contact information is left out. It is also not allowed to give external participants access to the database.

The stakeholder list can be revisited by CFP members or by new participants, depending on the information needs. To select new participants for a workshop, **snowball sampling** can be applied. It is a method commonly used where initial participants are asked for recommendations for possible new participants based on their network and experience. Snowball sampling methods are heavily influenced by the social networks of the initially contacted people. The city focal points (participants of the first iteration) are a good starting point to identify new participants who can potentially add to the stakeholder list.

A strength of this snowball approach is the integration of the knowledge brokers into „trust networks". A limitation can be that certain people who may be important to a city challenge may not be referenced as stakeholder, e.g. because of prejudices that exist within a particular community or group. Snowball sampling thus requires an awareness of its limitations, and can be complemented with other approaches as required for the city challenges.

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Annex 1. Online workshop script

Purpose: Development of an inclusive and relevant stakeholder list with scores on predefined categories: interest in the city challenge(s), impacted by the city challenge(s) and benefit of engagement in the INTERLACE project.

Estimated duration of the workshop: ca. 2 hours

Preparation:

1. Decide (with the CFP) in relation to which city challenge(s) the stakeholders will be identified to. This can be based on an already made prioritization or on missing information from previous workshops.
2. The knowledge brokers send an invitation to the participants and inform them about the purpose and context of the workshop. The participants are asked to prepare the workshop by making an initial list of stakeholders (see section 2.1).
3. An information and consent form should be presented to the participants who are involved for the first time in the INTERLACE project. The consent form should be signed before starting the data collection workshop. The information and consent form can be found on the shared Google drive.
4. Each city received a link to a Google Sheet in which the data of the stakeholder analysis can be collected. If a new empty sheet is needed, please email Michael.leone@inbo.be.
5. One facilitator guides the participants through the exercise; one note-taker completes the Google sheet with the gathered data.
6. EV-INBO for the EU workshops and YES for the CELAC workshops are available for any questions or support during the workshops.

<table>
<tr><th>ESTIMATED DURATION</th><th>WORKSHOP ELEMENTS</th></tr>
<tr><td>15‟</td><td>Introduction
The facilitators introduce the stakeholder analysis (methodology and role in the project)
The participants introduce themselves (when necessary).
The participants receive the possibility to ask questions about the purpose, structure and approach of the stakeholder analysis.
When a two-tiered approach is applied, decide with the participants which city challenges to handle in the first tier, and which city challenges can be handled in the second tier (see section 2.1.1).</td></tr>
<tr><td>10‟</td><td>Input from pre-workshop tasks
The participants present their preliminary stakeholder lists (see section 2.1). These stakeholders are added to the Google Sheet.</td></tr>
<tr><td>30‟</td><td>Completing the stakeholder list
Stakeholders will be added to the preliminary list based on the guiding questions (see annex 2) to ensure a diverse group of stakeholders are identified, including vulnerable groups (see section 2.2.1). It is possible (and preferable!) that interesting discussions arise during the completion of the stakeholder list. This information may be relevant for the following steps of the workshop. However, keep an eye on the time. The note-taker writes the relevant discussion points in a separate document.</td></tr>
<tr><td>45‟</td><td>Score the stakeholders
The participants discuss for each stakeholder consecutively the predefined categories (see section 2.2.2):
interest
impact
benefits of engagement.
Before giving a score, the participants discuss the motivations (the „why‟ or explanation behind the score) by answering the following questions:
What is the interest of the stakeholder in the city challenge(s)?
Open answer followed by a score from 0 to 5 (no interest to very high interest).
What impact does the city challenge(s) have on the stakeholder?
Open answer followed by a score from 0 to 5 (no impact to very high impact).
What benefit will the engagement of the stakeholder have in the project?
Open answer on what expertise, knowledge or resources the stakeholder can bring into the project, followed by a score from 0 to 5 (no benefits to very high benefits of engagement).
The participants reach a conclusion over the given scores.</td></tr>
</table>

30"	**Final check** The facilitator discusses the stakeholder list and whether the scoring makes sense when overlooking the whole list and comparing the scores in relation to each other (see section 2.2.3). Afterwards, the following 3 questions are discussed: 1. Is there the potential for any **conflicts** arising amongst stakeholders or between stakeholders and the city challenge(s) (e.g. conflicting interests, motives, views)? 2. Are there any **barriers** to participation and/or engagement (e.g. ability and interest to participate, barriers such as technical, physical, linguistic, geographical, political, lack of time, information access, knowledge)? - *This will be addressed in our „stakeholder engagement strategy report" in collaboration with Task 2.2.* 3. What **next steps** are necessary to be undertaken by the city focal points to successfully finish the stakeholder analysis?
5"	**Wrap up** The facilitator wraps up the workshop. The participants are thanked for their collaboration and informed about the next steps of the stakeholder analysis.
After the workshop	**Actions** Participants are asked to add contact information of stakeholders to which they have access to in the Google sheet (see section 2.3). It is recommended to ask this after the workshop, as some participants might need to search for this information. Knowledge brokers can complete missing contact information by conducting an (online) search. The knowledge brokers process the data collected during the workshop and update the INTERLACE logbook.

Annex 2. Guiding questions for identifying stakeholders

We propose the following guiding questions to ensure all relevant stakeholders are included:

- Who is responsible for making decisions that (might) affect the city challenge(s)?
- Which stakeholders are likely to be affected by the city challenge(s), or by the restoration activities that aim to improve the city challenge(s)?
- Which stakeholders, although not directly affected, may be interested in the city challenge(s), research output or INTERLACE products (project deliverables)?
- Which vulnerable individuals or groups are important to be included?
- Which stakeholders have been involved in similar projects on previous occasions?
- Which stakeholders may be able to provide relevant information, equipment or resources in relation to the city challenge(s), the restoration activities or INTERLACE products (project deliverables)?
- Which stakeholders are likely to have a negative or critical view of the city challenge(s) or restoration activities?
- Which stakeholders are likely to be the most influential towards the city challenge(s) or restoration activities?

Besides the guiding questions, the knowledge broker can also check if all of the following stakeholder groups have been identified (when considered relevant):

- Decision makers
- Policy makers and government institutions
    - National government and entities
    - Regional government and entities
    - Local / municipal authorities and entities
- Experts and advisors
- Scientific community
- Traditional ecological knowledge holders / indigenous knowledge holders (according to context, particularly important for Latin America)
- Education and cultural institutes
- NBS practitioners and Nature-Based Enterprises (NBE‟s)
- Landowners and land managers

- Private sector
- Finance sector and funders
- NGO‟s and civil society organizations (including grassroots groups and environmental movements)
- Civil society and community groups
- Children and youth
- Press and media
- Vulnerable individuals and groups/underrepresented groups (e.g. socio-economic status, ethnicity, sex, age, disability):
    - Individuals with a low socio-economic status, living in informal settlements, individuals working in the informal sector (especially if this work is in any way connected to specific urban challenge(s);
    - Ethnic minorities and migrants;
    - Women, with special attention to women with a low SES, single mothers, migrant women or isolated women;
    - Elders, with special attention to socially isolated individuals and elders in retirement homes;
    - Individuals and groups with disabilities;
    - Vulnerable groups due to the Covid-pandemic (e.g. unemployed people, shifts in socio-economic status or unstable economic situations, formerly active stakeholders that no longer have the possibility).

INTERLACE
RESTORING URBAN ECOSYSTEMS
RECUPERANDO ECOSISTEMAS URBANOS

INTERLACE is a four year project that will empower and equip European and Latin American cities to restore urban ecosystems, resulting in more liveable, resilient and inclusive cities that benefit people and nature.

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INTERLACE es un proyecto de cuatro años que busca empoderar y soportar ciudades de Europa y América Latina en la restauración de ecosistemas urbanos, resultando en ciudades más vivibles, inclusivas y resilientes para el beneficio de la gente y la naturaleza.

Project Partners

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