

PATHWAYS2RESILIENCE

# D8.10 – Stakeholder Engagement Strategy

## WP8 – Task 8.3

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## Summary

The report sets out a stakeholder engagement strategy for the Pathways2Resilience project. The strategy aims to coordinate stakeholder engagement and outreach activities across Work Packages and between partners.

## Keywords

Pathways2Resilience, stakeholder engagement, coordination, engagement calendar.

## Abbreviations and acronyms

Acronym	Description
EMACC	European Mission on Adaptation to Climate Change
GDPR	General Data Protection Regulation
NCP	National Contact Points
P2R	Pathways2Resilience
PFEG	Practitioner Finance Expert Group
SAG	Scientific Advisory Group
WP	Work Package

# 1 Introduction

## 1.1 Purpose

Pathways2Resilience (P2R) seeks to increase the resilience of at least 100 European regions and communities and trigger a wave of political commitment and of adaptation innovations that can deliver on climate adaptation related challenges.

To deliver on the project's objectives, engagement with a range of stakeholders will be key to mobilise interest and scale up ambition in strengthening climate resilience across regions, communities and their ecosystems.

This document identifies key stakeholders of relevance to the project and outlines an approach on how P2R partners will interact with stakeholders. Therefore, the stakeholder engagement strategy intends to be a guiding document for P2R partners to ensure coordinated outreach across the project which will maximise visibility and impact.

## 1.2 Scope

The stakeholder engagement strategy builds on P2R's Communication and Dissemination Strategy (deliverable 8.1) which outlines key target groups for communications and dissemination activities. This deliverable and P2R's Policy communications pack (deliverable 8.3) also provide key messages that will be useful for partners to carry out engagement with stakeholders and in particular with policymakers and public authorities.

This deliverable covers the following main points:

- What are the objectives for engaging with stakeholders;
- Which stakeholders P2R partners should reach out to;
- How P2R partners can engage with stakeholders to ensure coordinated approaches;
- When the outreach should take place.

## 1.3 Connections with other work packages (WPs)

The stakeholder engagement strategy will support coordination of engagement activities across all work packages of the project, especially when it comes to:

- All WPs: support engagement with key target groups, in particular with regions and communities.
- WP2, WP3: support the communication campaigns to mobilise regions and communities in alignment with the call process designed and implemented by WP3.
- WP4: support the dissemination of policy briefs towards policymakers.
- WP8: inform the direction and approach of overall external communications.
- WP9: support engagement with other European projects relating to adaptation to climate change.

## 2 Objectives of the strategy

This document intends to lay out a strategy, which will contribute to P2R's success by identifying and actively engage with stakeholders of relevance, who have a strong role to play in increasing resilience of regions and communities and more broadly to contribute to the EU Mission on Adaptation to Climate Change.

The Stakeholder Engagement strategy will achieve the following objectives:

- **Coordinate stakeholder engagement across work packages:** the strategy aims to support P2R partners in their engagement activities with stakeholders by providing comprehensive guidelines that are designed to increase effectiveness and coordination across work packages.
- **Support the project's communication campaigns:** the strategy will help reach out to a large spectrum of regions and communities to support awareness raising campaigns on P2R calls, events and other communication and dissemination activities.
- **Build partnerships and collaborations:** engaging and mobilising a wide range of stakeholders in a targeted approach will actively contribute to co-design transformative adaptation pathways at regional level.
- **Promoting the project's milestones and results:** promoting P2R's milestones and results to relevant stakeholders will be key to increase visibility, impact and exploitation of the project's results.

## 3 Stakeholder engagement plan

### 3.1 Targeted stakeholder groups

Stakeholder engagement is the process which organisations can use to inform, consult, collaborate with stakeholders to achieve specific outcomes. To achieve P2R objectives, it is essential to design a comprehensive strategic engagement plan which identifies, prioritises and defines how stakeholder engagement will be carried out in light of the project's objectives and milestones.

Stakeholders listed in Table 1 are groups or organisations that are affected by P2R activities as well as those who may have interests in the project or the ability to influence its objectives and outcomes. The stakeholder matrix builds on the identification of key target audience groups made under Deliverable 8.1 'Communication and Dissemination Plan'.

**Table 1: Stakeholder engagement plan**



Stakeholder group	Purpose	Engagement activities	Partners in contact
<p><b>Main target group</b> Target audiences in this group are the direct users of P2R programme and are therefore a priority in order to reach P2R general objectives.</p>			
<p><b>Local and regional policymakers including Brussels-based regional representatives, climate change focal points/experts at the regional and local level, public administrations and local practitioners (mayors, political figures and representatives).</b></p>	<p>Raise awareness and interest of regions to benefit from P2R support services and capacity-building activities. Signatories and non-signatories of the EMACC Charter will be targeted.</p> <p>Regions and communities with high vulnerability, limited resources and/or low adaptive capacity to climate change impacts will be prioritised by using the Resilience Maturity Curve (RMC).</p>	<p>Different methods of engagement will be used which may include:</p> <ul style="list-style-type: none"> <li>• direct outreach using partners' networks,</li> <li>• P2R social media, communications campaigns (under WP2),</li> <li>• engagement opportunities provided during events and conferences including P2R own events, workshops, regional dialogues, Innovation Practice groups and other capacity-building activities (WP7).</li> </ul>	<p>All partners to contribute.</p> <p>WP2 lead (ERRIN) to coordinate.</p> <p>Refer to the stakeholder outreach tracker developed by WP2.</p>
<p><b>Local and regional agencies such as Climate, Energy and Environmental agencies, Disaster Management Authorities, Civil Protection, water/waste agencies etc.</b></p>	<p>Local stakeholders' mobilisation and involvement will be key to build resilience pathways together with local and regional policymakers.</p> <p>Increase local ecosystems' awareness on their capacity to contribute to their region's work on climate adaptation will enable local and regional authorities to submit stronger applications for the Pathways2Resilience calls.</p>	<p>Different methods of engagement will be used which may include:</p> <ul style="list-style-type: none"> <li>• direct outreach using partners' networks,</li> <li>• P2R social media, communications campaigns (under WP2),</li> <li>• engagement opportunities provided during events and conferences including P2R own events, workshops, regional dialogues, Innovation Practice groups and other capacity-building activities (WP7).</li> </ul>	<p>All partners to contribute.</p> <p>WP2 lead (ERRIN) to coordinate.</p> <p>Refer to the stakeholder outreach tracker developed by WP2.</p>

Stakeholder group	Purpose	Engagement activities	Partners in contact
<b>Scientific and academic community (researchers, climate experts, National Meteorological Offices etc.)</b>	<p>The scientific and academic community can provide valuable knowledge and expertise on the impacts of climate change on different regions, ecosystems, and communities. They can also help to identify and evaluate effective climate resilience strategies and provide evidence-based recommendations for policymakers and practitioners.</p>	<p>Engagement will be mainly carried out through the Scientific Advisory Group (SAG) of P2R. The SAG will provide feedback and guidance on the project's strategic orientations, platform governance and long-term strategy.</p>	<p>All partners to contribute.</p> <p>WP2 lead (ERRIN) and WP9 lead (CKIC) to coordinate.</p> <p>Refer to the stakeholder outreach tracker developed by WP2.</p>
<b>Investors (retail &amp; institutional); bankers; insurance companies; EU &amp; international fund managers</b>	<p>Private initiatives and investments, as well as the main European and global funding agencies, will be necessary to fund regions' transformative actions.</p>	<ul style="list-style-type: none"> <li>• AUEB, PWA, GIB will engage with financing institutions and investors to identify opportunities, and backstop on finance issues that emerge, acting as finance knowledge brokers for regions, financial institutions and investors during the capacity building process.</li> <li>• Engagement will be carried out through a Practitioner Finance Expert Group (PFEG). The PFEG will be consulted in the reviews of the systemic barriers to adaptation finance for European regions and will support decisions on optimal financial solutions for adaptation that are relevant to targeted regions.</li> </ul>	<p>WP5 lead (AUEB) to coordinate together with WP5 partners.</p>

Stakeholder group	Purpose	Engagement activities	Partners in contact
<b>Secondary target group 1</b>			
Target audience in this group will be reached for awareness-raising / influencing purposes			
<b>Decision-makers at the national level (including Finance and Environment Ministries)</b>	EU national governments play a key role in shaping climate policies and strategies at the regional and local levels. EU Member States will be instrumental in creating connections with the targeted regions.	Engagement activities may include: <ul style="list-style-type: none"> <li>• personal outreach using partners' networks,</li> <li>• P2R social media, communications campaigns (under WP2),</li> <li>• engagement opportunities provided during events and conferences including P2R own events, workshops, dissemination of policy briefs (under WP4).</li> </ul>	All partners to contribute.  WP2 lead (ERRIN) to coordinate engagement with National Contact Points (NCPs) and Member States.
<b>EU institutions and decentralised bodies (e.g. European Commission, European Parliament, Council of the EU, European Environmental Agency, the Joint Research Centre, the European Committee of the Regions)</b>	European Union institutions and bodies have a key influencing role on local and regional policies and provide much of the funding destined to local adaptation measures.	Engagement activities may include: <ul style="list-style-type: none"> <li>• setting regular meetings with relevant Commission services and the EU Mission Secretariat to share information on the progress the project;</li> <li>• participating to key EU events to increase awareness on P2R;</li> <li>• inviting EU policymakers to P2R events and workshops;</li> <li>• sharing key project's milestones and results.</li> </ul>	All partners to contribute.  CKIC manages interactions with the European Commission including the EU Mission Secretariat.
<b>Private stakeholders, including services and technical solution providers, businesses, professional and sectorial associations (e.g.</b>	Climate change can have a significant impact on economic activities, and businesses and industries are often at the forefront of such impacts. By promoting	Engagement activities may include: <ul style="list-style-type: none"> <li>• personal outreach using partners' networks,</li> <li>• P2R social media, communications campaigns (under WP2),</li> </ul>	All partners to contribute.

Stakeholder group	Purpose	Engagement activities	Partners in contact
<p><b>professional associations, providers of nature-based solutions, energy providers, industry actors)</b></p>	<p>sustainable practices and investing in climate resilience, they can reduce their vulnerability to climate change and contribute to long-term resilience.</p>	<ul style="list-style-type: none"> <li>engagement opportunities provided during events and conferences including P2R own events, workshops.</li> </ul>	
<p><b>Civil society, including citizens from vulnerable groups</b></p>	<p>Increase citizens' awareness on climate adaptation and increase their mobilisation in their region's transition.</p> <p>Civil society associations also play an active role in empowering citizens at local and regional level and can help raise awareness of climate resilience challenges amongst local communities.</p> <p>Communities that are particularly vulnerable to the impacts of climate change, such as low-income households, indigenous communities, youth and elderly populations will also be targeted.</p>	<ul style="list-style-type: none"> <li>Civil society will be mainly engaged as part of the Innovation Practice Groups under WP7 and through P2R communication channels.</li> <li>Personal outreach using partners' networks, P2R social media and communications campaigns will also be means of engagement with this group.</li> </ul>	<p>WP7 lead (CKIC) to coordinate together with other WP7 partners.</p>
<p><b>Secondary target group 2</b> Target audience in this group will be used as amplifiers to get P2R messages across.</p>			
<p><b>Local and regional non-governmental organisations (NGOs) and associations on environmental and social issues</b></p>	<p>These organisations are key amplifiers at local level. They can provide valuable insights, expertise, and support in promoting climate resilience at regional level. They can also help raise awareness, mobilise</p>	<p>Engagement activities may include:</p> <ul style="list-style-type: none"> <li>personal outreach using partners' networks,</li> <li>P2R social media, communications campaigns (under WP2),</li> </ul>	<p>All partners to contribute.</p>

Stakeholder group	Purpose	Engagement activities	Partners in contact
	<p>communities, and advocate for policies and practices that promote sustainability, resilience and just transition.</p>	<ul style="list-style-type: none"> <li>engagement opportunities provided during events and conferences including P2R own events, workshops, dissemination of policy briefs (under WP4).</li> </ul>	
<p><b>International organisations and multi-lateral agencies, including international initiatives and platforms (e.g. UN agencies, OECD, Covenant of Mayors)</b></p>	<p>International organisations are key to amplify local initiatives at the global level, as well as align efforts across countries.</p>	<p>Engagement activities may include:</p> <ul style="list-style-type: none"> <li>personal outreach using partners' networks,</li> <li>P2R social media, communications campaigns (under WP2),</li> <li>engagement opportunities provided during events and conferences including P2R own events, workshops, dissemination of policy briefs (under WP4).</li> </ul>	<p>All partners to contribute.</p>
<p><b>Media</b></p>	<p>Media will help amplify P2R communications to a broad spectrum of stakeholder groups as well as to the general public.</p>	<p>Activities may include:</p> <ul style="list-style-type: none"> <li>identify and pitch media and interview opportunities linking the news cycle to project milestones, events and results;</li> <li>engaging with journalists to establish P2R partners as authoritative sources on adaptation topics;</li> <li>share press releases with target outlets to disseminate project milestones;</li> </ul>	<p>WP8 lead (LGI) to coordinate.</p>

Stakeholder group	Purpose	Engagement activities	Partners in contact
		<ul style="list-style-type: none"> <li>• draft relevant content for P2R external channels to maintain thought leadership and attract media attention.</li> </ul>	
<p><b>Mission Implementation Platform (MIP4adapt), P2R sister projects<sup>1</sup> and other related initiatives.</b></p>	<p>Seek synergies and possible areas for collaborations to provide a consistent support to regions and communities.</p>	<p>Activities may include:</p> <ul style="list-style-type: none"> <li>• regular exchange of information on the progress the project (invitation to meetings, participation in the Advisory board, workshops etc.)</li> <li>• joint participation to meetings upon request of the European Commission to promote the outputs of the projects</li> <li>• potential alignment and coordination of related activities (especially dissemination and communication activities i.e. joint policy recommendations) and meetings</li> <li>• exchange and consolidation of results when relevant e.g. contribution to mapping of activities in the regions.</li> </ul>	<p>WP9 lead (CKIC) and LGI to coordinate.</p>

<sup>1</sup> Sister projects refer to those 'mission' projects funded by Horizon Europe (See <https://climate-adapt.eea.europa.eu/en/mission/the-mission/mission-projects>). A long list of relevant projects has been compiled by the P2R team and made available in the Sharepoint. It includes projects identified in the DoA and other projects recommended by CINEA, the mission secretariat and/or project partners.

### 3.2 Stakeholder prioritisation mapping

The following stakeholder mapping should help P2R partners prioritise stakeholders to engage throughout the project. Prioritising groups of stakeholders with either a strong ability to influence and contribute to the project’s objectives or a strong relevance or interest in climate resilience will be key to achieve P2R’s success.

The Relevance/Interest/Expertise Map in Picture 1 developed by De Vicente Lopez and Matti (2016) can be used to classify stakeholders according to a Relevance/ Expertise/Interest matrix to better identify with whom engagement efforts should be most or least focused.

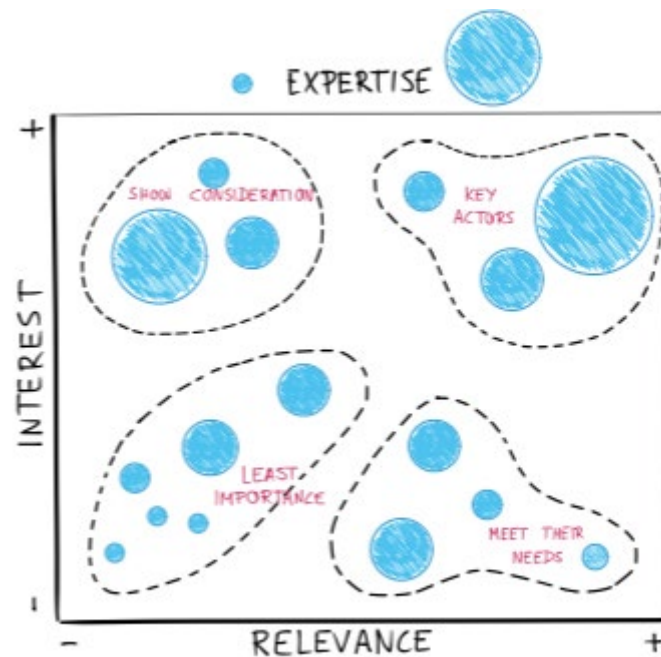


Figure 1: Relevance/Interest/ Expertise Map template

The most relevant actors will be those closest to the upper right-hand side of the map, holding both a high influence and high necessity. On the contrary, lower left-hand side shows the least relevant actors.

Building on Figure 1, Figure 2 gives an overview of how stakeholder groups listed in Section 3.1 should be considered:

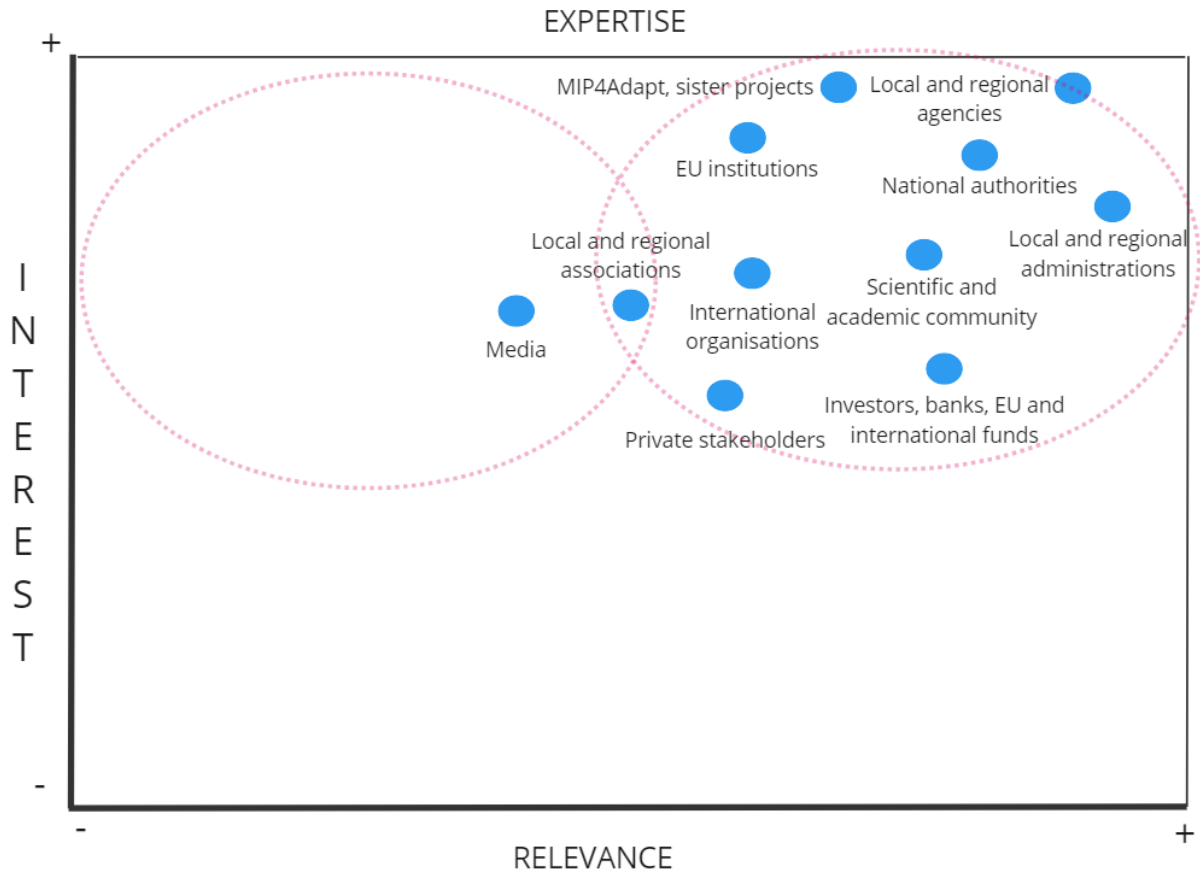


Figure 2: P2R Stakeholder mapping

The figure shows P2R prioritised stakeholders mainly sit in two areas of the matrix, either showing high relevance and high interest or considered as less relevant but very interested by P2R. This should help adapt P2R’ strategies of engagement with these groups in the following way:

- High interest and high relevance: this group can be key P2R actors of change and will be P2R prioritised groups to be engaged. This group will require regular, robust, two-way communication activities to keep this group informed and active in P2R activities.
- High interest and low relevance: these stakeholders may not be as relevant and interested as other stakeholders in P2R’s activities, however they will be important stakeholders to engage with during the project. Keeping regular, robust two-way communication will help inform them on a regular basis.

## 4 Stakeholder engagement guidelines

### 4.1 Partners’ role and coordination

All P2R partners are invited to engage with external stakeholders to contribute to the project’s objectives and success as outlined in Section 3. While it is very positive to note that P2R partners have an extensive network of regions and communities as well as contacts in key



stakeholder groups identified in the previous section, a few guiding principles might be useful when carrying out outreach activities. These guidelines have been designed to ensure effective and coordinated outreach in the scope of activities of the different WPs.

Principles to ensure effective and coordinated outreach:

- **Prior to any outreach, refer to and fill the mapping document which indicates contact points amongst P2R partners for specific stakeholders.**

A mapping of P2R partners networks has been initiated by ERRIN to coordinate stakeholder outreach between P2R partners in the context of the first campaign launched in May 2023 to let stakeholders aware of the launch of the Expression of Interest questionnaire. Partners are asked to verify whether contacts have already been made by another partner prior any engagement to be made with a region or any other organisation. The 'Partner Reach' document is accessible on P2R SharePoint site under WP2 files.

- **Refer to the 'Communication Collaborative Document' available on WP8 Teams platform.**

As outlined in Deliverable 8.1, all partners are requested to contribute to the spreadsheet to inform WP8 on the progress made regarding key project milestones and increase collaboration on communication and dissemination activities.

- **Close alignment with lead partners will be maintained when engaging with external stakeholders.**

Ensure to consult and keep lead partners informed about engagement activities with specific stakeholder groups. Lead partners are identified for each stakeholder group in table 1.

- **For internal communication and governance aspects, please refer to Deliverable 9.4 Project Quality Plan.**
- **Stakeholder engagement should be inclusive embedding vulnerable groups and gender perspectives. Please refer to the Gender Action Plan (Deliverable 9.3) which provides guidelines on how to integrate gender perspectives across the project's activities.**
- **For guidelines on communication messages for policymakers and public authorities, please refer to Deliverable 8.3 Policy Communications pack.**

The document provides a comprehensive communications toolkit to Pathways2Resilience partners in their outreach efforts towards policymakers and public authorities.

## 4.2 Compliance with data protection rules

In general, Pathways2Resilience will not collect any special categories of personal data (sensitive data) within the meaning of the General Data Protection Regulation (GDPR).

The project will collect a list of persons (stakeholders) by filling a form on the website which requests containing personal data such as name, email address, organisation's name, position, country, domain of activity. The list will be used by P2R for stakeholder engagement and dissemination of project results.

The joint control of the stakeholder list does not mean joint control over the various engagement activities and does not prohibit P2R partners to use their own contact databases for these engagement activities.

Contact data will only be added to the joint stakeholder list upon prior consent given by the Data Subject (opt-in approach). In this regard, each P2R partner remains solely responsible that any data collected in the stakeholder list may be shared with the other partners and any necessary consent of the Data Subjects have been obtained. The joint control of a contact only starts with its addition to the list upon the Data Subject's successful registration including its explicit consent.

The stakeholder list will be stored on the project-internal data sharing system Microsoft Teams, hosted by LGI. All data contained in the Pathway2Resilience stakeholder list may only be accessed by project partners and will neither be publicly available nor shared with any third parties. The stakeholder list serves the sole purpose of enabling the interaction between the stakeholders contained and the Pathway2Resilience consortium.

### 4.3 Prevention of conflicts of interest

Pathways2Resilience is committed to ensuring all its activities only proceed under the highest ethical standards. When engaging with stakeholders, P2R partners should be mindful to act ethically, professionally and with integrity and transparency to prevent any situation of conflicts of interest during the duration of the project.

The main risk related to conflicts of interest pertains to the subgranting process. To prevent issues in this topic, any individual in a role that evaluates or makes decisions related to the Open Calls (the subgranting being implemented by WP3) is required to complete a [Conflict of Interest form](#).

The form will be signed, collected, saved, and reviewed for potential and actual conflicts by the Lead; if a conflict is found, the decision maker or evaluator must recuse themselves from a particular proposal or possibly the process; Failure to disclose conflicts of interests may result in the disqualification of a proposal, removal from the process, and/or disqualification from participating in the Call.

Since most P2R partners are involved in evaluation processes, they receive a briefing on potential conflicts of interest before proceeding to any stakeholder engagement activity.

In short, P2R partners and decision makers are required to:

- Not provide private information, documents, or make comments to Potential Subgrantees about the Call; or
- Not receive or solicit anything of monetary value, gift, gratuity, hospitality, or any inducement from Potential Subgrantees; or
- Not meet or discuss with Potential Subgrantees about the Call; or
- Not benefit financially due to a Subgranting decision.

## 5 Implementation and monitoring

### 5.1 Engagement activities

If stakeholder engagement needs to be targeted, it must also be carried out in a timely manner. To that end, an engagement calendar based on the project milestones has been initiated and will be updated throughout the project's duration. The calendar will build on the events monitoring tool which is managed by WP8 partners and will be extended to all engagement activities planned across work packages. This will allow the project to have a solid overview of communication activities needs relating to each work package and will facilitate the identification of synergies in outreach activities. A first version of the engagement calendar is available in Annex 1.

Deliverable 8.3 Policy Communications pack also provides a non-exhaustive list of EU and internationally-focused policy events, awareness days, and other initiatives that present opportunities to engage with policymakers on adaptation topics.

### 5.2 Monitoring tools

A collaborative document will be made available on the P2R Sharepoint to monitor stakeholder engagement carried out by P2R partners. Partners will be requested to update this document when being in contact with stakeholders with the following information: a) stakeholder name or organisation, b) partner in contact, c) type of engagement (meeting, email exchange etc), d) topic of exchange.

This document, made available to all partners, will ensure stakeholder records are kept up to date and reflect latest contact and engagement activities including partners' participation to meetings, workshops, events, and any other contacts established with external stakeholders throughout the duration of the project. Such a tool should be particularly useful to achieve stakeholder engagement coordination across work packages and increase synergies. A particular attention will be made to keep the document in compliance with GDPR rules as outlined in section 4.2 above.

This monitoring tool will be complementary to the Excel document that has already been developed by ERRIN to track partner outreach towards regions and other stakeholders in the context of the communication campaign on the first Expression of Interest questionnaire launched in May 2023.

## 6 Conclusion

The Stakeholder engagement strategy developed in this document will contribute to prioritise stakeholder outreach in line with the project's objectives and milestones. It provides to Pathways2Resilience partners an overview of how to carry out stakeholder engagement in an effective and coordinated approach across Work Packages while building on other policies developed by the project.

A more detailed strategic engagement plan will be developed along the project's implementation accompanied by an updated engagement calendar based on the project milestones.

## 7 Bibliography

De Vicente Lopez, Javier and Matti, Cristian (2016). Visual toolbox for system innovation. A resource book for practitioners to map, analyse and facilitate sustainability transitions. Transitions Hub Series. Climate-KIC, Brussels 2016.

## Annex 1: Stakeholder engagement calendar

A preliminary stakeholder engagement calendar is provided in Table 2. It aims to provide an overview of engagement activities that can be planned throughout the project duration according to the project's milestones. This should help map who is being communicated to when, and for what purpose, and identify synergies in outreach activities across WPs.

Table 2: Stakeholder engagement calendar 2023

Date	Project milestones	Engagement activity	Targeted stakeholder	Partners involved
June 2023	Activation phase	Participation to the second edition of the EU Mission Adaptation Forum.	Local and regional authorities, experts, researchers and practitioners, EU and national policymakers, private sector, investors, community groups.	CKIC, ERRIN, IIED, ICLEI, Tecnalia
June 2023	Activation phase	Participation to the 2023 European Climate Change Adaptation conference.	Local and regional authorities, experts, researchers and practitioners, EU and national policymakers, private sector, investors, community groups.	CKIC, IIED, Tecnalia, ICLEI, AUEB, Regions4
October 2023	Activation phase	Participation to the Adaptation Futures 2023	Researchers, policymakers, practitioners, industry representatives and communicators.	RCCC, Regions4
October 2023	Activation phase	Participation to the 2023 EU Week of Regions and Cities through a joint session with Regions4Climate and CLIMAAX.	Local and regional authorities, experts, researchers and practitioners, EU and national policymakers, private sector, investors, community groups.	CKIC, Regions4
September-November 2023	Following the Expression of Interest	Match-making dialogues between regions and local	Local and regional authorities, local and national	WP2 partners

		partners to be facilitated by P2R.	agencies, experts, practitioners, private sector, community groups.	
<b>October 2023</b>	Activation phase	Participation to the European Urban Resilience Forum	Local and regional authorities, experts and practitioners.	Event co-organised by ICLEI.
<b>November/ December 2023 (TBC)</b>	Launch of P2R's first open call	Call launch event	Local and regional authorities, researchers and practitioners, EU and national policymakers.	All partners
<b>December 2023</b>	Promotion of P2R's first call	Participation to COP28	International organisations, national, regional and local authorities, local communities, NGOs, climate experts, researchers, scientists, experts and practitioners, media.	CKIC, RCCC, AUEB, Regions4