STAKEHOLDERS ANALYSIS

TAPE Line

Transitioning to Agroecology

[date of delivery]

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Table of Contents

1 **Error! Bookmark not defined.**

1.1 3

1.1.1 3

1.1.2 **Error! Bookmark not defined.**

2 5

1. Introduction and Objectives

The primary goal of this analysis is to identify and evaluate the key actors within the territory to build a successful Multi-Actor Platform (MAP). In the context of the TAPELINE project, the facilitator does not act as a top-down expert but as an innovation broker who connects farmers with other actors to identify needs, support knowledge flows, and co-create territorial strategies. This process is essential to address the introduction of agroecology in agricultural and agroforestry decision making processes.

2. Stakeholder Mapping and Identification

Stakeholders are categorized based on their role in the agroecological system and the value chain as follows (see also: TAPELINE Guidelines Actors Mapping):

Categories	Subcategories	Description & examples
Private sector organizations	*Upstream*	Inputs providers (such as seeds, machinery, chemical and energy input providers) ;
	Transversal service providers	Financial institutions (banks or other financial institutions providing loans or other financial support to the farming/food system), insurance & risk management services ;
	Farming and support to farming	Farmers, farmworkers and farmers unions/ organizations, farming advisory services/consultants, veterinarians ;
	Industry representatives	Industry representatives may represent agribusinesses (Collectors, Logistics, food Processing industry), or other stakeholders who have a direct interest in the profitability of the farming system ;
	Distribution and marketing	Ex: retailers.
Consumers, citizens and local communities	/	Individuals and informal groups who interact with the food system through their roles as consumers (market choices), citizens (civic participation), or members of local communities affected by food system activities.
Public sector/ government institutions	/	Government agencies, from the local to the regional and national level, may regulate or provide support to the farming system, and their policies can have a significant impact on its sustainability). Includes administration & policy makers.
Research/ scientific organizations and education	/	Researchers and academics may provide valuable insights and analysis on the different capitals and how they interact within the farming system ; includes social and economic sciences and natural sciences (e.g., agronomic research and agricultural education institutes).
Civil society organizations or NGOs	/	These organizations may have a particular interest in the social or environmental impacts of the farming system.
Other actors	/	

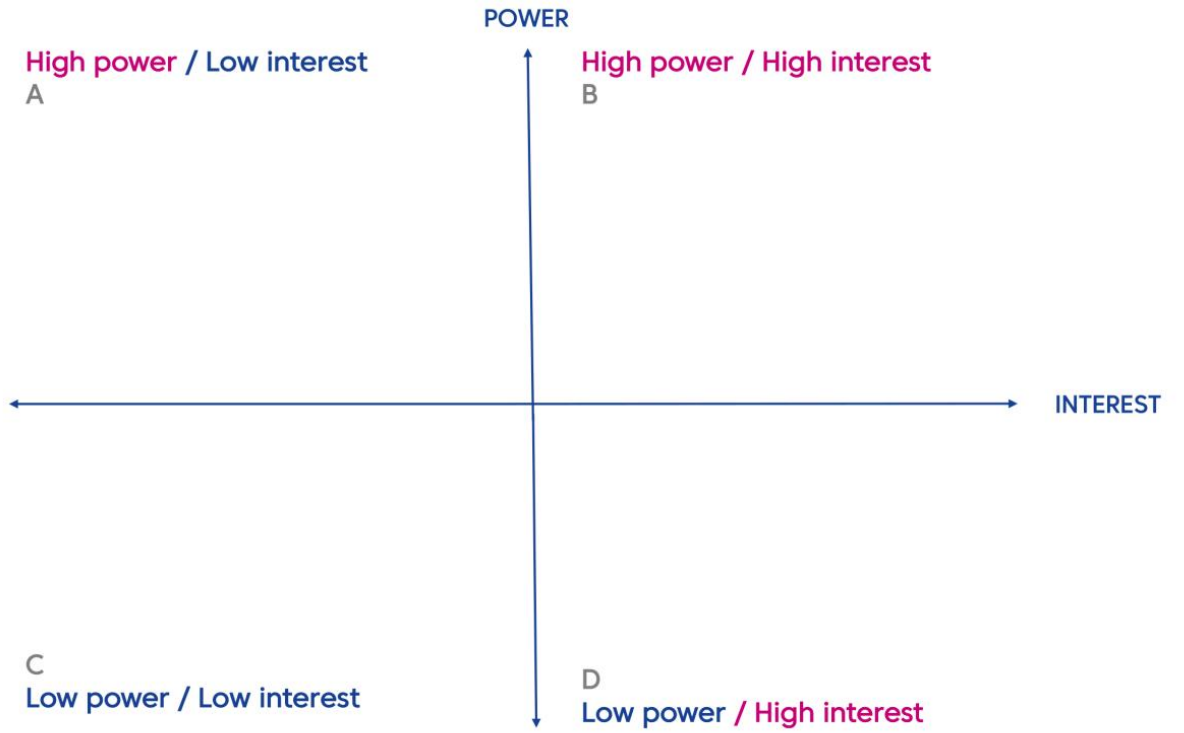
Figure 3. Categories of actors typically included in agri-food systems
Source: Based on Work Package management and Case Study experiences in previous EU-funded projects, Sytra, UCLouvain (Publication to come).

3. Analysis of stakeholder dynamics (Matrix Approach)

Facilitators are trained **matrix-based approaches** to understand power relations and interests of different typologies of stakeholders:

Stakeholder Group	Interest in agroecology	Power/Influence over transition
Farmers	High (Yield stability, soil health)	High (They implement the practices)
Retailers	Medium (Market trends, CSR)	High (Negotiation power over prices)
Researchers	High (Data collection, innovation)	Medium (Influence through evidence)
Public Admin.	Medium (Policy goals, water quality)	High (Funding and regulations)
Consumers	High (Health, environment)	Low/Medium (Through purchasing choices)

The 4 Quadrants and respective approach:



According to the positioning of stakeholders in a power interest/matrix, MAP facilitators deal with them differently to keep their engagement and favor constructive dialogue.

- High Power, High Interest: **Manage Closely**

These are key stakeholders (e.g., project sponsors, executives). They can shape the project's success and are highly invested. Engage actively, consult on major decisions, and provide frequent, personalized communication.

- High Power, Low Interest: **Keep Satisfied**

Stakeholders with heavy authority but little personal investment (e.g., regulatory bodies, senior board members). Keep them informed enough so they remain content, but avoid overwhelming them with minor, day-to-day details.

- Low Power, High Interest: **Keep Informed**

These individuals (e.g., end-users, community members) care deeply about the outcome but lack direct authority to change it. Involve them in feedback sessions and provide regular updates to maintain their support.

- Low Power, Low Interest: **Monitor**

Stakeholders with minimal influence and care. Require minimal effort. Simply monitor them periodically in case their interest or power levels shift.

4. Addressing barriers and risks

The stakeholder analysis must account for significant risks that hinder transition:

- **Technical risks:** Lack of specific tools and mastery of new know-how.
- **Economic risks:** Potential yield failure or lack of income during transition years.
- **Mitigation strategy:** Use the MAP to create fair trade channels that provide an agroecological premium to farmers, ensuring that sustainable production is rewarded without significantly increasing prices for consumers.

5. Strategic engagement plan for the MAP

The analysis will feed into the following actions led by the facilitator:

- **Co-Learning Events:** Building mutual trust among actors with different backgrounds.
- **Innovative field trials:** Using the territory as a "living lab" to test new crops (e.g., switchgrass) and reduce perceived risks.
- **Impact measurement:** Utilizing tools like OpenCompass or the TAPE tool to objectivize the positive environmental and social impacts, which is necessary to negotiate better prices with the industry