



Summary - Stakeholder Mapping Task (WP2)

Context

Each city consists of multiple layers of living and technical systems, exposing great levels of complexity within them, but also interconnected with each other. The process of transformation towards sustainable cities should engage all of these layers in order to be effective. When considering urban transition towards Smart Energy City, vital roles are played by a great number of stakeholders, whether driving this process or involved in it to a variety of degrees and in different positions. Taking these dynamics into account, Stakeholder Mapping has been performed during Transform Project in five cities: Copenhagen, Genova, Hamburg, Lyon and Vienna. The city of Amsterdam attained the stakeholder related information in other local activities and therefore decided to skip this task.

Transform - Stakeholder Mapping

Stakeholder Mapping has formed a part of analysis of a city as a system, representing the actor/human side of a given urban setting. The aim of this task has been threefold: firstly, to portray the dominating categories of actors in the context of Smart Energy City development, secondly, to pinpoint their roles, making the local stakeholder configurations transparent and thirdly, to recognize the existing gaps in involvement and to potentially activate presently dormant potentials. The outcomes of Stakeholder Mapping are intended to be integrated in each city's Transformation Agenda.

Stakeholder Mapping - Methodology

In three of the Transform cities the Stakeholder Mapping was undertaken in workshop settings, during which city representatives have provided inputs, listing currently active stakeholders and their roles. In the remaining two cities, the Stakeholder Mapping template, as designed and provided by AIT, was completed by the city representatives jointly with local project team, since workshops could not be arranged in all cities due to the organizational reasons and budgetary constraints. Going through a few rounds of review of the draft Stakeholder Mappings were necessary in order to compile the final version.

The task of Stakeholder Mapping was undertaken in the following four steps:

- General screening of actors, summed up in a broad overview of current stakeholders, pinpointing their roles and decision making/implementation capacities. This step included a simultaneous categorization of the actors by PESTLEGS categories, aligning stakeholders by their belonging to one of the following functionalities: Political, Economic, Social, Technological, Environmental, Governance and Spatial.
- Identification of present 'driving stakeholders', who have had the 'driving role' in the current development of a Smart Energy City in a given city context, predominantly concerning the local Climate Action Plans, SEAP, Framework Strategy and other local strategic documents carrying a variety of names.
- Identification of the gaps of involvement and definition of 'required' stakeholders in specific roles.
- Identification of the main stakeholders containing the strongest potential to set up, negotiate, modify and implement transformational measures, processes and actions as intended in each city's Transformation Agenda.

The Stakeholder Mapping outcomes should be seen as 'living' documents. Available Stakeholder Maps can be continuously updated and used for tracking of the changes in stakeholder constellations and roles as well as for maintaining an overview on the engagement of the relevant actors in specific processes within city development. The Stakeholder Maps can also be used as reference documents and sources of information for the purpose of Stakeholder Management.