2020 CiViTAS
Cleaner and better transport in cities

DESTINATIONS

D8.8

Stakeholders' maps and initiatives/tools for boosting the role of public and private stakeholders (Part 2: Validation of methodology)

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Abstract

This is the second part of a two part Deliverable.

The first part (Del 8.1) comprised two aspects:

> 1) Stakeholder mapping: methodology used to identify and prioritise key urban mobility and tourist actors, including the maps emanating from the CIVITAS DESTINATIONS sites and analysis of most important players; and

> 2) Guidelines for boosting the role of public and private stakeholders in the design and sustained delivery of CIVITAS DESTINATIONS measures

This second part (Del 8.8) contains insights from the validation in the DESTINATIONS cities of the stakeholder mapping methodology. It follows the kick off training sessions and the measure design phase where stakeholders have been identified and engaged.

It comprises the insights gained from a survey completed by 13 site partners reviewing the four step stakeholder engagement methodology and wider benefits to measure delivery and business model development.

It should be read in conjunction with Deliverable 8.1

Project Partners

Organisation	Country	Abbreviation
Horários do Funchal, Transportes Públicos	HF	PT
Agência Regional da Energia e Ambiente da Região Autónoma da Madeira	AREAM	PT
Câmara Municipal Do Funchal	CMF	PT
Secretaria Regional da Economia Turismo e Cultura	SRETC	PT
Agência Regional para o Desenvolvimento da Investigação, Tecnologia e Inovação	ARDITI	PT
Limassol Tourism Development and Promotion Company Ltd	LTC	CY
Municipality of Limassol	LIMA	CY
Stratagem Energy Ltd	STRATA	CY
Dimos Rethimnis	RETH	EL
The Research Committee of the Technical University of Crete	TUC	EL
Comune Di Rio Marina	RM	IT
Comune Di Portoferraio	PF	IT
MemEx S.R.L.	MEMEX	IT
Authority for Transport in Malta	TM	MT
Valletta Kunsilli Lokali – Valletta Local Council	VLC	MT

Universita ta' Malta	UoM	MT
Ministry of Tourism	MOT	MT
Guaguas Municipales sociedad anonima	Guaguas	ES
CINESI S.L consultoria de transport	CINESI	ES
Ayutamiento de Las Palmas de Gran Canaria	LPGC	ES
Ingeniería Electrónica Canaria S.L	INELCAN	ES
Sociedad Municipal de Aparcamientos de Las Palmas de Gran Canaria	SAGULPA	ES
Euro Project Consult	EPC	FR
Istituto di Studi per l'Integrazione dei Sistemi	ISINNOVA	IT
European Integrated Project	EIP	RO
Sustainable Services	GV21	ES
Vectos (South) Ltd	VECTOS	UK
Conférence des régions Périphériques Maritimes d'Europe	CPMR	BE

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Dissemination Level: PC = Project Coordinator, SC=Site Coordinator, TC=Technical Coordinator, EM=Evaluation Manager.

Site abbreviations:

ELB - Elba
LIM – Limassol
LPA – Las Palmas
MAL – Malta
MAD - Madeira
RET – Rethymno

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1 Executive Summary

The four step stakeholder engagement methodology has been used in each of the six DESTINATIONS sites and has proved to be effective, easy to apply and reaped added value to the design and early implementation of the measures.

It can be recommended therefore that the methodology can be transferred to other parts of the CIVITAS and Horizon 2020 programme.

2 Site Review of Stakeholder Engagement methodology

The sites have followed the four step approach to Stakeholder Engagement as set out in Deliverable 8.1. The following details, emanating from the site surveys, illustrate how effective each of these steps were individually, and as a collective methodology.

2.1 Step One: Identification of Stakeholders

Sites were asked whether by using the four categories as a steer (Government/ Authorities; Businesses / Operators; Communities / Neighbourhoods; Other), their brainstorming generated a wide number and range of measure-related stakeholders.
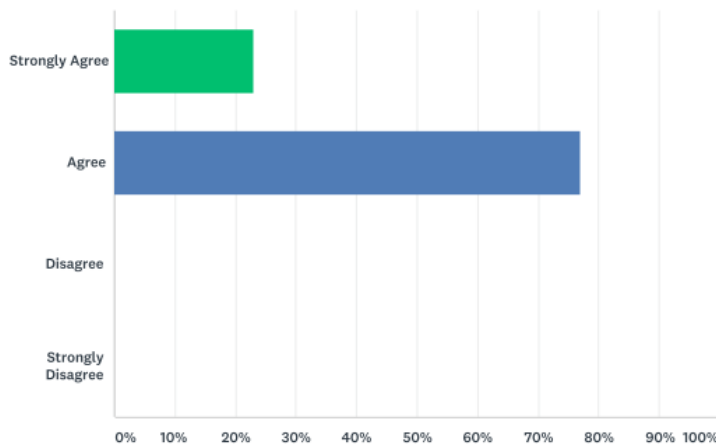

Figure 1: Typical stakeholder groups involved in transport projects on GUIDEMAPS

Figure 1 shows that 23% strongly agreeing and 77% agreeing to this statement. This indicates that the process of splitting stakeholders into category types assisted in amassing a larger number of organisations than would have previously be identified. This seems additionally helpful in this project, where it is necessary to consider beyond normal transport and mobility actors; namely those of the tourist and business sector too.

The sites also stated – with the same levels of agreement – that the "typical stakeholder groups" table – as per Figure 1, D8.1 was a help in identifying a wide range of stakeholders measure by measure.

Typical stakeholder groups involved in transport projects based on GUIDEMAPS			
Government/ Authorities	**Businesses/ Operators**	**Communities/ Local Neighbourhoods**	**Others**
European Union	National Business Associations	National Environmental NGOs	Research institutions
Ministry of Transport	Major Employers	Motorist Associations	Universities
Other National Ministries	Private Financiers	Trade Unions	Training institutions
Regional Government	International/national business	Media	Experts from other cities
Local Authorities	Regional/local business	Local Authority Forums	Foundations
Neighbouring Cities	Local Business Associations	Local Community Organisations	

Figure 2: Typical stakeholder groups involved in transport projects on GUIDEMAPS

2.2 Step 2: Understanding key Stakeholders

Sites found the second step of understanding key stakeholders easy to apply whereby they took the long list of stakeholders then ranked them by high/low power and high/low interest; with 30% agreeing strongly and 70% agreeing to this statement. A similar sense of accord was felt regarding the spreadsheet template (Figure 2, Del 8.1) used to rank and record, with just a single site partner feeling it was not a useful tool. This shows that overall such a process and template could be usefully transferred to other similar projects.

2.3 Step 3: Mapping of Stakeholders

The third step saw partners transpose their stakeholders onto a graph (Figure 4, Del 8.1) to visualise which should be managed closely, kept satisfied, kept informed or monitored in design and implementation of measures.

Seven per cent of responding site partners found this very helpful, 77% found it helpful whereas 15% (two respondents) did not find it more helpful than current methods. Two site partners declared that they had used these maps to facilitate local stakeholder meetings whereas 11 sites had not. This shows that it may not always be suitable to directly present to all local stakeholders a site's perception of who is powerful and/or interested in measures being delivered. It may better be reserved as an internal management tool.

Madeira used the maps to consider to whom they could showcase the evaluation results from local traders regarding the benefits of road restrictions. One site declared the maps were useful in the organisation of consultation events and local action groups per measure.

2.4 Step 4: Prioritising Stakeholders

Thirty-eight percent of respondents strongly agreed that by assessing stakeholders at measure level, it shone light on the key ones and helped to prioritise who to engage with. Fifty-four percent 'agreed' with this view and 7 per cent disagreed.

Site partners have subsequently used their stakeholder lists to boost activities in the field of customer segmentation (62%), external investment (15%) and dissemination (77%). One site has used the list to help gain necessary permissions to deliver measures. This proves that the methodology has had additional benefits in measure delivery and communications.
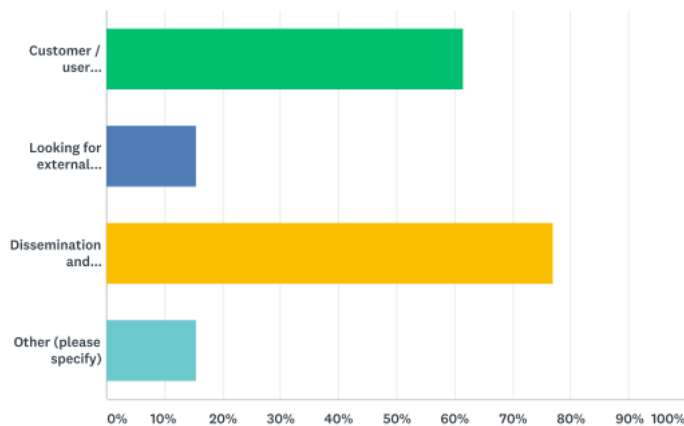
Figure 3: Site activities boosted by stakeholder lists

Sites were asked whether the four step stakeholder engagement methodology added value to the design and implementation of the measures overall. Thirty-one per cent strongly agreed, 62% agreed, and 7% disagreed. Overall therefore this is a positive outcome and can be transferred to other parts of the CIVITAS and Horizon 2020 programme.
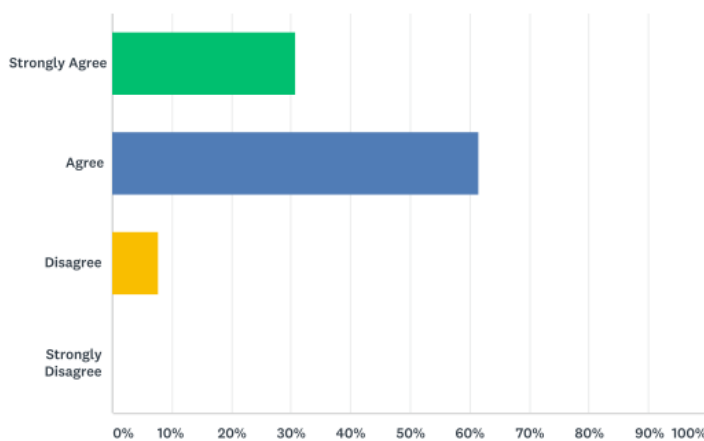

Figure 4: Stakeholder engagement methodology added to the design of the measures

3 Further insights from the stakeholder mapping process

Sites reported wider benefits from the stakeholder mapping process.

3.1 Boosting stakeholder roles

Forty-two per cent declared that they have successfully increased stakeholder interest levels in one or more DESTINATIONS measures as a result of this process (hence shifting stakeholders from High Power & Low Interest quadrant to High Power & High Interest). This is

a very positive finding and suggests many sites will have smoother and more sustainable measure delivery. One such example is the Rethymno Chamber of Commerce and Industry and Rethymno Municipal Port Authority Trust who both had low interest for the project at the start. However, after the site managers got them involved in planning the implementation of several measures their interest levels have significantly increased.

The remaining 52% of respondents still have plenty of time to match these successes from other sites.

3.2 Increased engagement with stakeholders

Of the 13 site partners responding, eight reported examples where they have sought to engage with additional stakeholders, now they are listed in the stakeholder template. These include:

- Social cooperatives, car and bike rental companies;
- Official organization of the regional government;
- Schools and citizen communities, voluntary groups, bike-related businesses and taxi drivers associations;
- Associations and private companies such as Taxi Unions and Private Transport services, Travel and Tourism Agencies, the Union of Car Rental Enterprises of Rethymno;
- Freight logistic operators.

3.3 Smoothing measure delivery

Sites were asked whether, by engaging with stakeholders, they have smoothed delivery of measures or found solutions more easily. As per the figure below, 27% strongly agreed, 64% agreed and 9% disagreed.
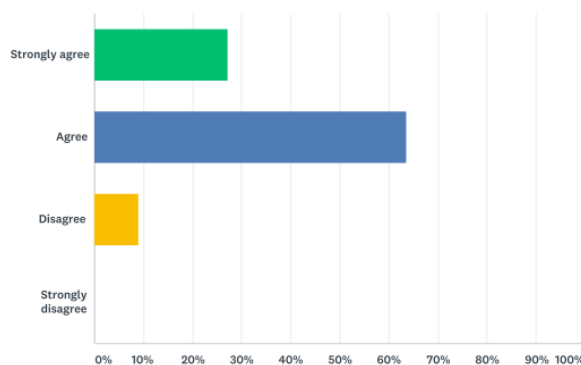

Figure 5: Has stakeholder engagement smoother measure delivery?

The Public Transport Operator in Rethymno has been a great help in implementing WP2 and WP7 measures and the engagement of Rethymno's association of disabled people has smoothed delivery of measures in WP3.

One site (not named in the survey), thanks to feedback from a local stakeholder consultation, got a positive steer to rework their proposed design for a last mile delivery of goods pilot, to make more in tune with user needs.

Stakeholder meetings have therefore helped in clarifying the impacts measures will have on stakeholders' usual operations and helped bring to light possible side effects, and how to mitigate those. This has also been the case with SUMPs and SULPs.

3.4 Enhancing CANVAS business model work

When asked, three of the site partners (20%) said that thanks to this work, they identified new stakeholders in the value chain for specific measures when completing their lean CANVAS business model templates at the Kick-Off Trainings (as per Task 8.2).

For example, for a sustainable tourist mobility app, retail outlets were identified for the first time as potential partners who would be interested in contributing to the green credits and use this opportunity for advertising.

The National Statistics Office was also identified as a key stakeholder to examine whether a site could sell aggregated data generated through an app, which could potentially be a revenue stream for the project.

Overall, more than half of site partners stated that this process has led to identifying stakeholders which can offer resources, funding or financing to help start or scale up measures.
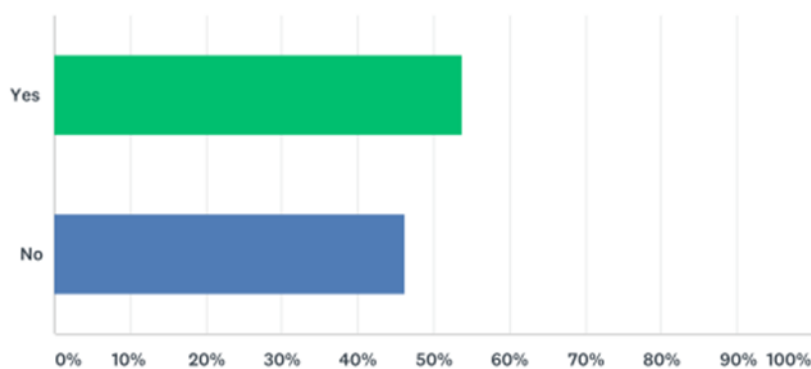

Figure 6: Has the process led to additional resources being identified?

In Madeira, this has led to a successful application submitted to Interreg (Match-Up) in which it is expected to strengthen partnerships among actors that play an important role in traffic management.

Funds have also been sought from Ministry level and regional management authority of the European Structural and Investment Funds.

4 Conclusions

The four step stakeholder engagement methodology was effective, easy to apply and reaped added value to the design and early implementation of the measures. There were examples where measure design was changed in order to better meet the needs of wider stakeholders.

Site partners have used their stakeholder lists to boost wider activities in the field of communication and customer segmentation.

More than half of site partners have since identified stakeholders which can offer funding to support measure implementation. This is a very important finding and shows this approach helps cities find ways of sustaining measure implementation and also supports the Mobility for Growth programme.

Of the 13 site partners responding, eight reported examples where they have engaged with additional stakeholders, now they are identified in the stakeholder template.

Nearly halve of sites have successfully increased stakeholder interest levels in one or more DESTINATIONS measures as a result of this process (hence shifting stakeholders from High Power & Low Interest quadrant to High Power & High Interest). This will help smooth measure Operations and potentially increase impacts.

It can be recommended therefore that the methodology used can be transferred to other parts of the CIVITAS and Horizon 2020 programme.