

“Key actors drive local climate protection”

The role of individuals in cities' efforts to reach CO₂-neutrality

Martin Beer

Europa-Universität Flensburg

Sønderborg, 05.10.2017





Problem statement: Climate protection activities need to be broadened beyond the sphere of influence of the city administration and politics in order to reach CO₂-neutrality.

Main question: How to identify, activate and integrate the key actors for local climate protection?

Work packages:

1. Project Management
2. Scientific background
3. Case studies
4. Toolbox
5. Transfer to the national level
6. Project marketing
7. Monitoring and controlling

Project duration:

2016/01 - 2018/03

Website:

www.schluesselakteure.de



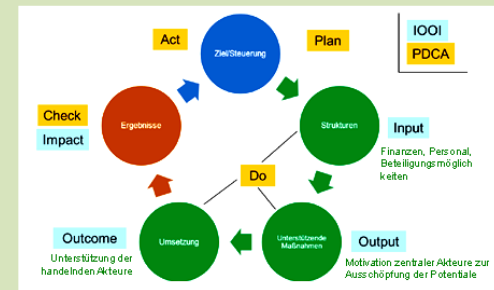
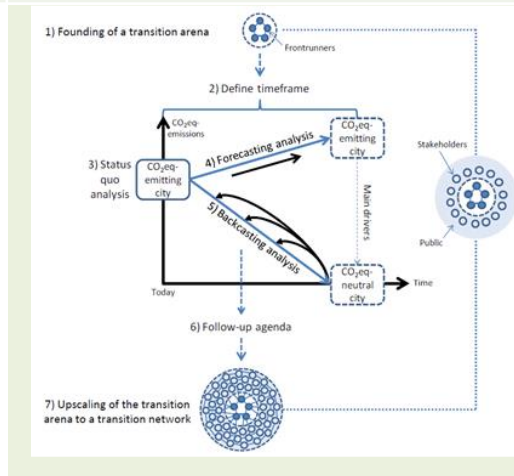


A comprehensive approach to local climate protection



Feature of the model	Comprehensive Approach: Maas, 2014	Management Cycle: Hertle et al., 2014
Main focus of the model	Transformation of the society, broad anchoring of climate protection	Creation of structures and institutions (with a focus on the city administration)
Driver of the process	Members of the Transition Arena 5 - 10 key actors (p. 115)	City administration (p. 19)
Interventions and participation	Multi-dimensional (p. 132)	One-dimensional (p. 19)
First participation of stakeholders in the process	Status-quo-analysis, strategy elaboration (p. 120)	Implementation phase (p. 18)

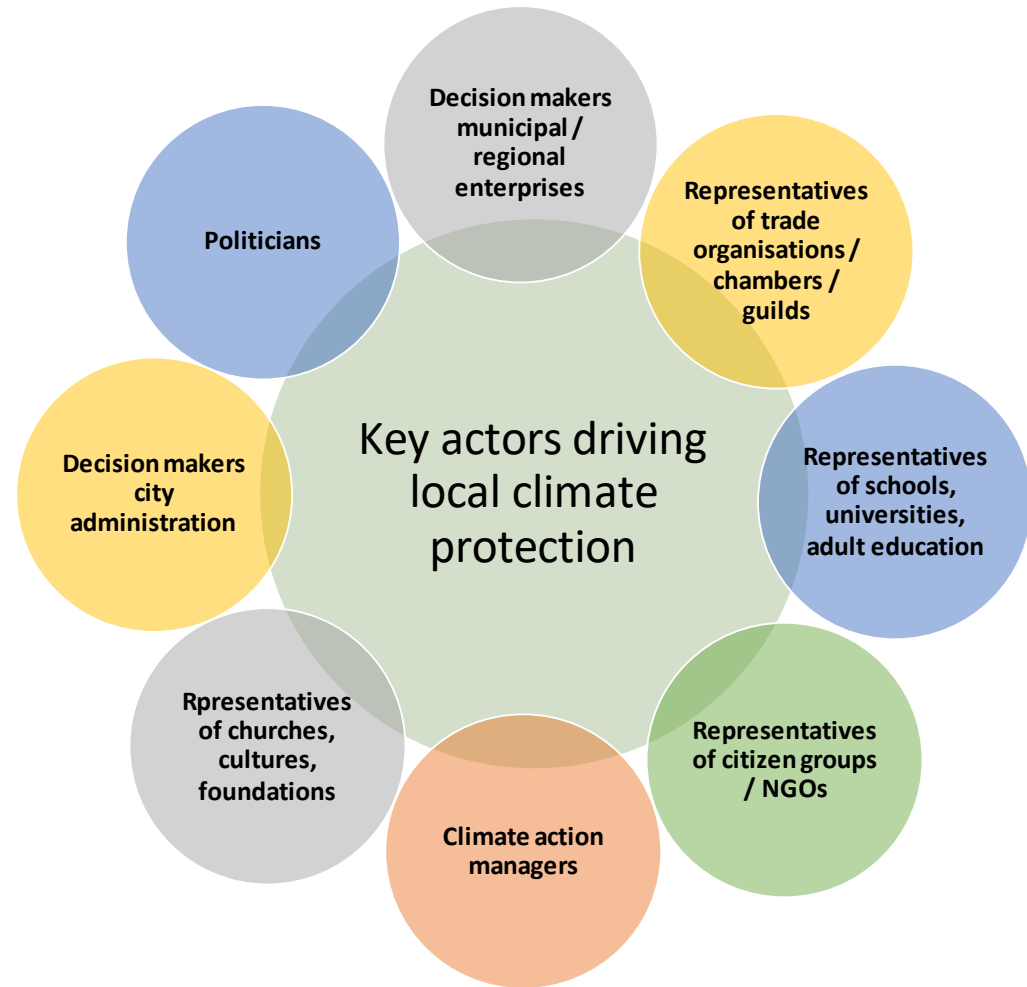
Examples for the comprehensive approach in the region:





Key Actors

- are change agents in the context of a societal transformation
- possess material power and/or social power to a large extent
- act as legitimate stakeholders
- feel medium to high urgency to act
- are „Early Adopters“ when it comes to the implementation of climate protection measures
- possess a great ability to act and cooperate in networks





Four types of key actors drive local climate protection:

- T_0 -Actor: “Information Broker”, “Climate Expert”
- T_1 -Actor: “Central Initiator”, “Driver of the Process”
- T_2 -Actor: “Influential Accelerator”
- T_3 -Actor: “Dedicated Supporter”



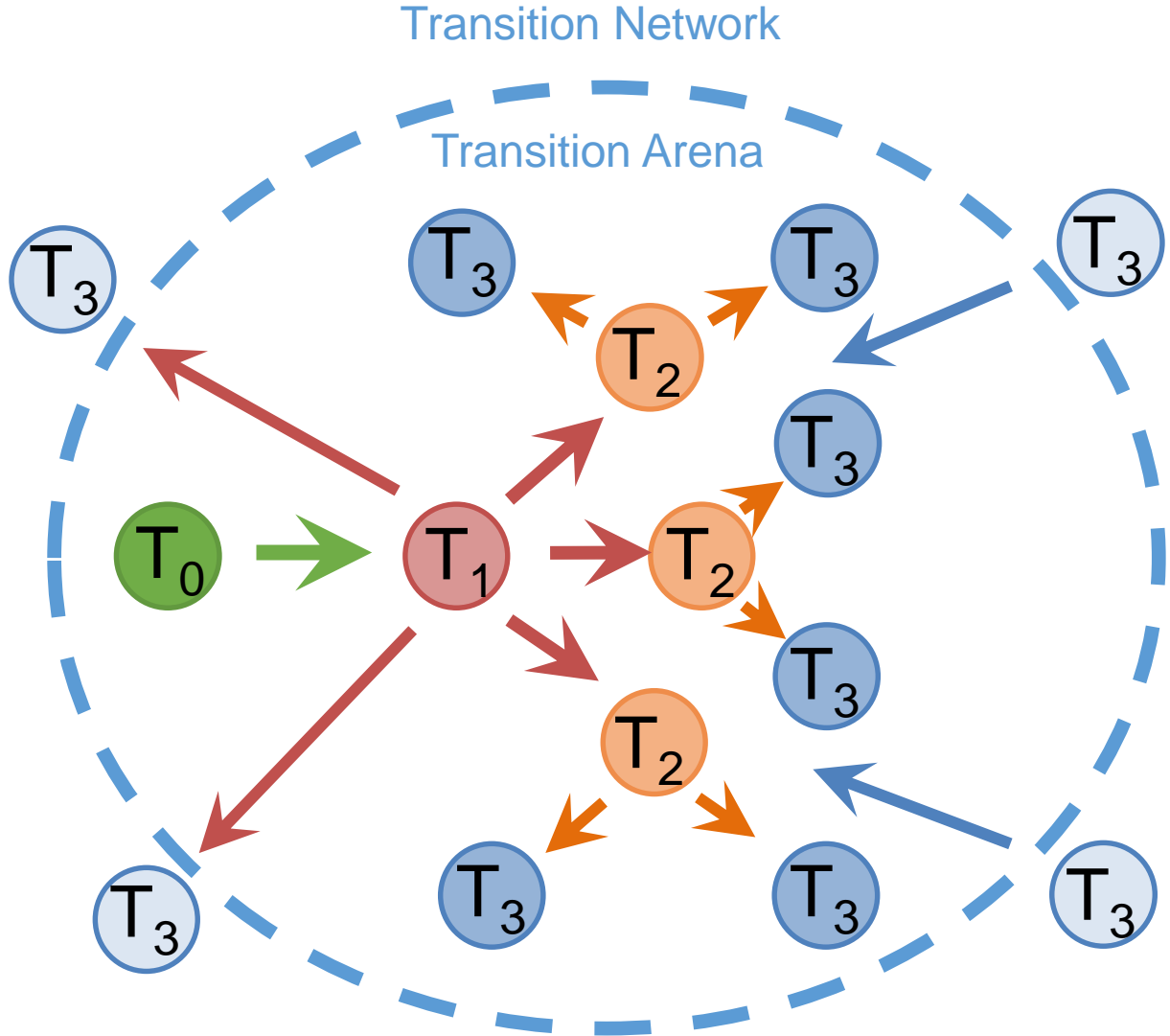
Who are key actors for local climate protection?



Role in the process	Information Broker	Central Initiator	Influential Accelerator	Dedicated Supporter
Type	T ₀ -Actor	T ₁ -Actor	T ₂ -Actor	T ₃ -Actor
Power	<ul style="list-style-type: none"> • Low material power • High social power 	<ul style="list-style-type: none"> • High material power • High social power 	<ul style="list-style-type: none"> • High material power • High social power 	<ul style="list-style-type: none"> • Low to high material power • High social power
Level of hierarchy		Management level	Management level	Management to employee level
Personal resources	<ul style="list-style-type: none"> • Expertise • Reputation • Charism 	<ul style="list-style-type: none"> • Exceptionally good networker • Dynamic, hands-on nature • Charism 	<ul style="list-style-type: none"> • Dynamic, hands-on nature • Enthusiasm 	<ul style="list-style-type: none"> • Enthusiasm • Self-motivation • Creativity • Ability to work independently
Quote	„These are the facts and this is why we have to act.“	„We have to become active on the local level! Who joins in?“	„I join in. What are our options to act and what can I contribute?“	“I would like to contribute and create.“



The ideal local climate protection process

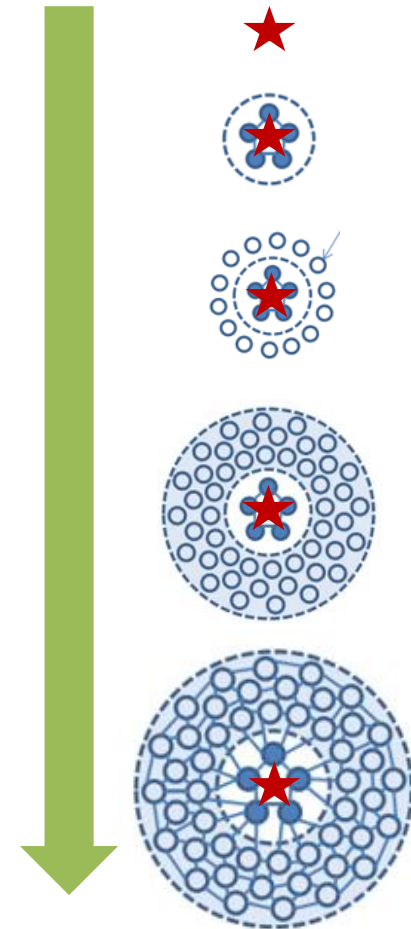




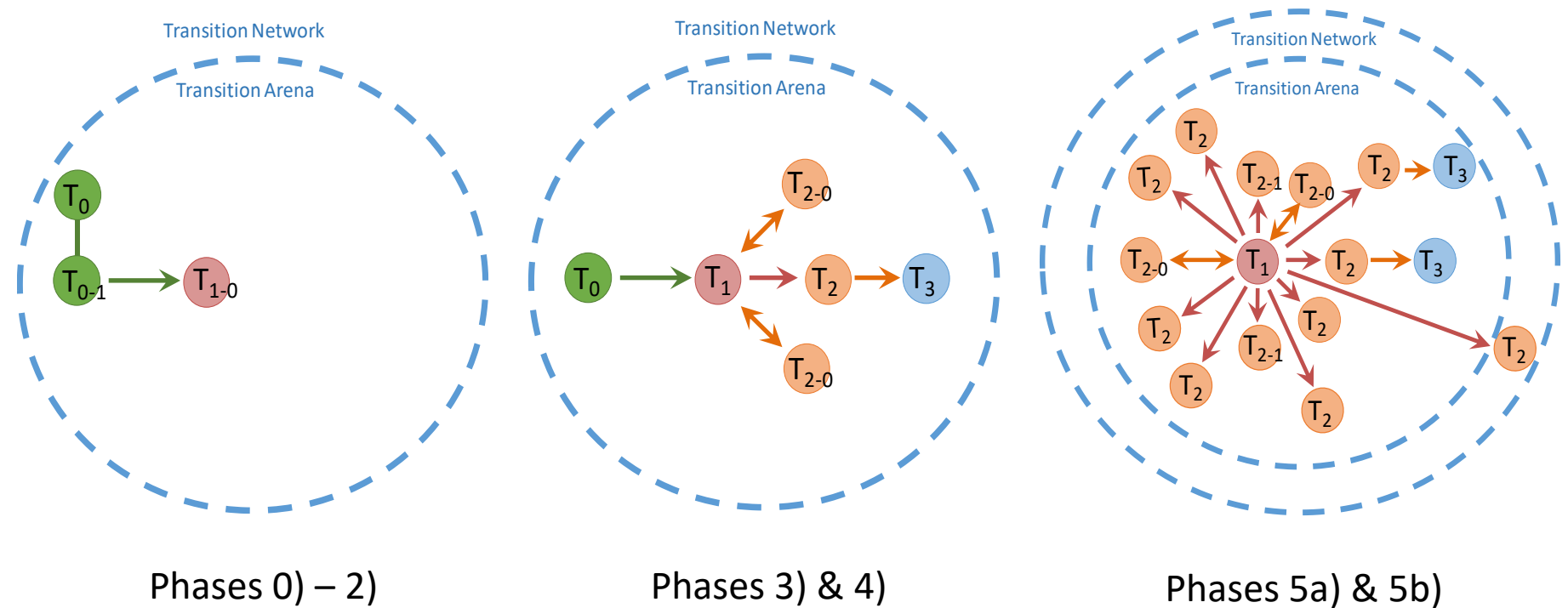
The ideal local climate protection process



- 0) Activation & integration of the Central Initiator (T_1) and the Influential Accelerators (T_2)
- 1) Foundation of a Transition Arena
- 2) Formation of political will / target definition
- 3) Status-quo / Business-As-Usual analysis
- 4) Participative strategy elaboration
- 5a) Implementation related to climate protection measures: initiation of measures and management cycle
- 5b) Implementation related to the process: support of the Transition Arena / expansion to a Transition Network

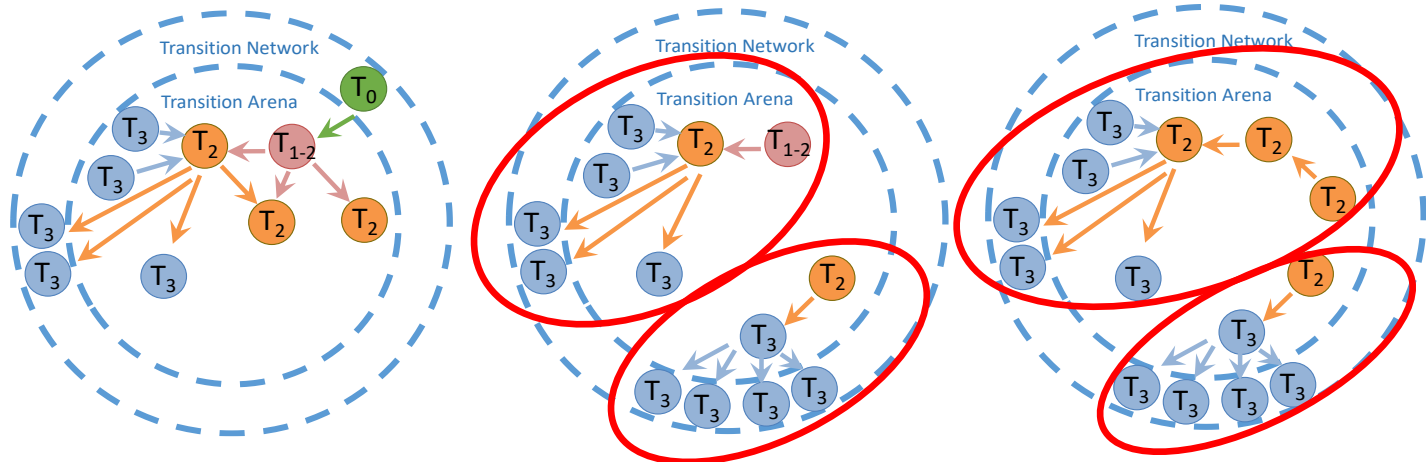


City „K-03“

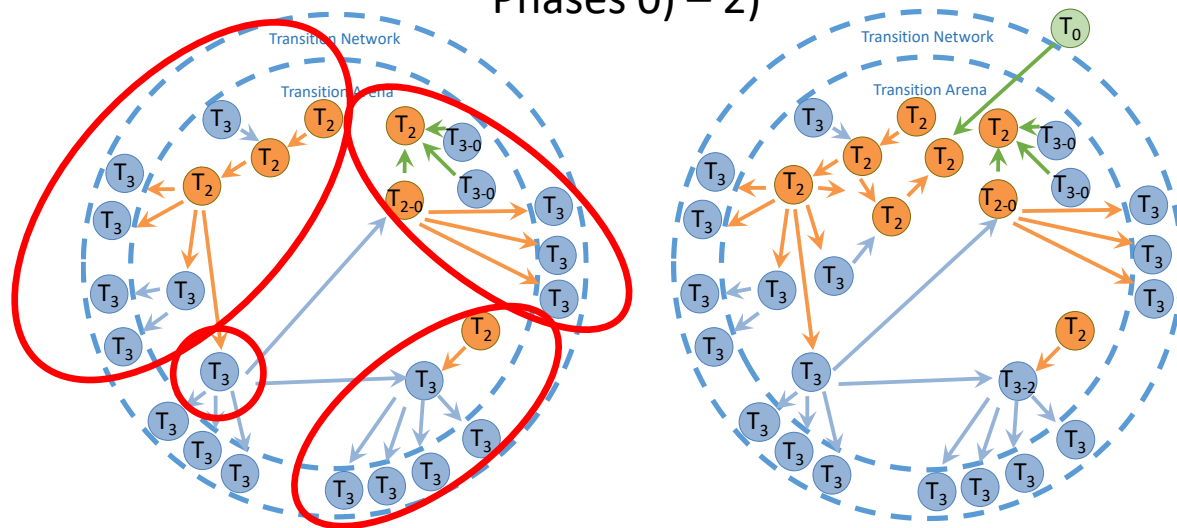




City „K-06“



Phases 0) – 2)



Phases 3) & 4)

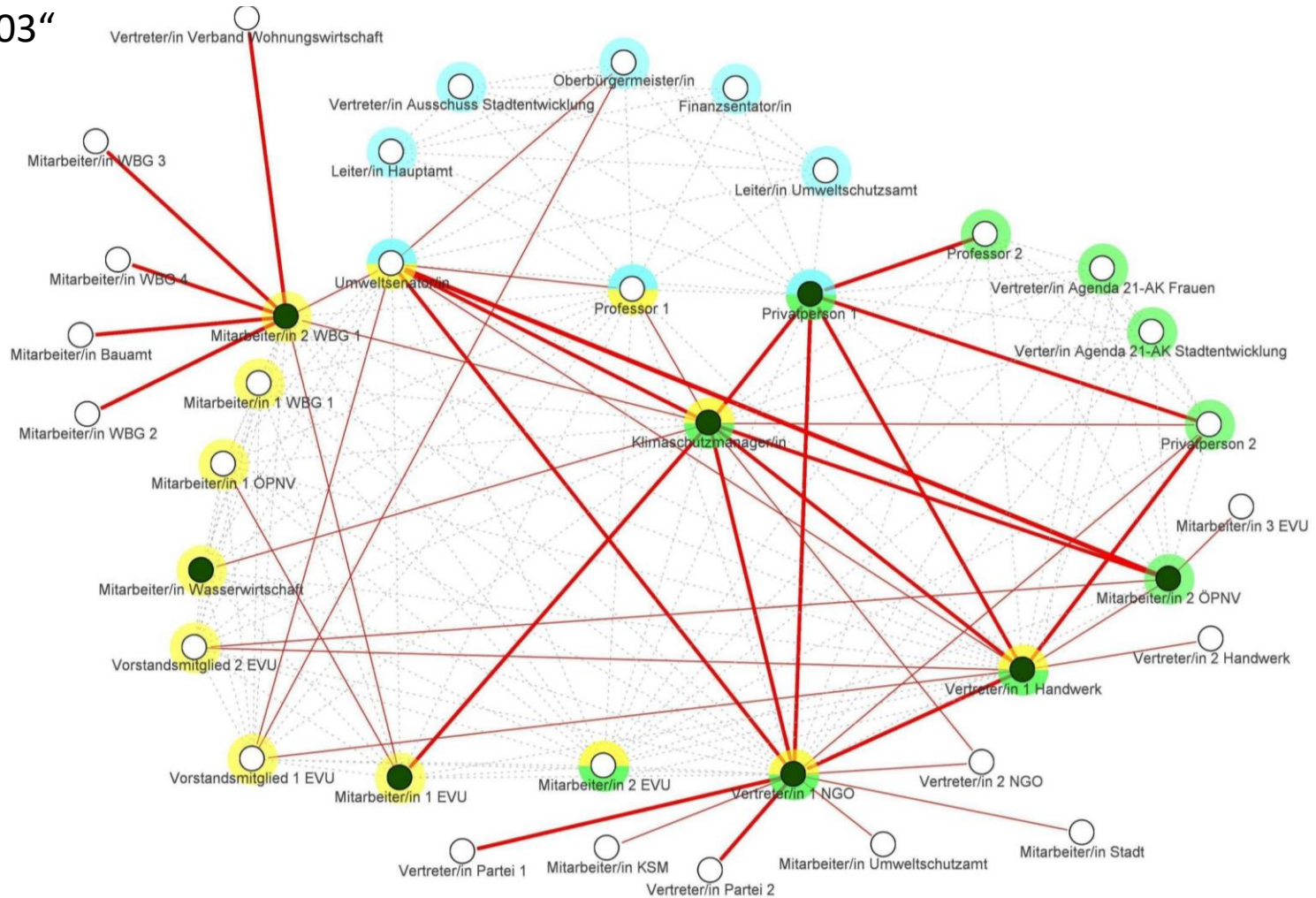
Phases 5a) & 5b)



Identification of key actors: network analysis



City „K-03“





- The definition and typology of key actors is broadly applicable – with some amendments.
 - Mixed types: e.g. two actors (T_0 or T_2) carry out the T_1 -role: T_{0-1} / T_{2-1}
 - Shapeshifters: e.g. person who transforms from T_2 to T_0 on a regular basis
- T_1 -Actors are crucial for a successful climate protection process.
- A legitimate alternative to a missing T_1 -Actor may be the mayor.
- T_3 -Actors contribute know-how and creativity; they depend on strong support of actors in more powerful positions.
- The potential of dedicated citizens (T_3) may not be underestimated. Initiatives need to be well embedded into the climate protection process.

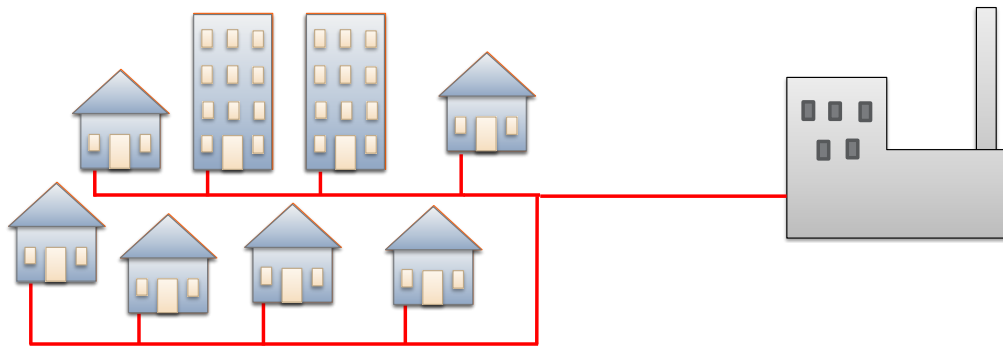


Integration of key actors: motivation and continuity



Success factors for the integration of key actors into the Transition Arena / the Transition Network:

- Consensus with regard to contents and strategy



Strategic Focal Point

Strategic fit with members' agenda

Self-efficacy of the members



Integration of key actors: motivation and continuity



Success factors for the integration of key actors into the Transition Arena / the Transition Network:

- Consensus with regard to the organisation



Continuity of personalities

Respect to the different hierarchical levels



Diversity of actors and their competencies

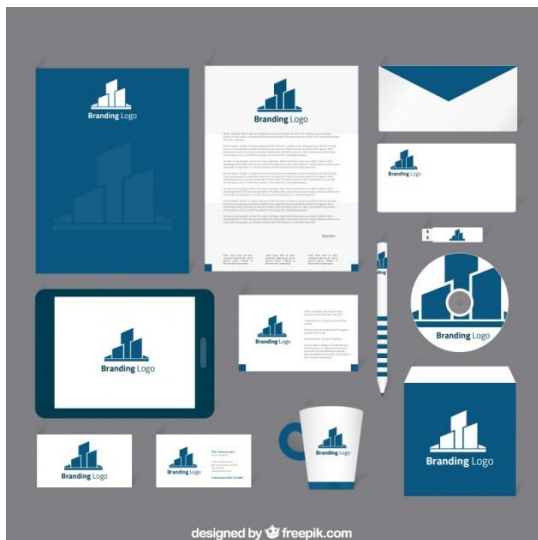


Integration of key actors: motivation and continuity



Success factors for the integration of key actors into the Transition Arena / the Transition Network:

- Consensus with regard to the appearance (internal and external)



Corporate Design



Professional structure and bodies



Strategic fit with the agenda / objectives of members



Thank you for your attention!

Contact: martin.beer@uni-flensburg.de

Project leadership: Prof. Dr. Olav Hohmeyer (Europa-Universität Flensburg)

Project team:

Julia Schirmacher (University of Flensburg), Martin Beer (University of Flensburg), Annerose Hörter (4K – Kommunikation für Klimaschutz Kampagnen / Konzepte), Britta Sommer (Difu), Judith Utz (Difu)



Who are key actors for local climate protection?



Arena „Politics and city administration“	Arena „Enterprises“	Arena „Citizens“
Influence on the formation of political will	Elaboration of reduction targets / mitigation strategies	Impact on local societal debates and the formation of political will
Agenda-setting in the political process	Initiation of climate protection measures	Personal engagement e.g. in local initiatives / NGOs
Decisions of the city council / bylaws	Networks for cooperative implementation of measures	Workings groups / group of regulars
Initiation of climate protection measures	Influence on suppliers / climate-friendly procurement	Citizens' projects / cooperatives