



Co-funded by the Intelligent Energy Europe  
Programme of the European Union



**Project title:** RES Heating and Cooling – Strategic Actions Development

**Acronym:** RES H/C SPREAD

**Project No.** IEE/13/599/SI2.675533

## **Deliverable 3.1:**

# **Recommendations for the establishment of the Country Governance Committees**

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**Version:** May 2014

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## 1 Introduction

The aim of this report is the provision of recommendations for the effective constitution of the stakeholders' committees. The establishment of these committees is an integrated part of the stakeholders' engagement strategy.

The current report consists of three different sections. Initially, indicative guidelines are provided in order to prepare the procedure for the identification and selection of the appropriate stakeholders, then it is presented the proposed procedure for stakeholders' mapping and finally proposals for the effective involvement of the selected stakeholders are suggested.

## 2 Preparation of the procedure for the identification of stakeholders

The preparation of the procedure for the organization and constitution of these committees is considered as one of the most crucial parameter for the success of this attempt.

The first step includes the specification of the necessary definitions. More specifically, as stakeholder can be considered everyone who have specific knowledge about the examined project or initiative. The stakeholders have a relation and are motivated by the specific project or initiative aiming at their improvement and their successful implementation.

The involvement of the stakeholders can be either direct with their contribution to the fulfillment of the target or indirect with the provision of information regarding the project or the initiative.

The procedure for the identification of stakeholders is integrated within the stakeholder management strategy, which can be defined as the management of the relationships of the participating stakeholders. The stakeholders' management procedure can be considered as a planned procedure in order to engage stakeholders effectively targeting to the improvement or success of the project or the initiative.

The stakeholders' management procedure can be characterized as efficient in the case that it combines both of the necessary planning and

communication initiatives. To this direction, it is crucial the identification and the planning of the most cost-effective stakeholders' engagement activities, which can lead to the maximization of the triggered impacts on the defined strategy and operations.

In the beginning, it is vital to realize and clarify the objectives of the stakeholders' engagement strategy. You must set the vision and the level of ambition during the establishment of the objective of this procedure. This can be achieved taking into consideration any available best practices and lessons learnt in order to establish the objectives more efficiently. It's vital to specify the reasons and the targets regarding the engagement of the stakeholders. The clear understanding of what is being evaluated will facilitate all the procedure of the stakeholders' engagement.

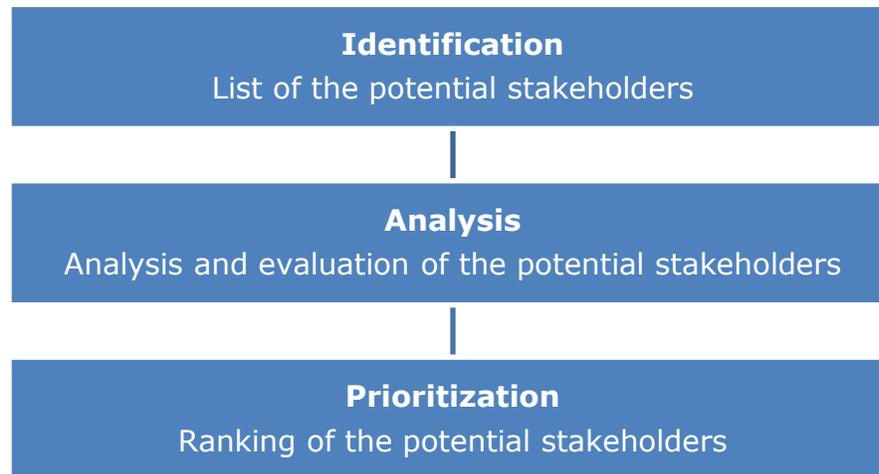
A thorough and in-depth understanding of the project or the initiative will reassure that the planned procedure involves a wide range of stakeholders' perspectives and experiences. This procedure requires the precise specification of the priorities in engaging stakeholders at this phase, while the establishment of the scope and objectives of this stakeholder's engagement strategy will lead to the specification of the necessary boundaries.

Finally, it is important to realize initially the stakeholders' motivations in order to facilitate their involvement in this procedure. Try to examine and understand the potential stakeholders' expectations and motivations because this can be proved crucial for their final participation and effective contribution.

### **3 Stakeholders' mapping**

The second step of the constitution of the stakeholders' engagement strategy is the procedure of stakeholders' mapping. The procedure of stakeholders' mapping will lead to a list of stakeholders integrating the most important perspectives of the analysis. The main challenge is the fact that these perspectives seem to be completely contradictory in some cases requiring dexterous manipulation.

The procedure of stakeholders' mapping consists of the following three phases:



**Figure 1:** The implemented phases of the procedure for the stakeholders' mapping.

### 3.1 Identification

The first task of stakeholders' mapping is the preliminary identification of the stakeholders. The already clarified description of the project or the initiative will help to the implementation of this task including the established targets. These goals will contribute to the effective depiction of the required characteristics of the stakeholders and the identification of which types of stakeholders are required.

It is important to realize that stakeholders must have specific roles during their engagement. Therefore, an initial categorization can be performed according to their roles and the level of involvement. The role is crucial because some stakeholders' roles are more influential and significant than others.

An initial identification of the stakeholders can be performed taking into account the following classification of the stakeholders:

- I. The stakeholders, who absolutely agree, participate actively and have a direct relation with the examined project or initiative.

II. The stakeholders, who agree but do not have a direct relation with the examined project or initiative.

III. The stakeholders, who do not have a specific opinion about the success or failure of the examined project or initiative.

IV. The stakeholders, who hinder the successful implementation of the examined project or initiative.

The stakeholders will be identified from all the potential stakeholders groups. Firstly, you should brainstorm and record all the potential stakeholders' groups. Indicatively, the initial list of stakeholders may include probably the following groups:

- *Central government authorities*
- *Regional government authorities*
- *Local government authorities*
- *Energy authorities*
- *Universities*
- *Research centers & institutions*
- *NGO*
- *Consultancy firms*
- *ESCOs*
- *Regional development & financing parties*
- *Standardization bodies*
- *Agricultural associations*
- *Technical & trade associations*
- *Experts (incl. sellers & installers)*
- *Media*
- *Consumers associations*

Another crucial point is the fact that the procedure of the stakeholders' mapping is a dynamic procedure and it can lead to the continuous changes of the selected stakeholders.

Another important issue is that the procedure depends on the knowledge of the participating stakeholders. It is essential to identify any stakeholder who may have specific knowledge about or perspective on the examined project or initiative. You must result in a list of stakeholders without

screening and limitations, including everyone who has an interest in the examined project of initiative.

Some indicative questions, which will help you to the successful identification of the stakeholders can be the following:

- Do the stakeholders have significant expertise in the relative field of the examined project or initiative?
- Do the stakeholders represent diverse perspectives and/or experiences?
- Can the stakeholders raise crucial questions contributing to the improvement and success of the examined project or initiative?
- Are the stakeholders responsible for the implementation of examined project or initiative?
- Do the stakeholders have the power to influence the current status of implementation?
- Do the stakeholders want to benefit the project or initiative in order to reach the predefined goals?
- Can the stakeholders be considered as proponents of evaluation and are capable of supporting the implementation of examined project or initiative?
- Can the stakeholders delay or stop the examined project or initiative?
- Can the stakeholders be excluded from the potential engagement?
- Does the official decision-making authority be included into the selected stakeholders?
- Do the stakeholders have the power to implement the agreed solution?
- Can the stakeholders be affected by the outcome of the project or the initiative?

The elaboration of the above questions may enhance significantly the procedure for the effective identification of the participating stakeholders.

Some recommendations for the identification of the stakeholders can include:

- ✓ Take into account any potential best practices and lessons learnt from past and ongoing engagement procedures in your country.

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- ✓ Try to be open-minded and to consider potential stakeholders taking into consideration the evolution of the energy sector in the near future, the identification of new markets and technologies, the adoption of new regulations and legislations etc.
- ✓ Reassure a wide variety of stakeholders having in mind the objectives of the examined project or initiative. The centrality of the stakeholders in the project or the initiative is essential. It is important not to select only decision-makers, but the aim is a balanced selection of representatives including societal organizations, public bodies, private sector representatives, scientific experts etc.
- ✓ Begin with those agencies or individuals who have an official role in the decision-making procedure such as representatives from public bodies, funding agencies etc.
- ✓ Try not to focus on only on formal authorities. Stakeholders are not only organizations and formal groups. The stakeholders can be individuals, communities and informal networks. Moreover, you should examine the participation of potential advisory groups, task forces or ad hoc committees etc.
- ✓ The stakeholders are not only local people. They must include representatives from the government and their agencies, as well as people, organizations and institutions, which are not necessarily located in geographical terms close to the examined project or initiative.
- ✓ Take into account the fact that the stakeholders may change over time. The selection of new stakeholders can enhance the procedure especially in the case that the role or interest of the existing stakeholders may be weakened.
- ✓ Try to exploit your network of existing contacts, which will facilitate the procedure for the identification of the most important stakeholders. Moreover, potential recommendations from your existing network may benefit your attempt in order to approach specific stakeholders.
- ✓ Think strategically and politically about the selected stakeholders so as to avoid problems during the constitution of the committees. It is important to keep in mind that a single group might have specific

interests and expectations, while several groups might have completely different. Try to avoid a situation with a large number of stakeholders who care about some interests and expectations and a limited number who care about other. It will be difficult to balance these contradictory interests and expectations.

## 3.2 Analyzing

After the step of the stakeholders' identification you should analyze their characteristics and profiles in order to select the most appropriate of them for the constitution of the committees.

It is important to have in mind that different stakeholders may have completely different levels of interest and influence for the examined project or initiative. Nevertheless, as it is mentioned previously the stakeholders must represent a mix of perspectives, experiences and roles relative to the project or initiative.

Within this framework, a procedure for the effective selection of stakeholders must be developed through the establishment of specific criteria.

The proposed approach, which is described below, is the completion of the stakeholders' engagement matrix. The stakeholders' engagement matrix can be utilized as the tool for the effective analysis of the identified stakeholders.

The stakeholders' engagement matrix provides an overview of the most crucial characteristics for each potential stakeholder separately. The profile of the potential stakeholders will help you to map and assess them taking into account the most important characteristics.

The proposed approach targets to the qualitative assessment of specific stakeholders' components such as their degree of expertise, their willingness for participation and the overall impact, which is expected to be triggered by their involvement.

The selected criteria, which must be evaluated, are described briefly below.

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- I. Capacity:** Evaluate the resource capacity of each stakeholder taking into consideration their knowledge, expertise and technical capabilities.
- II. Willingness:** Evaluate stakeholders' availability and willingness for participation.
- III. Power:** Evaluate stakeholders' role into the decision-making procedure, which is essential for the implementation of RES H-C plans.
- IV. Influence:** Evaluate the number and the quality of stakeholders' connections, which can influence all the involved parties during the implementation of RES H-C plans.
- V. Necessity:** Evaluate stakeholders' necessity for inclusion or exclusion from this engagement procedure.

All the above criteria will be assessed utilizing the following scale:

1: Low, 2: Medium, 3: High

It should be mentioned that you can add additional criteria for your analysis taking into consideration the characteristics of each country and the peculiarities of the energy sector.

Table 1 is a sample of the stakeholders' engagement matrix for the selected criteria and the initial categorization of the stakeholders.

**Table 1:** Stakeholders' engagement matrix

<b>Category</b>	<b>Name of the stakeholder</b>	<b>Capacity</b>	<b>Willingness</b>	<b>Power</b>	<b>Influence</b>	<b>Necessity</b>
<i>Central government authorities</i>	1.					
	2.					
	3.					
<i>Regional government authorities</i>	1.					
	2.					
	3.					
<i>Local government authorities</i>	1.					
	2.					
	3.					
<i>Energy authorities</i>	1.					
	2.					
	3.					
<i>Universities</i>	1.					
	2.					
	3.					
<i>Research centers &amp; institutions</i>	1.					
	2.					
	3.					
<i>NGO</i>	1.					
	2.					
	3.					
<i>Consultancy firms</i>	1.					
	2.					
	3.					
<i>ESCOs</i>	1.					
	2.					
	3.					
<i>Regional development &amp; financing parties</i>						
<i>Standardization</i>						

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<b>Category</b>	<b>Name of the stakeholder</b>	<b>Capacity</b>	<b>Willingness</b>	<b>Power</b>	<b>Influence</b>	<b>Necessity</b>
<i>bodies</i>						
<i>Agricultural associations</i>						
<i>Technical &amp; trade associations</i>						
<i>Experts (incl. sellers &amp; installers)</i>						
<i>Consumers associations</i>						
<i>Media</i>						
<i>Other (please specify)</i>						

### 3.3 Prioritizing

The final step of the stakeholders' mapping is the prioritization process, which aims at the sorting of the identified and analyzed stakeholders. It is not practical and usually not necessary to engage all the identified stakeholders simultaneously. Therefore, you must specify who will be involved and clarify the reasons for their participation maximizing the effectiveness of the established committees.

Therefore, it is important to select the most effective stakeholders according to the established criteria.

You should remember that the prioritized stakeholders list may change over time according to the emerging needs and priorities.

The total score of a stakeholder  $i$  can be estimated from the following equation:

$$\text{Total Score } i = \text{Score } i, \text{ Capacity} + \text{Score } i, \text{ Willingness} + \text{Score } i, \text{ Power} + \text{Score } i, \text{ Influence} + \text{Score } i, \text{ Necessity}$$

The evaluation of the stakeholders will be performed according to the following classification criteria:

1. If the score is higher than 12 then the specific stakeholder can be characterized as "Very important stakeholder".
2. If the score is between 8 and 12 then the specific stakeholder can be characterized "Important stakeholder".
3. If the score is lower than 8 then the specific stakeholder can be characterized "Non-important stakeholder".

For example, if a stakeholder has been evaluated with the following scores:

Score<sub>Capacity</sub> = 2, Score<sub>Willingness</sub> = 2, Score<sub>Power</sub> = 3, Score<sub>Influence</sub> = 3,  
Score<sub>Necessity</sub> = 1,

then, the total score can be calculated with the following equation:  $2 + 2 + 3 + 3 + 1 = 11$

Therefore taking into consideration the above classification criteria, the stakeholder will be assessed as “*Important Stakeholder*”.

After the prioritization of the stakeholders you should examine the obtained ranking and to determine if the relevant stakeholders are capable of achieving the objectives of the examined project or initiative.

Final, it is important to keep this part of the procedure confidential, because there is the possibility the stakeholders not to be willing to participate if they are aware of the fact that they are not considered as high priority in comparison with others during the constitution of the committees.

## 4 Preparation for the engagement of the stakeholders

After the selection of the stakeholders you must focus on how the necessary actions in order to approach the selected stakeholders.

Some simple recommendations may include:

- ✓ You must reassure that the size of the group is manageable. The constitution of the collaborative group must be done identifying the optimum size of members in order to facilitate the effective participation and communication of the stakeholders. An optimum size of the committees is between 8 and 20 members.
- ✓ Try to clarify and present of the project or initiative’s objectives to the stakeholders. It is crucial to be clear about their involvement and the type of their contribution. It is important to specify the type of contribution such as provision of ideas, elaboration of deliverables, recommendations for decision-making procedure etc. You must determine the aim of the engagement procedure at each stage and the necessary deliverables and outcomes. In the case that you have a detailed plan for their involvement you should present it. To this direction, it will be beneficial to send them and dissemination material and information regarding the project or the initiative.
- ✓ Try to relate the project or initiative’s objectives with their motivations and expectations. Moreover you should pinpoint potential benefits that they will obtain from their participation into the

committees. As indicative benefits can be mentioned the points that they will increase their reputation, they will be involved directly to the decision-making procedure etc.

- ✓ It is important to elaborate initially the details regarding the necessary engagement activities and present them to the stakeholders. For example, it is important to specify the possibility to cover their travel costs if they live outside the region where the meetings are held.

The development of an efficient communication message will facilitate your attempt in order to constitute the committees. The development of the communication message will be in conjunction with the dissemination strategy of the project or the initiative. This communication message will be utilized during any implemented engagement activities.

During the development of the communication messages various aspects should be taken into consideration such as the objectives of the engagement, the derived benefits, the type of stakeholders' involvement and role etc.

Try to provide guidelines in order to help stakeholders so as to select their representatives. Indicatively, the stakeholders' groups can select their representative according to the following criteria:

- Representatives who have the support and the confidence of their stakeholders' group.
- Representative who are able to communicate effectively and have negotiating agilities.
- Representatives who can commit to active participation in the committees.
- Representatives who can cooperate with other stakeholders with completely different interests and expectations.
- Representatives who have knowledge about the examined project or initiative or are willing to acquire the necessary information.

Furthermore, you must take into account the possibility of adding representatives after the establishment of the committees in the case that important stakeholders are not represented. Therefore, it is important to spend enough time so as to be completely sure that all the key stakeholder groups are included into the committees.

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Finally, actions in order to publicize the criteria for the selection of the stakeholders can improve significantly the reliability and credibility of the current process. This is important in the case that there are representatives for different groups with completely different interests and expectations. In that case, the derived decisions will be more robust and credible if the participating stakeholders believe that their interests and expectations are adequately represented within the committees.

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