

# Smart Light Concepts

## Output 4 Method to involve and create public support in areas where lighting will change because of the introduction of low-carbon PLsystems

### Specific results:

- The developed and tested approaches will accelerate (0,5 - 2 years) the procedure and implementation of low-carbon PL systems
- In 2021, all pilot partners have successfully involved their citizens in and created support for the design and implementation of low carbon PL systems in pilot and other areas
- 15 managing authorities will start using these methods of involving local stakeholders.



BRUGGE



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1	July 28, 2023	Marleen Janssen Groesbeek	Avans UAS	Explanation evidence
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# STAKEHOLDER ENGAGEMENT

## 1. Introduction

There are many individuals or groups who have an interest or involvement or who are affected by the activities and outcomes of the SLIC projects. Delivering a project or programme requires a clear understanding of the interests and influence of the stakeholders and a strategy to address their needs. The better you understand the interests of your stakeholders, the better you will be able to communicate with them in a way that resonates with them. By surfacing the intentions and interests of your stakeholders, you will be able to level with them. You will also be better able to predict how they will respond to certain situations and requests.

Public space involves complex and often conflicting interactions of diverse stakeholders. In this context, lighting can only be equitable if its design is based on knowledgeable engagement with 'the public' and the full diversity of stakeholders involved, including institutions who maintain public spaces. It also includes the potentially conflicting understandings of the 'public' nature and functions of a space. Light impacts on the public space in the crucial hours after dusk, enabling or problematising social activity, economic and commercial development, security, safety and public order, access, participation makes that different stakeholders with diverse needs and interests play a role which should be taken into account and should be managed.

We developed a stakeholder engagement plan - or 6-step model – that guides the SLIC projects by identifying stakeholders and presents a detailed strategy for managing each individual/group. The stakeholders can be identified through a brainstorm per pilot, meetings and workshops attended by project team members and partners.

Stakeholder engagement must have a purpose. It is essential to first think about why the organisation is engaging and what needs to be achieved. No stakeholder engagement should be initiated without defining a purpose. There are two broad categories of purpose: strategy and operations. That is, stakeholder engagement takes place to develop or improve strategy or to help identify and address operational issues. Building trust-based relationships is inherent to both strategic and operational stakeholder engagement.

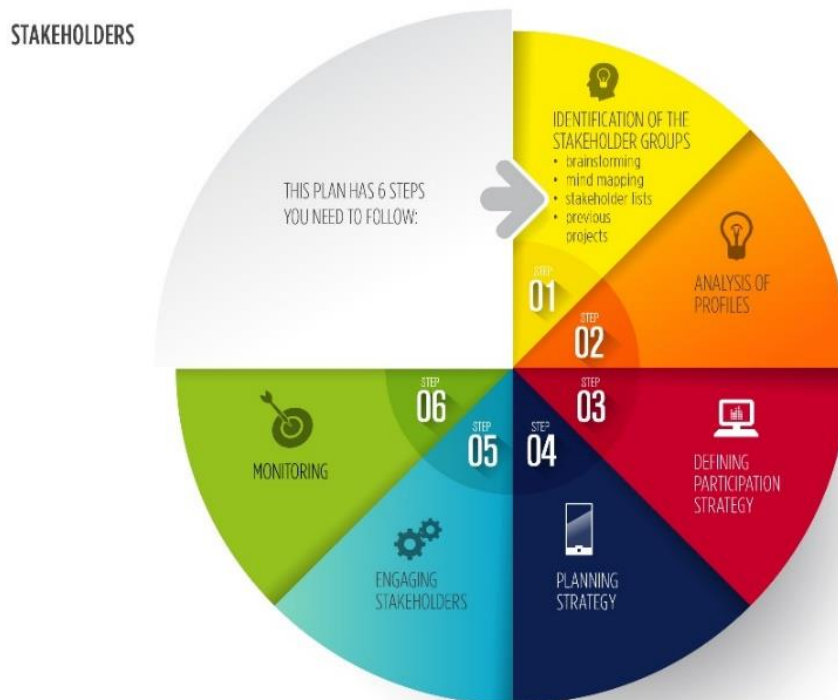
Stakeholder engagement is a continuous and systematic process by which an organization establishes a *constructive dialogue* and a *fruitful communication* with its key stakeholders. The purpose of involvement is to convey to decision makers' expectations and interests of stakeholders, so that they can take it into account in decision making. The involvement, providing input to power management processes and to assess the impact of operations on those who are affected, it becomes a guiding element for learning and change across the project. Its added value lies in the creative search for solutions that best fit the specific social and environmental context, the possibility of a confrontation on the field and in the monitoring of all the players involved.

## 2. Method to involve and create public support in areas where lighting will change because of the introduction of low-carbon PLsystems

### The 6th step model

For an effective stakeholders engagement it is important to manage the involvement with a circular process, with a view to continuous improvement. This model consists of 6 steps:

- Step 1. Identification : Know who is going to be affected by the project.
- Step 2. Analysis of Profiles: This creates an overview where stakeholders' points of views, conflicts, interests and tradeoffs can be made clear.
- Step 3. Defining participation strategy: the most appropriate approach for involvement per stakeholder group.
- Step 4. Planning strategy: The message sender and recipient are decided. What information will be communicated? And the timing and method will be planned.
- Step 5. Engaging stakeholders: Carry out the plan.
- Step 6. Checking effectiveness and reporting: What are the results? And should we make some corrections.



## **Step 1 - Identifying Stakeholders**

Relevant stakeholders are those individuals, groups of individuals or organisations that affect and/or could be affected by an organisation's activities, products or services and by the associated performance with regard to the issues addressed by the engagement. An organisation may have many stakeholders, each with distinct attributes and often with diverse and conflicting interests and concerns. Establishing a methodology for systematically identifying stakeholder groups that can contribute to achieving the purpose of the engagement and/or could be affected by its outcome is fundamental to the engagement process.

Organisations should profile stakeholder groups as well individual stakeholder representatives according to the following features:

<b>Knowledge of the issues associated with the purpose and scope of the engagement</b>	<b>Expectations of the engagement</b>	<b>Existing relationship with the organization (close or distant, formal or informal, positive or negative)</b>
<b>Dependence on the organisation</b>	<b>Willingness to engage</b>	<b>Level of influence</b>
<b>Type (civil society, government, consumer, etc.)</b>	<b>Cultural context</b>	<b>Geographical scale of operation</b>
<b>Capacity to engage (e.g. language barriers, IT literacy, disability)</b>	<b>Legitimacy and representation</b>	<b>Relationships with other stakeholders</b>

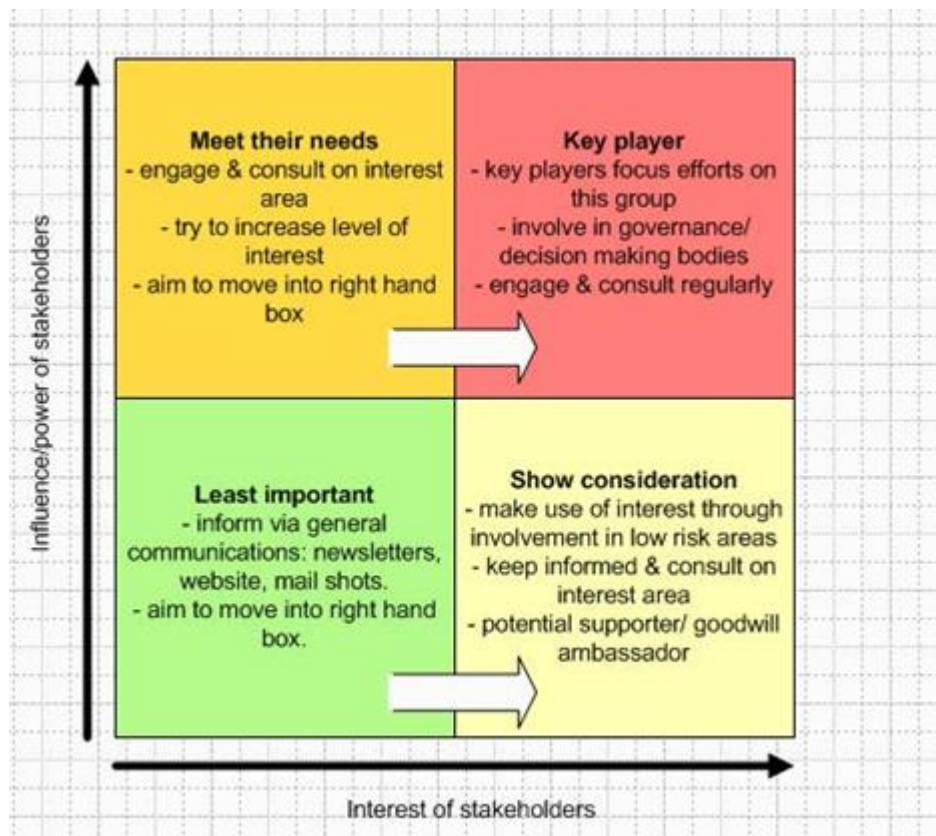
## **Step 2. Analysis of Profiles**

The Power/Interest Grid, which is also known as the Power/Interest Matrix, is a simple tool that helps you categorize project stakeholders with increasing power and interest in the project. This tool helps you focus on the key stakeholders who can make or break your project. In turn, this helps you in stakeholder prioritization.

The Power Interest Grid in stakeholder prioritization pertains to stakeholder interests in the project. By using this matrix, you can determine which stakeholders to manage closely and which stakeholders to put minimum effort in. This helps you channel your time and energy on the stakeholders that have the most power and interest in project success.

The Power/Interest Grid contains four quadrants. Each quadrant gives you an indication of the level of stakeholder management that you'll have to employ and may also influence the type of communication style. The four quadrants of the Power/Interest Grid are shown below.

A stakeholder analysis is systematic gathering and analyzing of qualitative data to determine whose interests should be taken into account when developing and or implementing a policy, program, or project.



### **Step 3. Defining participation strategy**

Now that you have completed the identification and analysis stages it is time to develop your stakeholder participation or engagement strategy. Based on Sherry Arnstein's Ladder of Citizen Participation we propose this widely referenced and influential model in the field of democratic public participation as a working example. This version of the ladder has been altered to reflect local perspectives on stakeholder engagement in today's world. In the figure below the different levels are mentioned.



## STAKEHOLDER ENGAGEMENT STRATEGY



### **DETERMINE ENGAGEMENT LEVEL(S) AND METHOD(S)**

Engagement may take place at more than one level. It can be chosen to engage with the stakeholders in one segment of its stakeholder map at one level and with stakeholders in another segment of the stakeholder map at another. The level of engagement may also change over time as relationships deepen and mature.

The method of engagement should be selected to best meet the needs, capacity and expectations of the relevant stakeholders. More than one method may be selected for any given engagement. Different methods may be used concurrently or sequentially.

Based on the specific goals you want to accomplish you are able to choose the method that is most appropriate in relation to the level you are aiming for.

# Methods of engagement

<u>Inform</u>	<u>Consult</u>	<u>Collaborate</u>	<u>Involve</u>	<u>Empower</u>
Bulletins and letters	Surveys	Joint projects	Multi stakeholder forums	Multiway engagement
Brochures	Focus groups / workshops	Partnerships	Advisory panels	Collective problem sharing meetings
Reports	Meetings with selected stakeholders / public meetings	Multistakeholder initiatives	Focus groups	Joint learning sessions
Websites	Social media	Online collaborative platforms	Online engagement tools	Shared online work spaces
Speeches, public presentations			Consultation debate	
<i>We will keep you informed.</i>	<i>We will listen to and acknowledge your concerns.</i>	<i>We will look to you for advice and innovation and incorporate this in our decisions, as much as possible.</i>	<i>We will work with you to ensure your concerns are directly reflected in the decisions made.</i>	<i>We implement what you decide.</i>

## **Step 4. Planning strategy**

The Engagement Plan is intended first to draw and then to document the engagement process. *Minimum requirements* of a Plan include: tasks and timelines, contact persons, technologies used, ground rules, comfort requirements, engagement risks, resource requirements, budget, channels of communication, monitoring and evaluation, reporting the engagement outputs and outcomes. At the same time there are several *factors* that can impede the ability of stakeholders to engage which have to be then taken into consideration, such as: the accessibility and neutrality of the engagement location, capacity to travel, availability of Information and Communication Technologies (ICT), timing, social hierarchies, local conflicts, lack of shared understanding of expectations, customs, conventions, specific communication styles, need for language translation, special needs of those with disability, and cultural differences.

## THE SLIC ENGAGEMENT PLAN

Features	Description	Responsibilities
PROFILING & MAPPING	Precise definition of the relevant Stakeholders list	All PPs
METHOD OF ENGAGEMENT DEFINITION	Clear identification of the specific engagement methods to be frequently used	LP responsible + All PPs
ENGAGEMENT TOOLS SET-UP	Set-up of proper engagement tools according to the specific methods selected	LP responsible + All PPs
ESTABLISHING INDICATORS	Precise quantification of a minimum engagement target per stakeholder	LP responsible + All PPs
ENGAGEMENT MATRIX CREATION	Creation of the specific and detailed Engagement Matrix in each region ( <i>according to the template</i> )	LP responsible + All PPs
SCHEDULING & TIMING	Clear definition of proper schedule / timing for stakeholders engagement	LP responsible + All PPs
REPORTING	Periodic reporting of the engagement activities and outputs & outcomes	All PPs

### **Step 5. Engaging stakeholders**

Once the Engagement Plan is settled and shared between all the project actors, each regional partnership should ensure that:

- stakeholders are informed and invited to participate to project activities and progresses reasonably well in advance and that communications are appropriate for each stakeholder (*according to the plan*),
- stakeholders are "live" and active ensuring that all their inputs, views and discussions are captured as appropriate,
- the engagement process / activities and the relevant outputs are well documented,
- the outputs and action plan to participants of the engagement are communicated in an appropriate and timely manner (it is important that reporting back to stakeholders is done in an inclusive and consistent

Frequency, schedule, methods and specific tools for the engagement are the ones settled and

agreed on the Engagement Plan itself.

Along with the implementation of the Plan each regional partnership will have to assure a proper communication plan for activities, means and channels.

### **Communication plan**

Using the information you have gathered in the previous steps write a communication plan that documents:

- the information requirements;
- frequency of communication;
- communication provider;
- and channel of communication for each stakeholder.

Make use of your existing communication structure to manage and communicate with your key stakeholders.

Existing communications means and channels are also worth considering. Updates on your project will receive a higher profile if they appear in the local media, and you will get your message distributed for free.

### **Step 6. Checking effectiveness**

Monitoring and evaluating is a process that helps to improve performance and achieve results.

The objective with regard to stakeholder engagement is to improve current and future management of engagement outputs, outcomes and impact. Each individual engagement should be monitored and evaluated. The information from individual engagements should then be aggregated and evaluated as a whole.

The monitoring and evaluation of outputs (action plan, result of activity) and outcomes (the results of decisions and actions) should be integrated with overall sustainability performance monitoring and evaluation that ultimately feeds back into the strategy development process.

More in details each single regional partnership should systematically monitor and evaluate the overall quality of the stakeholder engagement as well as the quality of individual engagements. In details this should include the monitoring and evaluation of the commitment and integration level / intensity,

- purpose, scope and stakeholder participation,
- the entire process under implementation (*planning, preparing, engaging, acting, reviewing and improving*),
- outputs and outcomes.

## **Stakeholder engagement evaluation survey**

Stakeholder engagement is a process, not an event or a one-off exercise. The monitoring and evaluation step shall provide the input from which each partner can institutionalise the learning and actively look for improvement opportunities. Each partner shall then foster a continual improvement process with stakeholder engagement, namely an ongoing effort to incrementally improve the engagement process with regards to efficiency, effectiveness and impact.

After entering the final stage of the SLIC-project it was time to evaluate stakeholder engagement in order to provide information about the results of the stakeholder engagement plans of all SLIC pilot

partners. The question that the survey aims to address is if the needs of the stakeholders were met during the whole project. Besides we want to know how partners can best keep track of the engagement processes that have been identified as essential for the success of the SLIC-project in the participating city's.

### What is it?

This stakeholder survey differs from other monitoring and evaluation tools in that it is not restricted to the direct users/residents of a given service but also include a wide range of individuals and organizations that have a variety of stakes in the project. The outcome can be very helpful in generating critical information required for the management of future initiatives.

This stakeholder survey was a qualitative method based on a questionnaire to gather information from various stakeholders selected by the individual project partners, about their preferences, constraints, views, knowledge, experience, and interests pertaining to the SLIC project. It can serve both as a tool for monitoring and evaluation and to inform planning and policy-making processes. It can also contribute to learning and innovation and promote greater acceptance of decisions and policy reforms across a diverse and broad set of constituents.

### How is it done?

This Stakeholder survey was helpful in generating critical information required for stakeholder management to validate our current methods for creating stakeholder engagement. And for creating a sustaining and reliable way of working for future organizations that will benefit from the SLIC-project. Conducting a stakeholder survey involves a number of steps.

1. Defining the objectives of the stakeholder survey: for this we stick to the project deliverable D1.10.1 Description of validated methods for creating stakeholder engagement in areas where lighting will change because of the introduction of low-carbon PL-systems.
  - a) In the second quarter of 2021 a group of Communication students executed a survey among two Belgium partners on how they executed their stakeholder engagement approach and how successful this was in relation to their objectives. The goal of this survey was to measure the impact of their approach on the overall involvement of stakeholders.
2. Sampling of stakeholders for the survey: the project leader of the two pilots involved were asked to select the stakeholders in their project to make sure we asked questions to people who have an opinion about the project and to hear from them their preferences, constraints, views, knowledge, experience, and interests. Therefore it was important to provide the researcher with a list of individuals that represent the different stakeholder groups .
3. Because there were multiple stakeholder groups, it was not only important to ensure a representative sample from each group but also to ensure that each group sample was proportional to the total stakeholder population.
4. Designing the survey instrument: Designing and finalizing the questionnaire involves various steps:
  - The data collection method. Interviews were done on behalf of the project leader of each pilot in order to get a high response (because the stakeholder knows the sender of the questionnaire, he/she will more motivated to cooperate). The original questionnaire is in Dutch.
  - Determining the question-response format and establishing questionnaire flow and layout was the responsibility of the researcher.

- Data analysis was done by the students involved.
- Presentation of findings and recommendations for actions: Once the data were analysed, key findings were presented in a special meeting with the pilot project leaders involved. After this consultative process, a final report was prepared including the findings and recommended actions.

Based in the 6-step model (see chapter 15) each partner reported every year on stakeholder engagement based on a template. Besides this report every project started with its own engagement and communication plan. In order to get some uniformity in working accordingly the lead partner, have presented and implemented the 6-step model in a special workshop **Understand your Stakeholders**.

### 3. Conclusion

- Every situation, project environment, stakeholder is different. A one size fits all approach is not effective. Fortunately the 6-step approach is flexible enough to coop with alle the different angles and circumstances. It gives the opportunity to meet the needs of every stakeholder or group of stakeholders. It fits in every cultural context because one can choose the approach that is suitable for the conditions in that region or country.
- If your project has a long term objective it is necessary to report and evaluate regularly the stakeholder approach. From our survey we learned that one and the same stakeholder can have different needs during the lead time of the project. Also the approach per stakeholder and situation should be flexible enough to change to other strategies of involvement or participation. The six steps approach is a cyclic process in which you make changes based on the evaluation of previous steps.
- The general public is in some cases not taken seriously enough. We have learned that a close approach and communication with this stakeholder group can be highly beneficial. The project in Etten-Leur learned that by engaging on a high level (collaborating) with the residents, the lights can be dimmed more than was expected beforehand. This means even more energy savings, more carbon emission reduction while the feeling of safety stays the same.
- Sharing results and key learnings among all participants makes that best practices are shared and that all can learn from each other. Reporting is a necessary tool for sharing developments, to show progress or to identify gaps that should be closed.

#### **Recommendation**

In general we can conclude that the six step model is easy to use, is flexible enough and guarantees a successful stakeholder engagement process for complex and dynamic projects. Improvement points are that project leads and members should have the discipline to bring the model into practice and evaluate regularly if it is still valid for every single stakeholder (group). It is also recommended to work together with a communication professional or department to help with the development of your stakeholder strategy and the execution of the total plan.

## 4. Specific Results

### (\* The developed and tested approaches will accelerate (0,5 two years) the procedure and implementation of low-carbon PL systems

We cannot prove that the developed and tested approaches will accelerate the procedure and implementation. Both procedure and implementation depend on factors other than our methods and tools' easy-to-use and practical approach to the decision-making process.

The project has been following all actions on how partners involve stakeholders in the process of adapting PL. The development of strategies and progress are monitored with a quarterly reporting tool. At each partner meeting, stakeholder engagement is on the agenda. Discussions are organised between partners and researchers at SLIC events. The Dutch NC had a critical note on stakeholder involvement, and the experiences of the pilot Etten-Leur have been shared. At the FC, the final results have been shared.

Partners become more aware of the importance of stakeholder involvement strategies (6 steps) of a stakeholder engagement plan. With the introduction of the reporting tool, partners increased awareness among partners on the importance of stakeholder communication. It also appeared that the policies in municipalities determine the degree of involvement and communications. In early 2022 the stakeholders of WWI and ProvWV were questioned about the pilots' stakeholder involvement strategy and impact.

### (\* In 2021, all pilot partners have successfully involved their citizens in and created support for the design and implementation of low carbon PL systems in pilot and other areas

During the research, it became apparent that cultural attitudes and conventions would only make it possible to reach this output. Our UK pilot partners clarified that citizen engagement is not done in the UK. Their standpoint is that a democratically elected council can decide on the PL infrastructure. Suffolk City Council has a complaint procedure where citizens can raise concerns or complain about the county's roads and PL infrastructure. Also, in Belgium and France, including citizens in the decision-making process is not usual. In hindsight, we should have changed this output at the beginning of the project. On the positive side, we introduced the Dutch way of including citizens directly in designing PL infrastructure.

The project set up a dedicated reporting tool to fill in partners' main stakeholder activities to monitor progress and share outcomes so partners can learn from each other. Partners prepare brief reports on stakeholder engagement activities which are analysed to conclude on best practices and generalisable results. It also appeared that the policy in municipalities determines the degree of involvement and communications. It was quite a challenge to increase the participation of some pilots.

Partners have shared four years of progress reports showing their activities. Results show that all partners aimed to involve citizens to increase support for low-carbon PL systems actively. Also, partners that were not planning to communicate the results in an earlier stage have developed plans for creating awareness. Some partners are not allowed to communicate due to the municipality's policy. Results show the importance of the scope of local policies and cultural differences.

### (\* 15 managing authorities will start using these methods of involving local stakeholders.

We cannot prove that 15 managing authorities will start or have started using these methods. The research could not be done within the period of the project. The delay in the investments led to later testing and monitoring of our tools. New research is needed to find evidence for this output.

The Stakeholder Engagement steps are shared on the new SLIC website. They are also included in the MOOC of the project. In early 2022, a survey was sent to the stakeholders of WVI and ProvWV to collect user information and feedback from the pilot stakeholders on how they reflect on the stakeholder strategies of the pilot partner and the steps. Results reflect the impact of local/regional authorities that have used the stakeholder involvement steps.

More partners became aware of this approach's benefits and were more willing to contact local stakeholders. The Dutch pilot partner acted as a 'role model' for the involvement of stakeholders because they are executing the plan based on the stakeholder engagement model, and the execution of projects is ahead of other pilots. Other partners are learning from this two-way approach and developing strategies but are also restricted by policy.

The actual influence on policymaking is challenging to assess. Public Lighting is often a (not specified) part of the Public Space policy. No direct link can be calculated between the use of the method and the increase in investments.

Fluvius indicated that it would roll out the installation of LED lamps and SMART dimming scenarios and light intensity adjustments with all of the municipalities in Flanders, exceeding over 300 managing authorities. However, if they also advise on stakeholder engagement depends on the relation with the municipality.