AGENDA

13:30 pm  Stakeholder management, Social Adoption and policy implementation instruments

14:30 pm  Collaboration skills and assessing your skill set

15:00 pm  Coffee and networking

15:30 pm  Public Private Partnerships, followed by an open discussion with local experts

16:30 pm  Wrap-up and day evaluation
STAKEHOLDER ANALYSIS

Jennifer Polman-Boekhoudt
STAKEHOLDER ANALYSIS – DISCUSSION & EXERCISE

› SDG’s are most of the time multi-disciplinary and multi-stakeholder
› Understanding which stakeholders are required to come to solution is critical
› Understanding their interests and drivers important to engage and impact willingness to contribute
For the chosen topic for road mapping please provide organisations and actors crucial to supporting your ambitions.

Map these stakeholders in the power/interest matrix using post-it notes.

This quadrant forms the basis for your approach towards stakeholders.
How to approach/engage?

Meet their needs
- engage & consult on interest area
- try to increase level of interest
- aim to move into right hand box

Key player
- key players focus efforts on this group
- involve in governance/decision making bodies
- engage & consult regularly

Least important
- inform via general communications: newsletters, website, mail shots.
- aim to move into right hand box.

Show consideration
- make use of interest through involvement in low risk areas
- keep informed & consult on interest area
- potential supporter/ goodwill ambassador

Bryson (1995)
SOCIAL ADOPTION AND POLICY IMPLEMENTATION INSTRUMENTS

Ruurd Schoolderman

COE
Aruba Centre of Excellence for Sustainable Development of SIDS

TNO innovation for life
Aruba’s Energy Transition

It is about transforming a nation as a whole

Source: Green Aruba 2013 Conference, Smart Community Aruba session
Technology is driven and used by people. Most behaviour is influenced by universal drivers.

- Technology
- Possibilities
  - Individual experiences
  - Motivation
  - Knowledge
- Behaviour change
- Interventions
- Social experiences
- Information
Wilma, that’s not how you use our new Solar Panel!!!
THERE ARE NUMEROUS POSSIBILITIES FOR INFLUENCING AND THUS ACHIEVING BEHAVIORAL CHANGE → INTERVENTIONS

- Inform
  - Provide feedback
  - Provide info on consequences
  - Provide info on social norms
- Motivate
- Persuade
- Force
- Role models
- Incentives
  - Scarcity
  - Nudge
  - Punishment/fines
- And many more…
NOT ALL PEOPLE ARE THE SAME

Research (e.g. Surveys, Focus Groups) can help with identifying different target audiences: what drives their behavior? What do they value, what do they believe? Are they competitive, or altruistic, or…?
ARUBA SURVEY - ENERGY APPLICATIONS

Are you currently saving energy?

- Yes: 84%
- No: 16%

How?

<table>
<thead>
<tr>
<th>Application</th>
<th>Yes % (past year)</th>
<th>Intend % (next year)</th>
<th>No % (Not interested)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inverter airco</td>
<td>38</td>
<td>30</td>
<td>13</td>
</tr>
<tr>
<td>Inverter wash</td>
<td>7</td>
<td>45</td>
<td>41</td>
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<tr>
<td>Inverter micro</td>
<td>8</td>
<td>33</td>
<td>54</td>
</tr>
<tr>
<td>Solar panels</td>
<td>3</td>
<td>30</td>
<td>65</td>
</tr>
<tr>
<td>Energy saving light</td>
<td>64</td>
<td>13</td>
<td>9</td>
</tr>
<tr>
<td>Water-saving</td>
<td>31</td>
<td>32</td>
<td>25</td>
</tr>
<tr>
<td>Gas-saving</td>
<td>6</td>
<td>32</td>
<td>52</td>
</tr>
</tbody>
</table>
ARUBA SURVEY - ENERGY BELIEFS

How often do you think where your household energy comes from?

- Never: 6%
- Not often: 18%
- Sometimes: 43%
- Regularly: 33%

What do you expect from using energy efficient appliances?

<table>
<thead>
<tr>
<th>I expect...</th>
<th>Mean</th>
<th>SD</th>
<th>Totally Agree (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>It will lower my energy bills</td>
<td>5.3</td>
<td>1.6</td>
<td>28.7</td>
</tr>
<tr>
<td>It will be effective solving the energy problem</td>
<td>4.8</td>
<td>1.6</td>
<td>17.3</td>
</tr>
<tr>
<td>It makes me independent of</td>
<td>4.6</td>
<td>1.7</td>
<td>15.3</td>
</tr>
</tbody>
</table>

Why is energy efficiency important?

- Save Money: Mean 5.7, SD 1.3, Most important: 37.6%
- Contribute to the environment: Mean 5.5, SD 1.3, Most important: 27.2%
People come here for the Aruban experience; let’s not compromise that experience!

Government is not implementing what they say they want to be implementing.

If you do not have a long-term plan you have no future. Sustainability makes business sense.

The business sector is probably more informed (technical expertise) than government on sustainable solutions.

We tell our staff that it [energy savings] is not only good for the resort, it is good for you.

Businesses are eager but regulations hamper sustainability.

We tell our staff that it [energy savings] is not only good for the resort, it is good for you.

People come here for the Aruban experience; let’s not compromise that experience!

Customs have not enough know-how for the import tax rules.

Sustainability is about the whole, and we as a sector have a (corporate) responsibility to promote sustainability.

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Helping hands
Private Sector Corporate Sustainability Study

LEGEND

= Money and ROI as a driver (e.g. savings) or a barrier (e.g. initial investment)

Rationality

= Environmental concern as a driver or as a barrier if not present or not present among customers

Beliefs and Worry

= Leadership and vision as a driver (e.g. CSR, long-term ROI, staff commitment) or as a barrier (lack of environment-related long-term vision)

Beliefs and Rationality

= Knowledge (or access to knowledge) on sustainability as a driver or lack of knowledge as a barrier

Helping hands and Needs

= Exchange as a driver (e.g. openness to cooperation and sharing experiences and knowledge) or as a barrier (e.g. closed business environment)

Helping hands

= Relevant legislation as a driver or as a barrier (e.g. lack thereof)

Needs
Private Sector Corporate Sustainability Study – Main Drivers

- **SLOW GIANTS**
  - Especially represented in Retail sector

- **LARGE FRONTRUNNERS**
  - Especially represented in Hotel and Industry sectors

- **TINY TRADITIONALS**
  - Especially represented in Retail sector

- **ECO ENTREPRENEURS**
  - Especially represented in Offices/Installers/Contractors sectors

Company size

- No awareness or interest
- Awareness and consideration
- Implementation
- Usage experience
Connect the dots

Businesses

Community

Knowledge institutions

Government
LIST POSSIBLE ACTIONS TO REACH THE DESIRED OUTCOME FOR A SPECIFIC SUSTAINABLE GOAL

EXERCISE: THE INFLUENCE CHART

Role models
- Motivate
- Persuade

Incentives
- Scarcity
- Nudge
- Punishment/fines

Facilitate
- Provide feedback
- Provide info on consequences
- Provide info on social norms

Inform

Behaviour change

And many more…
## EXERCISE THE INFLUENCE CHART

**LIST POSSIBLE ACTIONS TO REACH THE DESIRED OUTCOME FOR A SPECIFIC SUSTAINABLE GOAL**

<table>
<thead>
<tr>
<th>DESIRED OUTCOME</th>
<th>INFORM</th>
<th>MOTIVATE</th>
<th>PERSUADE</th>
<th>FORCE</th>
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</table>
Collaboration is not a given

Slow(er) decision making, Cost-benefit, Giving up autonomy
Silo’s, Trust, Mandate
Control, Alignment, Credits
Knowledge sharing

Collaboration is a balancing act between protecting self interest and creating enough room for partners to engage.
# WHAT TYPE(S) OF COLLABORATION?

<table>
<thead>
<tr>
<th>Functional</th>
<th>Entrepreneurial</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Specific service or need</td>
<td>✓ Co-creation new service</td>
<td>✓ Central question/issue that requires new solution</td>
</tr>
<tr>
<td>✓ Customer relation</td>
<td>✓ (Equal) partners</td>
<td>✓ Direction unclear</td>
</tr>
<tr>
<td>✓ Service Level Agreements / negotiated contract</td>
<td>✓ Alliance</td>
<td>✓ Interested stakeholders mobilized</td>
</tr>
<tr>
<td>✓ Formalized processes and procedures between organizations to achieve objectives</td>
<td>✓ Creating synergies</td>
<td>✓ Determine joint vision &amp; goals</td>
</tr>
<tr>
<td></td>
<td>✓ MoU / Ground rules for engagement</td>
<td>✓ Develop projects &amp; initiatives</td>
</tr>
<tr>
<td></td>
<td>✓ Business planning &amp; execution</td>
<td></td>
</tr>
<tr>
<td>Example: Contract for ICT services</td>
<td>Example: new service development across value chain</td>
<td>Example: Data sharing across agencies</td>
</tr>
</tbody>
</table>

Adapted from R. Bremekamp, 2015
STEPS IN A COLLABORATIVE PROCESS

Exploring

Sharing/joint fact finding

Agreeing

Implementing

Evaluating

Initiation phase, issue I.D., stakeholder analysis, understanding interests

Confirming assessment and problem analysis, I.D. mutual interest and ambitions

Agreeing how to balance the interests in order to move forward

The collaboration is moving forward. Be aware this may create new realities.

The results become clear. This is an opportunity to redirect, adjust and celebrate!

Source: R. Bremekamp, 2010
KEEP IN MIND: LIFE IS A WINDING ROAD

Exploring  Sharing  Agreeing  Implementing  Evaluating  Adjusting
COLLABORATING IS A SKILL

› Understanding how collaborations work (understanding interests and navigating this)

› Ability to develop stable relationships (internal and external networks)

› Effectively dealing with complexities (project management, structuring steps, good timing)

› Interpersonal skills (ability to manage personalities and interests)

› Management skills (project management, organizational management)
COLLABORATION SKILL SET

Understanding how collaborations work:
- Ability to see different interests
- Clear understanding of self-interest
- Ability/Experience to apply process skills

Ability to develop relationships:
- Strong network within own organisation
- Strong network within relevant partner organisations
- Ability/experience in developing strong new relationships with partners

Ability to manage:
- Project management skills
- Team management
- Organisation management

Interpersonal skills:
- Negotiation skills
- Mediation skills
- Process management skills

Dealing with complexity & Ambiguity:
- Comfortable with complexity and ambiguity
- Ability to create structure out of chaos
- Good timing when to act, leadership
EXERCISE: ASSESSING YOUR COLLABORATION SKILL SET

› Using your worksheet self assess your skill-set on a scale from 1-5

› For each area add up your score

› Discuss and reflect with your group what are your strengths and areas for improvement?
KEY ASPECTS FOR MANAGING COLLABORATIONS

1. Managing internal organizational support for the collaboration (Organizational Alignment)
2. Organizational culture and management style fit (Relationship fit)
3. Clear common ground rules
4. Dedicated collaboration managers, commitment and mandate
5. Collaborative mindset within the team (trustworthy, constructive, solution oriented etc.)
6. Progress monitoring and accountability among team members
SMALL GROUP DISCUSSION

› Reflect on a collaboration that you are or have been part of
› How would you rate the collaboration (success, average, ineffective)?
› Reflecting on the collaboration skill set and key aspects, what were the deciding factors that helped or worked against the collaboration?
› What are areas you and/or your organization/partners could improve in a current or future project?
› On a large sheet of paper write down in one column deciding factors (positive or negative) and in the second column lessons learned and strategies.
MANAGING INTERESTS – MUTUAL GAINS

Mutual Gains Golden Triangle: create the greatest common interest!
THE ESSENCE IS TO ACHIEVE A BETTER OUTCOME AS A WHOLE RESULTING IN BUY-IN/SUPPORT

- Lose
- Win

Mutual Gains

Consensus

Lose-lose

Lose-win

Win-lose

Win
It's time for a break!
PUBLIC PRIVATE PARTNERSHIPS

Ruurd Schoolderman
WHAT DOES PPP MEAN?

- No single definition of PPP’s.
- Key distinctions from a more traditional contract: PPP involves co-creation between Public and Private Partners for a project.

PPP’s often:
- Goal or outcome oriented, rather than prescriptive, leaving room for different solutions
- Include a co-creation component to come to a joint solution to achieve a project or program
- Involve a certain element of shared risk
- Draw in market expertise, innovation
SOME CHALLENGES TO BE AWARE OF, WHEN ENGAGING IN A PPP

- Co-creation demands a certain level of trust among partners.
- Sharing data and insight in sensitive business intelligence can be met with some resistance.
- Different approach to contracting. The initial scoping, market-dialogue stage is tricky. This requires professional and transparent process management.
- Private sector partners may be at an information advantage of the current state of technology on the one hand, and...
- On the other hand they may have blind spots regarding the specific local circumstances.
- This is in particular an issue in small island systems.

Having a strong support team of independent technical advisors can be of great benefit.
WHY COULD PPP’S BE OF INTEREST FOR SUSTAINABLE ENERGY?

- Sustainable energy system development is complex, technology is changing rapidly and traditional utilities may not have all the skills and insight in the options to design optimal solutions based on the current state of the art.

- Private sector partners, such as system integrators, could help fill this void.

- PPP’s create room for new business models, that can make new solutions economically viable and can bring in project financing.
CASE: ARUBA PPP EXPERIENCE
RECOMMENDATIONS FOR EFFECTIVE PPP’S IN ENERGY:

- First ask, am I looking for an outcome oriented solution, or do I want to be prescriptive?
- Second, if I am looking for an outcome oriented solution, develop a strategy to mobilize the right partners. These include a strong team of internal or independent advisors, that can evaluate proposals on their technical, economic and practical merits.
- Know what you are looking for in a private partner and identify organizations with a profile and track-record that matches those needs.
- Make sure your team and organization is adequately equipped to co-create a solution. This means have a plan in place on how you are going to structure the process and arrange for practical items such as how you are going to share information and decide on which partner to select.
THANK YOU FOR YOUR ATTENTION