Review of Day 1

Patrick Crittenden and Hugo Salamanca

Energy Efficiency Training Week, Industry Stream, Pretoria, South Africa, October 2019
Understanding & consulting with stakeholders

Patrick Crittenden and Hugo Salamanca

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Learning outcomes

This session will focus on developing your capabilities to:

- Identify the stakeholders that can influence your programme
- Establish stakeholder interests and influence
- Select stakeholder consultation methods
- Develop strategic partnerships and consultation processes to support strategic policy objectives
The benefits of stakeholder consultation

- Understand needs of target audience
- Help design effective programmes
- Make partnerships
- Get data
- Find out what other programmes and initiatives are underway (investigate synergies, avoid duplication)
- Get buy-in
- Increase the acceptance of the programme
- Ensure wide participation
Group exercise

• Form a group around one of the following scenarios:
  - Scenario 1: Designing and implementing an energy efficiency programme across industry
  - Scenario 2: Designing and implementing an energy efficiency programme within a business

• Questions to consider within each scenario:
  - Who are the key stakeholders?
  - Why are they important?
  - What are their interests?
Stakeholder mapping exercise

- Government
- Citizens
- Industry
- Utilities
- Verification body
- ESCO - EE services
- ESCO - equipment
- Financial institution / Banks

Other stakeholders ....
Stakeholders and questions to ask

→ National policy makers
→ Local administrations
→ Programme designers/administrators
→ Other ministries or departments
→ Industry or business associations
→ Utilities or energy providers
→ International organisations
→ Researchers
→ Companies
→ Consultants
→ Equipment vendors
→ Process designers
→ Financial institutions
→ Others...

Questions to ask:

• Why are they interested or should they interested?
• What is the case for each of these participant groups?
• What can they offer to the design process?
• What can they offer to further programme development and implementation?
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<tr>
<th>Stakeholder</th>
<th>Interest</th>
<th>Can offer</th>
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<tr>
<td>energy providers</td>
<td>new business opportunities, peak demand reductions</td>
<td>direct contact with companies, insights in energy use, better billing, smart metering and monitoring</td>
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<tr>
<td>local government</td>
<td>business development, new jobs, economic growth, positive relationship with constituents</td>
<td>direct contact with companies, experience with other programmes, insights in their regions and businesses</td>
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<tr>
<td>industry associations</td>
<td>valuable services to members, competitiveness of members, new members</td>
<td>contact with members, trusted source, insights in their sectors, their technologies</td>
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<tr>
<td>equipment vendors</td>
<td>sell products and services</td>
<td>know technologies and processes, have experts</td>
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## What are the methods?

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<tr>
<td>Direct contact</td>
<td>access to in-depth information, building relationships, possible to ask follow up questions</td>
<td>expensive, time consuming, could be biased</td>
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<tr>
<td>Workshops</td>
<td>new ideas come up during discussions</td>
<td>need to organise, need to get participants, participants may be unwilling to share information</td>
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<td>Surveys</td>
<td>can reach a large number, cheap, can get large geographic spread</td>
<td>difficult getting people to fill out, need to limit number of questions</td>
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<tr>
<td>Expert group meetings</td>
<td>access to expertise, insights</td>
<td>second hand information, possible bias</td>
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<td>Calls for inputs, suggestions</td>
<td>anyone could respond – even stakeholders you have not thought of</td>
<td>might create expectations that opinions will be considered in design</td>
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Case study – Australian consultation

**Who:** Australian Government

**Method:** Drafted discussion papers and asked for industry inputs

**Facilitated workshops to explore:**
- What would an effective assessment involve?
- What should be included in public reports?
- How could the programme be designed to achieve the government’s objectives while minimising administration costs and maximising business benefits?

**Result:** Companies were more supportive of the programme because their views had been taken aboard, programme design was improved

**Tip:** Make sure you ask the right questions at the right time
Case study – Mongolian consultation

Who: Mongolian Ministry of Energy (supported by German aid agency GIZ)

Method:
- Telephone survey to solicit input from SMEs.
- A high response rate was ensured by collaborating with electric utilities, taking advantage of their existing relationships with SMEs.
- Utilities promoted the survey and joined forces with local universities to conduct telephone interviews.

Result: Valuable inputs at low cost

Tip: Make sure you ask the right questions at the right time