



Task 2 Local pilot demonstration of the integrated system
Sixth training event
(introduction and planning of point 6)

Ravenna, 4-5 July 2007



Project realized with the contribution of the European Commission

Introduction: Different levels of involvement of the stakeholders

Autoreference

**Involvement/
negotiation**



**Communication &
information**

Participation



Point 6 “Stakeholder engagement”

Stakeholder engagement: What do we mean for?

- **Stakeholder engagement** for Public Administrations concerns decisional processes, and the relationship between delegated democracy and participatory democracy. In particular, while point 1, Policy making, is mainly referred to delegated democracy, this point 6 deals with participatory democracy:

POINT 1 – Policy Making → delegated democracy

POINT 6 – Stakeholder Engagement → participatory democracy and inclusive decision-making processes

Stakeholder

Stakeholders are those groups who affect and/or could be affected by an organisation's activities, products or services and associated performance.

This definition does not, therefore, include all those who may have knowledge of or views about the organisation. Organisations will have many stakeholders, each with distinct types and levels of involvement, and often with diverse and sometimes conflicting interests and concerns. (AA1000 SES)

Democracy practices are changing

✓ **Democracy is not only expressed by vote:** new spaces and new ways to manage conflicts are needed

✓ **Increase of particular issues**

✓ **Need of political response** is needed and **general interest** has to be reinforced

✓ **Local dimension** and **network** have become more and more important

✓ **Crisis of representative democracy** and consequently it is necessary to find ways to express needs and requests

Public governance

- It is obvious that the stakeholder model is the only solution:
 - The personnel has always been an important stakeholder (the real client of the Public Administration)
 - The citizen was always considered a “subject”, then a user/client, today: the owner share –stakeholder

- The changes in corporate governance and accountability (CSR orientation) have been imitated by the P.A.

Stakeholder engagement and PA: Why ?

Inclusive decision making processes can help when we are not able to make decision because, for example:

- there is a potential or actual conflict within community or administration connected with the decision we have to make
- we need other subjects' contribution



Stakeholder engagement in the three tools

➤ EMAS:

➤ Principle:

The objective of EMAS shall be to promote continual improvements in the environmental performance of organisations by: [...]

Stakeholders to be engaged are first of all employees

the active involvement of employees in the organisation and appropriate initial and advanced training that makes active participation in the tasks referred to under (a) possible. Where they so request, any employee representatives shall also be involved.



Stakeholder engagement in the three tools

➤ CLEAR

Stakeholder engagement has the objective of sharing the accounting system with the main stakeholders' groups operating in the Government territory of jurisdiction. In particular, it is necessary to understand whether stakeholders consider the identified accounting parameters exhaustive, whether they want that the government accounts for other factors, whether they believe that the chosen indicators are sufficiently clear and readable, whether they need to get further information (different or additional), whether they have some suggestions.

➤ ECO-BUDGET

Eco-Budget process is conceived to be integrated within Agenda 21 process, both in defining Eco-budget targets and in enforcing the Action Plan.



What do we need?

To integrate Stakeholder engagement processes into our systems we need, to develop:

- **PLANNING** of inclusive processes
(who, about what and why)
- **PREPARING AND ENGAGING**
- **RESOURCES MANAGEMENT**
(the future).

Reference standard for point's requirements is AA1000SES
(Accountability Institute, UNEP, SRA).

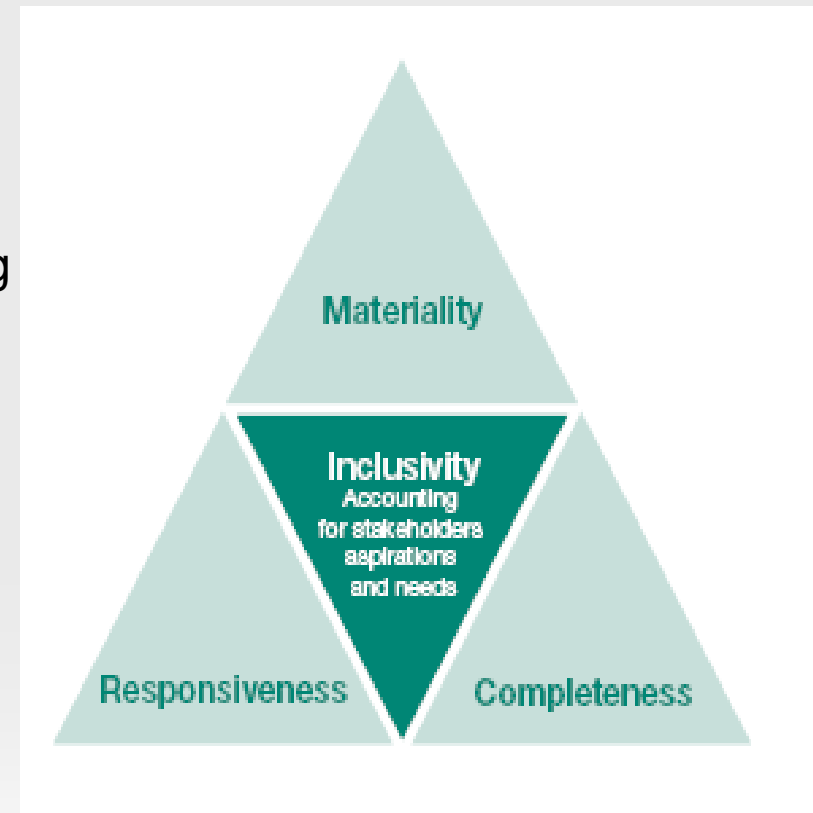
This standard addresses to all organizations, and can be adapted to PA processes.

AA1000 Series: Commitment and Principles

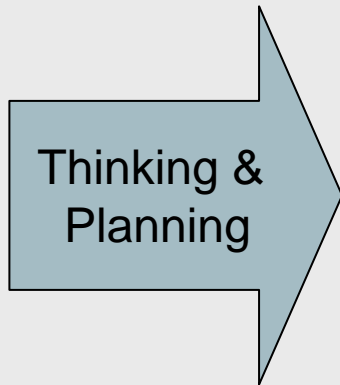
Materiality requires knowing stakeholders' and the organisation's material concerns.

Completeness requires understanding stakeholder concerns, that is, views, needs, and performance expectations and perceptions associated with their material issues.

Responsiveness requires coherently responding to stakeholders' and the organisation's material concerns.



Proposed Requirements (1/3)



Identify and map stakeholders

methodology to identify and map stakeholders and to manage the relationship between them. The stakeholder map shall be communicated to stakeholders.

Initial identification of material issues

Methodology to identify material issues associated with activities, products, services, sites and the subsidiaries, for which organisation has either management and legal responsibility or the ability to influence associated performance outcomes

Determine and define engagement strategy, objective and scope

Establish engagement plan and implementation schedule



Proposed Requirements (2/3)

Preparing &
Engaging

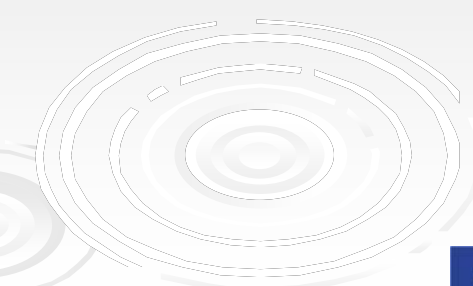
Identify ways of engaging that work

Build and strengthen capacity

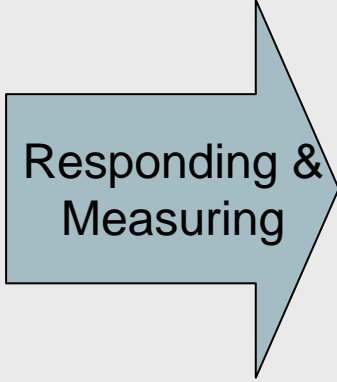
identify and assess stakeholder capacity needs both in resources (e.g. staff, money, time) and competencies (e.g. expertise, experience).

Engage with stakeholders in ways that facilitate understanding, learning and improvement

stakeholder concerns, opportunities and risks shall be identified and understood in a way that enhances the understanding of materiality.



Proposed Requirements (3/3)



Responding &
Measuring

Operationalise, internalise and communicate learning

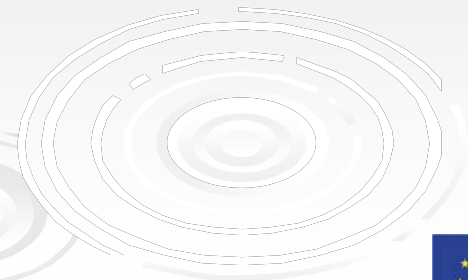
use what learnt from stakeholder engagement to inform strategies and operations so that they are consistent with sustainable development. Communicate what learnt and how to respond.

Measure and assess performance

processes and mechanisms to measure, monitor and assess the quality of its stakeholder engagement practice.

Assess, re-map and re-define

assess and re-map its stakeholders and re-define stakeholder strategy where changes have occurred or new learning has been gained.



Stages and Elements of the Framework for Quality Stakeholder Engagement

