



European
Commission

Initiative for coal regions in transition webinar series

Introduction: The five Ws of online stakeholder engagement

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ICLEI Europe

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Online stakeholder engagement

Webinar series

- 1. The five Ws of online stakeholder engagement**
Tuesday 22 June 2021, 11:00am – 12:00pm CEST
- 2. Co-creation methods for online stakeholder engagement**
Tuesday, 6 July 2021, 11:00am – 12:00pm CEST
- 3. Enabling participation in multi-stakeholder consultations**
September 2021 (date & time TBC)





Housekeeping guidelines

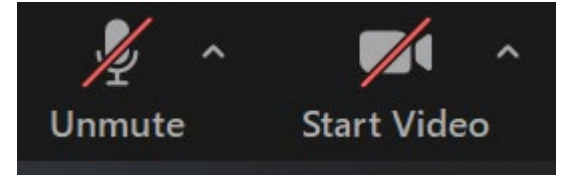
Questions and comments

Use the chat to share your **questions**. We will take them at the end.

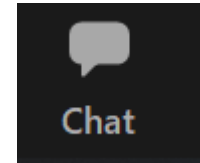
Recording

Keep in mind that the meeting will be **recorded**

During this meeting you'll be **muted** and your **video will be off**.



Use the **chat** to share your comments and questions.



For technical support: private message to Martín Freire



Let us know...

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Code: **#CoalRegions**



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01

Why

Purpose



Why

Benefits of engaging stakeholders:

- Builds trust and legitimacy.
- Increases impact and pace of progress.
- Saves resources in the long term.
- Raises awareness and acceptance.
- Spurs needed innovations.
- Broadens knowledge base of decision-makers.

Risks of not engaging stakeholders:

- Leads to a lack of trust and uncertainty regarding outcomes.
- Increases risk of inefficient use of resources.
- Establishes factions and divisions.
- Sustains silo-thinking.
- Has ethics and compliance implications.





Why

Benefits of online stakeholder engagement:

- Leverages on post-COVID **mainstreaming** and **convenience** of remote collaboration tools.
- Enables **participation** beyond geographical borders and accessibility beyond physical / language boundaries.
- Provides **green**, cost-effective solutions and savings in production expenses.
- Offers **quick and efficient** ways to gather quantitative data and qualitative insights.
- Builds stakeholders' **capacity** to accelerate digital transformations.
- Enhances **transparency** and **accountability**.

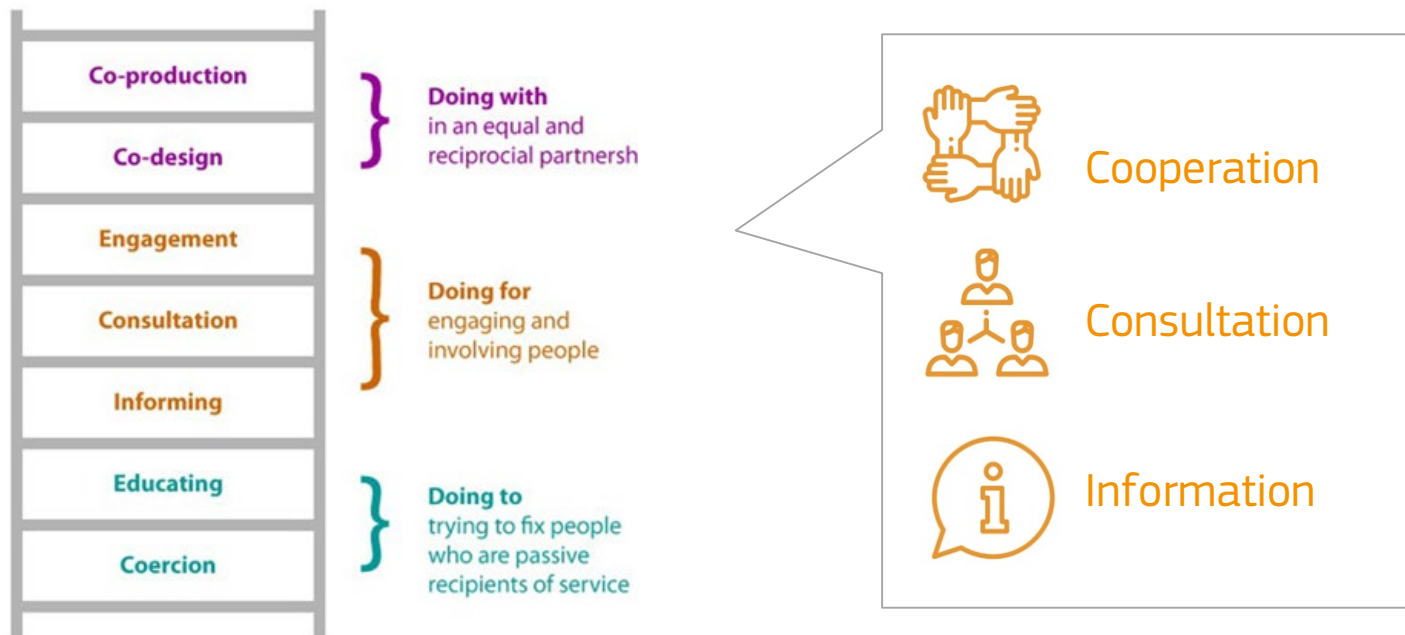
Possible limitations in online processes

- Increasing online meeting **fatigue** can affect focus and levels of participation.
- Digital gap may lead to **exclusion** of some target groups.
- Production costs partly transferred to **human resources**.
- Reliability of **software & hardware**.
- Limited informal interaction, non-verbal communication.

Why

Enabling all levels of stakeholder engagement

Be honest about where you stand. Seek to consult with sincerity

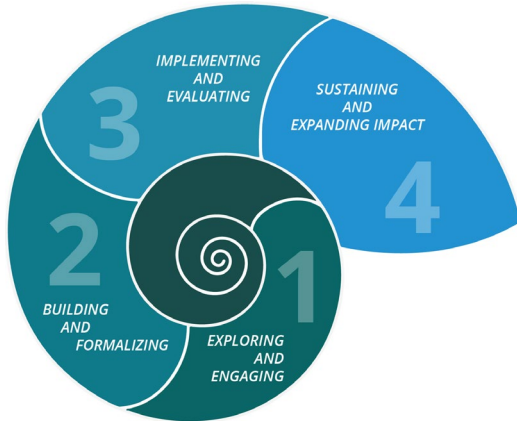


[Source](#): Think local act personal

Why

Enabling all stages of stakeholder engagement

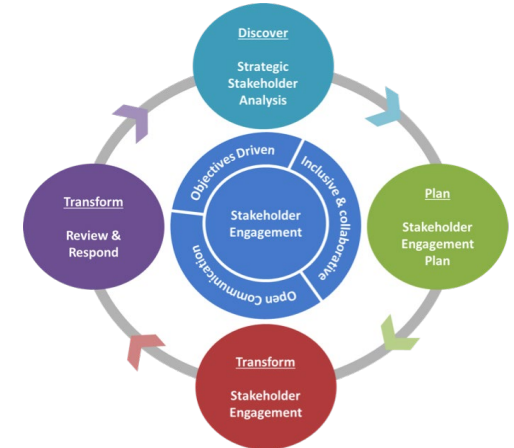
Remember it is a **circular, iterative** process and online tools can support all stages. **Research past consultations** and build on their results.



The Dialogic Change Model
Source: [Collective Leadership Institute](#)



Five-step approach to Stakeholder Engagement
Source: [BSR](#)



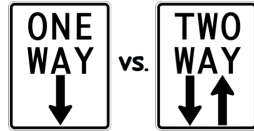
Source: [The Advisory Hub](#)

Why



Information

- Website / Blog posts
- E-publications
- Social Media Campaign
- Newsletter / e-mail Campaign
- Live chat / Bot
- **Webinar**
- Citizens' assembly
- **Press conference**
- Scientific conference
- Video channel
- Documentary projection
- Online Exhibition



Consultation

- Online surveys
- **Online polls**
- Online interviews
- Discussion forum
- Live Q&A session
- Expert panel
- **Online workshop**
- Citizens' assembly
- Town Hall meeting
- **Focus groups**
- Consensus conferences
- **World café**



Cooperation

- Online project management and action planning
- Secure file sharing
- Wikis and shared documents
- Virtual workspaces for permanent working groups or ongoing advisory groups
- Citizens' jury
- Wisdom-council
- Consensus conference
- Round table

Why

Example: Upper Nitra's Transformation Action Plan (Slovakia)

Different digital tools can support different stages of your process.



02

Who

More than stakeholders

Who

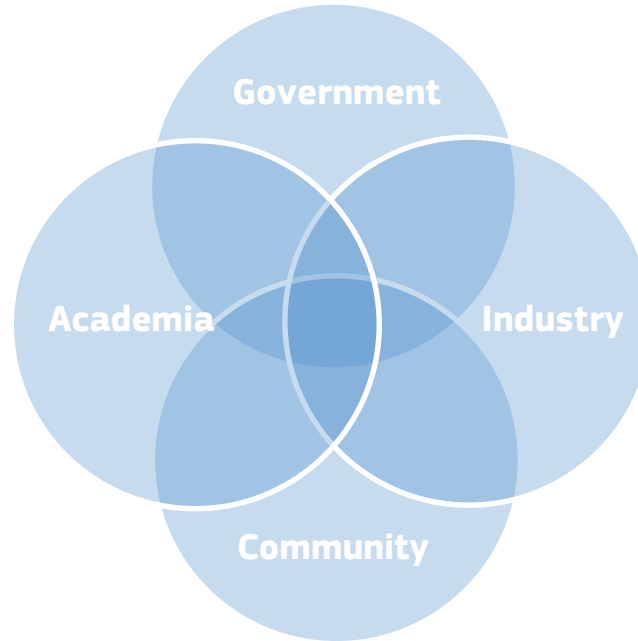
Stakeholder mapping

Ensure you get the **right mix of people**:

Do you need breadth or depth of insights?

Diversity or expertise?

*Researchers
Student Associations
Mining institutes*



*National authorities
Local authorities
Regional authorities*

*Trade unions
Energy companies / Coops
Startups
Mining companies
Entrepreneurs*

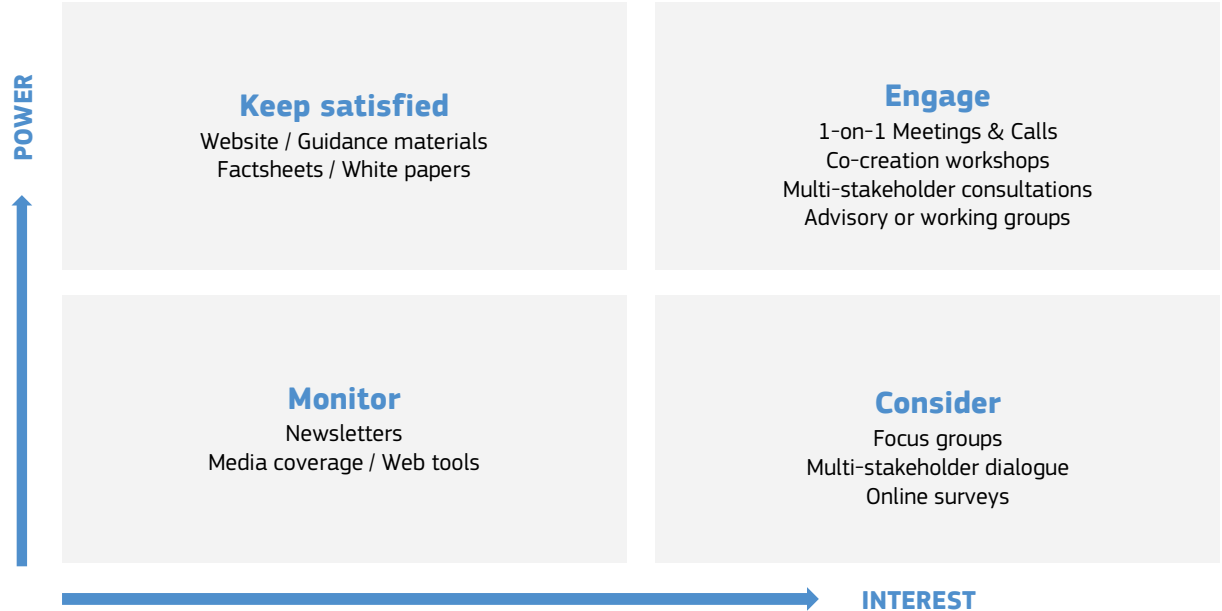
*Environmental NGOs
Energy communities
Citizens initiatives*

Who

Power-Interest Matrix

Stakeholder dynamics

Cluster stakeholders according to their level of **interest** and **power** over the issue and adapt the online tools used accordingly.



Who

Inviting stakeholders

Make a plan, follow it or adapt to ensure results

- Personalised invitations are more powerful
- Think of multipliers to boost registrations
- Make the most of your content
- Use tools to avoid spam



Targeted invitations

- Based on guest list
- E-mail or letter invitations
- RSVP process required



Open Call

- Widely published
- Digital and print media
- Use partners/multipliers networks
- Registration recommended
- Calculate no-show (25-50%)



Random selection

- Usually subcontracted to professional partner (eg. polling agency)
- Based on official databases
- and algorithms using concrete selection criteria
- Phone, e-mail or letter invitations
- GDPR considerations
- RSVP process required
- May require incentives or reimbursement

03

When

Timing and timeline



When

Timing matters

Select the right day

Consider working hours or routines of target group

Avoid holidays

Check parallel events

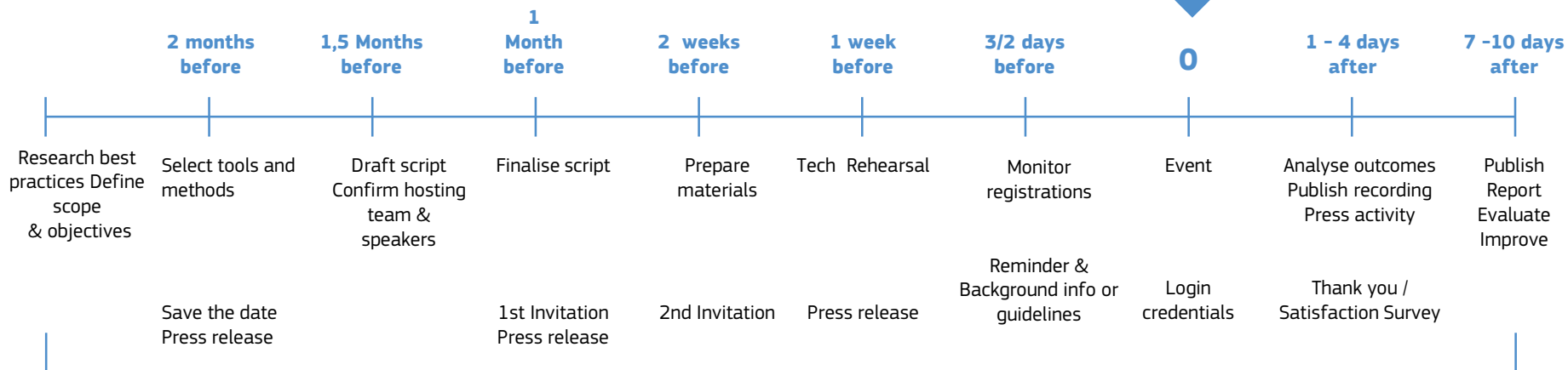




When

Sample timeline

- ✓ Think of tasks and subtasks
- ✓ Assign responsibilities
- ✓ Mark deadlines
- ✓ Keep it neat and clear



STAKEHOLDER ENGAGEMENT

When

Event flow

- Follow a **script** (who does what when)
- Keep sessions between **60-90min** sessions
- Provide **breaks** between sessions
- **Break down** into more (thematic) days if needed

- Calculate 20% more time for online **transitions** (log in, break outs, speaker alterations, questions)
- Try to **alternate** speaker / activity every 10-20min
- Use **audiovisual** content (music, videos, pre-recorded inputs, graphs, photos)

- Keep track of audience needs & time and **adjust** accordingly
- Always start and end **on time**
- Enable time for **feedback & questions**



10 minutes	Welcome
10 minutes	Introductions (team, agenda, technical, housekeeping and participants) Moderated by John Smith , Organisation
10 minutes	Keynote Speaker 1 Presentation by Juan Perez , Organisation
20 minutes	Keynote Speaker 2 Presentation by Jane Smith , Organisation With time for Q&A
10 minutes	Break
1 hour	Parallel breakout rooms with experts
10 minutes	Break
20 minutes	Open floor Participants return to the plenary session. Brief round of reflections from experts on highlights of discussions. Moderated by John Smith , Organisation
10 minutes	Next steps and closing Brief recap on the next steps by John Smith , Organisation Wrapping up and closing
	End of meeting





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04

Where

Virtual spaces

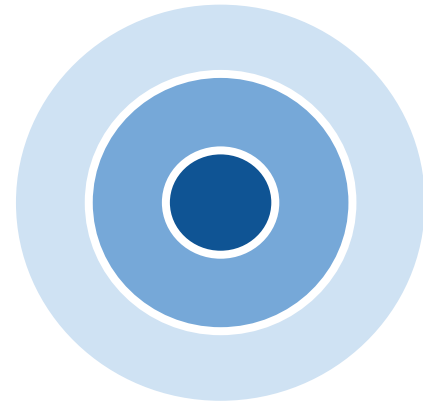


Where

Physical, virtual and hybrid spaces

Consider **different levels** of engagement

- Speakers or key stakeholders (physical meeting room)
- Active participants (platform)
- Audience (livestreaming, social media)





Where

Event formats

Online Meeting

Small groups of people.
Allows for better collaboration

Webinar

Large audiences,
For lectures, presentations,
workshops. Includes slides.
Interaction is limited.

Online conference

Higher participant interaction
Virtual marketplaces, parallel
sessions, video chats, etc.

Blended/Hybrid event

Mix of on-site and online.
For large events.

Increasing level of complexity





Where

Platform features

How to select the **right platform**?

- Size of event
- Budget
- Data storage - GDPR
- Platform features for participants
- Platform features for organisers and speakers
- Registration: yes or no





Where

Platform features

- What is the **pricing** of the platform? Does it depend on number of users?
- Is there a limit to the number of participants?
- How demanding is the **access** to the platform for participants? Can we manage registrations through the platform?
- Where is the **data** stored? Is the platform **GDPR** compliant?
- Check if the platform allows:
 - A single or multiple virtual spaces (break out rooms)
 - Manual or random allocation of participants in breakout rooms
 - Screen sharing and sharing of audiovisual material
 - Recording of main session and/or break out rooms
 - Livestreaming to social media or external channels
 - Control over participants microphones and cameras
 - Private chat, public chat or Q&A function
 - Live polls or integration of third party solutions



Features	Online Meeting	Webinar	Online Conference	Blended/Hybrid event
Participants	Up to 25 attendees.	Up to 500 participants	Up to 100-10,000 participants, depending on the license.	
Pricing options - Free versions				
GDPR Compliance / Data Servers in EU				
Registered participants only?				
Waiting room				
Control over speaker and participants rights (sound and video)				
Registration				
Participants follow-up				
Virtual Exhibition				
Content library				
Integration with 3rd party platforms				
Participants "speed dating" / Video meetings				
Ability to record				
Parallel session				
Breakout rooms				
Screen sharing				
Chat function				
Private Chat for speakers only				
Ability to save chosen sessions				
Livestream on social media				
CC / Interpretation				
Support pre-recorded videos				
External Technical Support				

05

How

Facilitation tips

How

Asking the right questions

Craft a powerful **guiding question**, carefully selecting each word.

Ensure the questions are **not creating bias** towards an answer.

Use chat, polls to ask questions and get **stakeholder insights** (qualitative and quantitative data)

- What are the key **challenges** we are facing?
What **opportunities** can we harness?
- What **skills** are available in the region?
What skills are required in the region?
- What kind of **projects** would be interesting to the stakeholders?
- What kind of **support** do stakeholders need in the transition?
- **Who** needs to be involved in the process?
- What **technologies** can be implemented in the region?
- What **sectors** can be developed in the region?

How

Defining Roles

All roles can be covered by **2-3 experienced** people but the more the participants or sessions the more hands and eyes you need in the organising team.

Every meeting needs to cover the following roles:

Facilitator

Leads the hosting team, facilitates the process, presents speakers and conducts debates.

Co-facilitator or Speaker

Supports the facilitator and keeps the conversation going, sharing relevant content and responding to questions.

Tech host

Responsible for all technical aspects (log in, sound, light, break outs, videos). Provides technical support to speakers and participants.

Timekeeper

Ensures that the meeting remains on schedule and doesn't overrun. Alerts facilitator and speakers to wrap up or slow down.

Note taker or Harvester

Takes minutes, organises participants inputs and ensures documentation of the process (recording, screen shots)

Conversation assistant

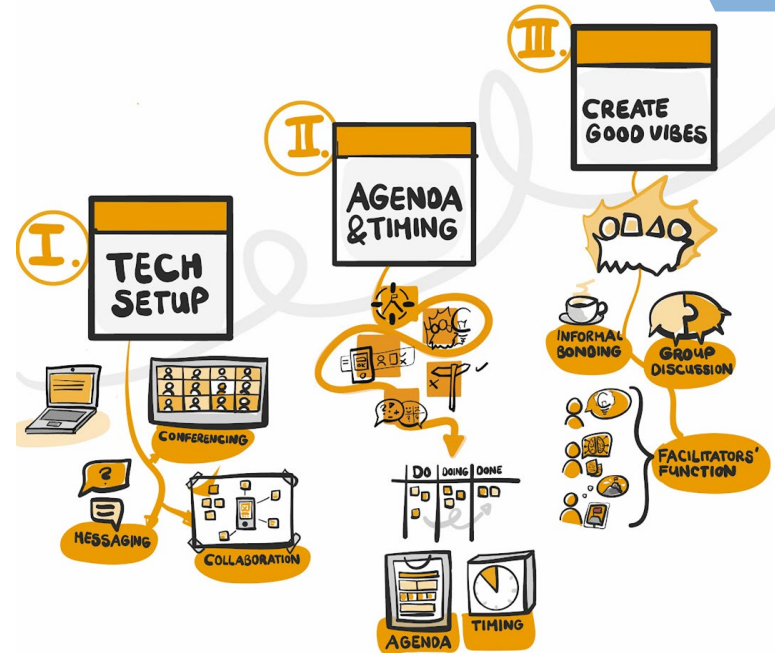
Manages chat and encourages engagement through polls and quizzes.

HOW

The role of facilitator

What makes a **good facilitator**?

- Does not have to be high in hierarchy, have official status or be a recognized figure
- Independence and neutrality to the topic matter
- Masters selected methods and tools
- Ability to adapt and improvise
- Sensitive about conflict resolution and non-violent communication
- Good public speaker, but also good listener.
- Multitasker, able to control multiple tools and parallel processes
- Polite, reflecting positive energy with smile, professionalism and proactive body language



Source: design-your-sprint.ch

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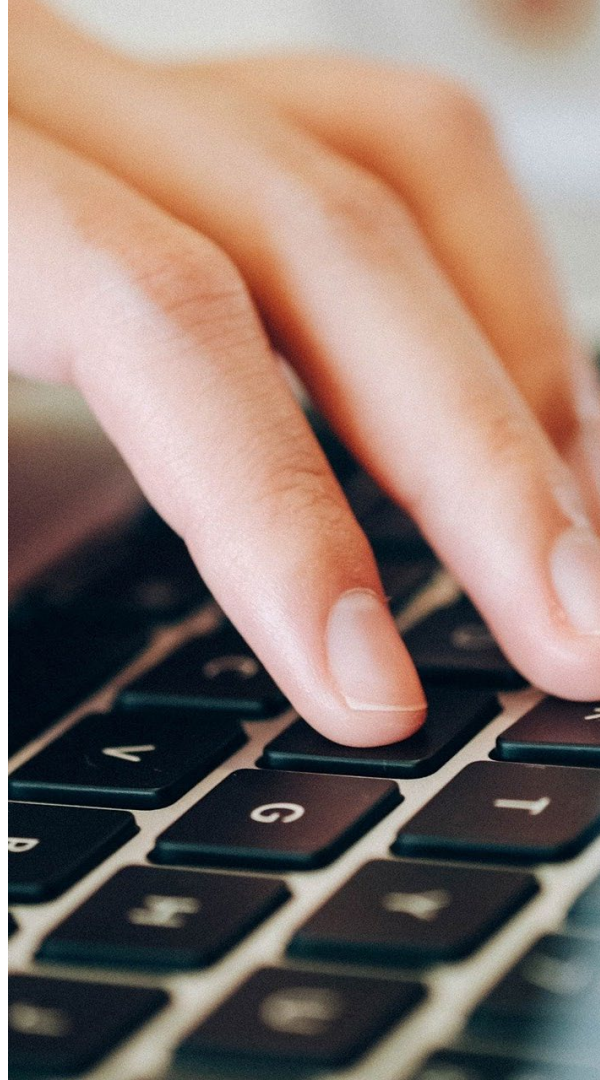
Q&A

Any questions?

Before you go, leave us a note in the chat:

What do you still need to learn in order to advance online stakeholder engagement in the context of a just transition?

What would you like to discover **in the next two webinars?**



Thank you.

secretariat@coalregions.eu

[Website](#)

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