

Stakeholder assessment of the UP-RES project

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Stakeholder assessment of the UP-RES project

1 Rationale and research method

The work of the UP-RES project is based on the close cooperation and collaboration with various stakeholders. The introduction of new training and professional development concepts and models requires also acceptance by the key stakeholders. Thus it is important to understand the various stakeholders, but also to collect their opinions and experiences of the activities undertaken. As a part of the evaluation task, the evaluator ran a survey to the stakeholders, which included two separate parts, namely a stakeholder analysis as well as a questionnaire of the experiences of the stakeholders.

The stakeholder analysis was based on the assessment of the power and interest of the key stakeholders regarding professional development of urban planners with renewable energy skills. As the UP-RES project was already evaluating the actual training courses, it was felt important also to map the views and opinions of the stakeholders.

The classical definition of stakeholders refers to “any identifiable group or individual who can affect the achievement of an organization’s objectives or who is affected by the achievement of an organization’s objectives” (see in more detail of stakeholder analysis in training settings e.g. Auvinen, A-M et alia: *Understanding the stakeholders. A key to the successful implementation of adult learning projects. eLearning Papers 2010 – Special edition*) – in other words in the case of the UP-RES project those individuals or groups who can affect the competence development and continuing education of urban planners with renewable energy skills. The stakeholders approached included e.g. members of the NSGs (National Steering Committees), but they included also participants of the actual UP-RES training courses. This was due to two reasons: firstly, the NSGs worked in varying ways in different partner countries and thus limitation to the NSGs only would have not built a sufficient sample for this action; secondly, according to modern stakeholder thinking, the operating actors (such as in UP-RES case the trained urban planners) are also key stakeholders.

The stakeholder analysis in this case was focused primarily on the competence development and training component of urban planners, which also the UP-RES project addressed. The informants of the stakeholder analysis were asked to assess the power and interest of various stakeholders regarding the issue of

“improving and deepening competence development and continuing education of urban planners with renewable energy skills”. It was clarified in the briefing of the informants that the power of the stakeholder shows how strong their decisions and actions can influence an issue. The interest of the stakeholders shows how high an issue is in their priorities.

The questionnaire included 10 arguments of the success and impact of the UP-RES project. The informants assessed the arguments based on their personal view and experience of the UP-RES project with a Likert scale from 1 to 7 (scale 1= very unsatisfactory – 7=very satisfactory). The objective of this stakeholder questionnaire was to collect additional information, in particular of the impact of the UP-RES project. Thus the questions of the questionnaire were different than the actual short course and long course evaluation forms, which collected assessments from the participants of the UP-RES activities.

The enclosed table 1 shows the returned questionnaires from each partner country.

	number of informants	median age	% of females	% of learners
Finland	10	45	50	70
Germany	12	45	17	58
Hungary	11	44	55	46
Spain	9	46	11	33
United Kingdom	11	46	18	81

Table 1. Informants of the stakeholder questionnaire

The sample size was much larger and the different key partners in partner countries took the responsibility of distributing the questionnaires; they also were responsible for a possible translation of the questionnaires. Table 1, shows that the median age of the informants in all the countries was quite similar. In Finland, Germany and United Kingdom the majority of the informants were learners of the courses, in Spain the majority were teachers of the courses. Although the number of informants is quite low, it is important that all the partner countries are represented and have close to a same number of returned questionnaires.

2 Results of the stakeholder analysis

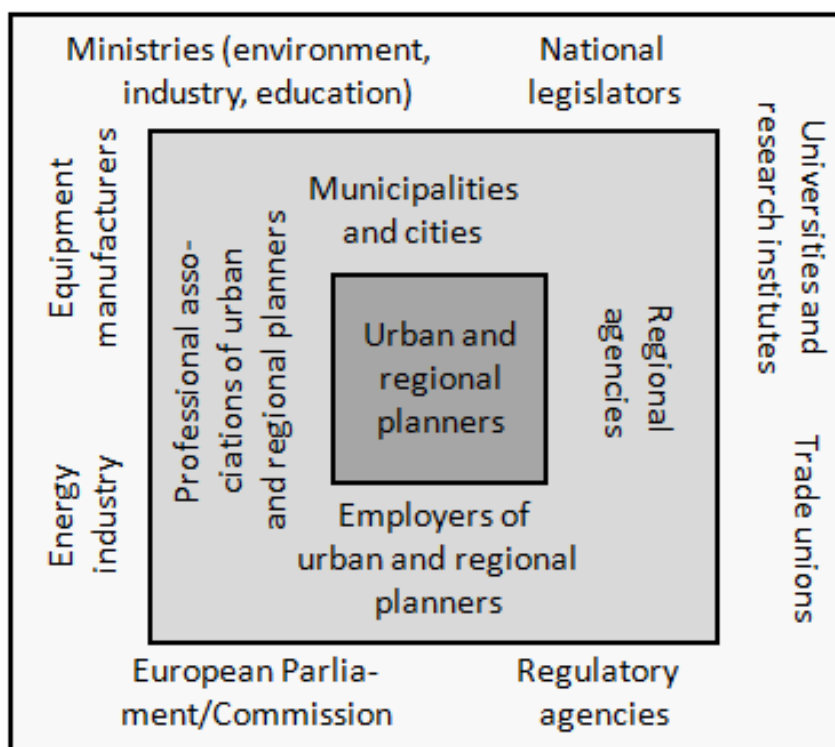
The informants were asked to assess the power and interest of the stakeholders according to the competence development and continuing education with a Likert scale of 19 different actors according to both the power as well as the interest of them (1=no power – 7=very powerful / 1=no interest – 7=very interested). These identified actors were

- Urban and regional planners
- Employers of urban and regional planners
- Professional associations of urban and regional planners
- Municipalities and cities
- Regional agencies
- Universities

- Research institutes
- Professional training companies for urban and regional planners
- Ministry of education
- Ministry of industry/energy
- Ministry of environment
- European Parliament
- European Commission
- National legislators
- Energy industry
- Equipment manufacturers for renewable energy
- Trade unions of urban planners
- Environmental associations
- Regulatory agencies.

The results of this stakeholder analysis can be portrayed in three different categories (see picture 1) – the internal stakeholders (the actors with a direct and immediate interest), the interface stakeholders (the actors representing the internal stakeholders) and the external stakeholders (all the other major stakeholders, including the government and governmental agencies, trade unions, technology providers etc.).

Internal stakeholders are urban and regional planners; *interface stakeholders* are their employers, municipalities and cities taking actual decisions in urban planning, regional agencies facilitating actual decisions in urban planning, and professional associations of urban and regional planners; *external stakeholders* are other key stakeholders, such as legislators, ministries, industry representatives, trade unions etc.



Picture 1. Stakeholder map of UP-RES

The power and interest of internal and interface stakeholders was assessed as follows (see table 2) by the informants of UP-RES. The assessment was done on the scale from 1 to 7 and the maximum was thus 7. The partner country data is presented as mean of the national samples.

	Urban and regional planners		Employers of urban and regional planners		Prof associations of urban and regional planners		Municipalities and cities		Regional agencies	
	Power	Interest	Power	Interest	Power	Interest	Power	Interest	Power	Interest
Finland	4,7	5,3	4,7	4,7	4,6	5,0	6,1	4,8	4,9	5,0
Germany	5,3	4,3	5,4	4,3	4,8	4,4	5,6	4,4	3,5	4,4
Hungary	4,9	4,5	3,7	3,8	5,3	5,1	6,0	5,6	4,9	5,0
Spain	4,4	6,2	6,1	3,9	4,3	6,2	6,3	4,7	6,4	4,4
United Kingdom	5,9	5,7	6,6	5,7	6,4	5,5	6,6	5,1	2,1	2,0
mean	5,0	5,2	5,3	4,5	5,1	5,3	6,1	4,9	4,3	4,2
median	5	5	5	4	5	5	6	5	5	4
deviation	0,6	0,8	1,2	0,8	0,8	0,7	0,4	0,5	1,6	1,2

Table 2. Power and interest of internal and interface stakeholders

As we can see from the table 2, the role of “regional agencies” obviously varies in different partner countries and thus there are also great differences in its assessment. Also the role of employers varies (it is assessed to be far lower in Hungary than in other partner countries) and also the role of the professional associations varies between different partner countries. The joint assessment on European level is that the

municipalities and cities have great power, although their interest is not in line with their power. The urban and regional planners themselves do possess power and interest, and thus this emphasizes that also their own decisions and directions of their professional development plays an important part in their competence development.

	Ministry of education		Ministry of industry/energy		Ministry of environment		National legislators		European Parliament		European Commission	
	Power	Interest	Power	Interest	Power	Interest	Power	Interest	Power	Interest	Power	Interest
Finland	x	x	6,0	5,0	5,8	5,7	5,8	4,2	5,0	4,5	5,1	4,7
Germany	4,0	3,5	4,6	3,8	4,8	5,3	5,4	3,8	3,7	3,8	3,7	3,3
Hungary	4,0	3,5	4,8	5,0	4,5	5,6	5,6	3,7	4,8	5,6	4,6	5,7
Spain	4,8	3,1	5,6	3,6	4,9	4,0	6,4	3,5	6,1	5,5	6,0	5,7
United Kingdom	2,4	1,6	6,7	5,3	5,4	4,0	7,0	3,0	3,6	2,0	6,0	4,2
mean	3,8	2,9	5,5	4,5	5,1	4,9	6,0	3,6	4,6	4,3	5,1	4,7
median	4	3	6	5	5	5	6	4	5	5	5	5
deviation	1,0	0,9	0,9	0,8	0,5	0,9	0,7	0,4	1,0	1,5	1,0	1,0

Table 3. Power and interest of external stakeholders (I)

As we can see from table 3, according to the ministries the power is assessed to be in the national ministry of industry/energy; the ministries of environment and education play a smaller role according to the informants. The national legislators are assessed to be powerful, but not very interested. Of the European level actors, the European Commission is assessed to be more powerful and interested than the European Parliament.

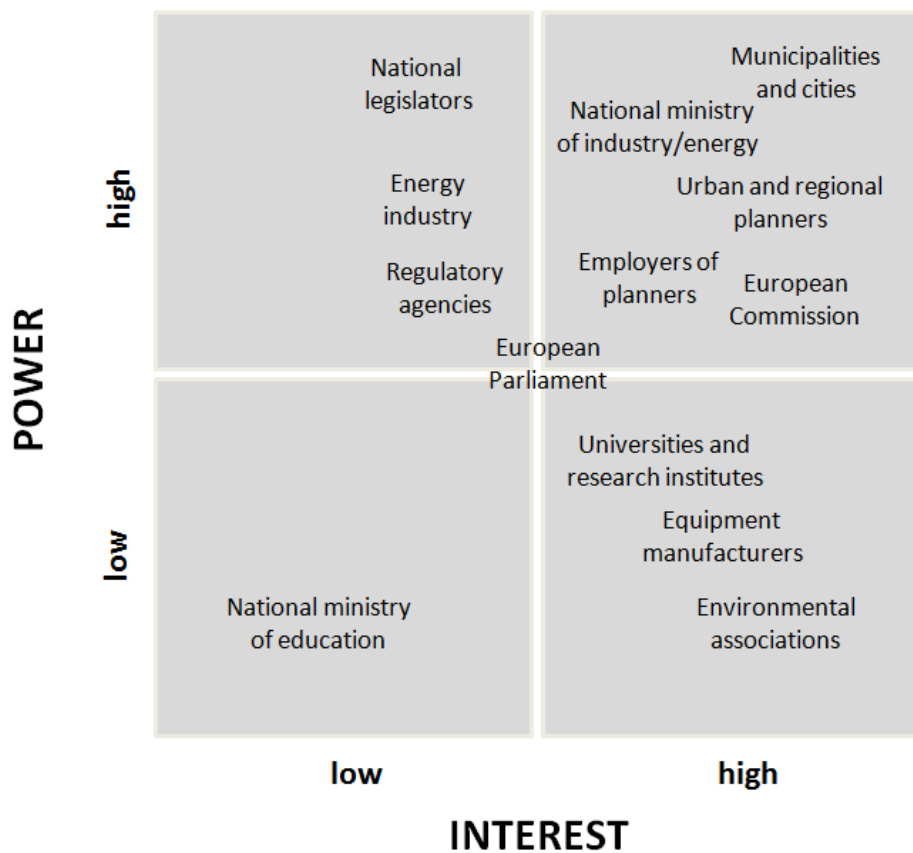
	Regulatory agencies		Universities		Research institutes		Professional training companies		Energy industry		Equipment manufacturers for renewable		Trade unions of urban planners		Environmental associations	
	Power	Interest	Power	Interest	Power	Interest	Power	Interest	Power	Interest	Power	Interest	Power	Interest	Power	Interest
Finland	4,3	4,6	4,5	5,3	4,4	5,4	4,7	5,8	5,2	4,3	4,3	5,3	4,4	4,3	3,9	5,4
Germany	3,5	3,4	4,2	4,8	3,7	4,8	3,8	3,8	4,1	4,0	3,3	5,3	2,6	3,1	3,1	5,3
Hungary	5,3	3,9	4,3	4,8	4,0	5,0	3,6	3,8	4,9	4,1	4,0	6,7	4,4	4,7	3,5	6,5
Spain	5,8	3,9	3,8	5,8	3,6	5,9	3,9	5,4	6,2	3,0	3,1	6,0	3,8	5,7	3,2	6,3
United Kingdom	6,1	3,3	4,5	4,8	3,6	4,2	5,3	4,7	4,1	2,8	2,8	4,7	4,5	4,3	2,9	3,3
mean	5,0	3,8	4,3	5,1	3,9	5,1	4,3	4,7	4,9	3,6	3,5	5,6	3,9	4,4	3,3	5,4
median	5	4	4	5	4	5	4	5	5	4	3	5	4	4	3	5
deviation	1,1	0,5	0,3	0,4	0,3	0,6	0,7	0,9	0,9	0,7	0,6	0,8	0,8	0,9	0,4	1,3

Table 4. Power and interest of external stakeholders (II)

As we can see from table 4, the regulatory agencies are assessed to have power, although their interest in this area is not assessed high. The universities and research institutes are regarded as interested, although not as very powerful. There is also interest in equipment manufacturers for renewable energies as well as in environmental associations, but not high power.

Based on this stakeholder analysis, the results can also be drawn together as a power-interest matrix (of power-interest matrix, see e.g. Johnson, G. - Scholes, K. Exploring Corporate Strategy, Prentice Hall 1999). As a synthesis of the stakeholder analysis, the following matrix of the key stakeholders of "competence

development and continuing education of urban planners with renewable energy skills” can be presented (see picture 2).



Picture 2. Power-interest matrix of UP-RES

The enclosed picture XX shows also for the future work the key stakeholders to be approached regarding the professional development of urban and regional planners with renewable energy skills. The municipalities and cities (both as customers and employers of planners) are in an essential position. However, for actors assessed as powerful, but not widely interested (national legislators and energy industry) clear strategies should be developed to promote the mission of the UP-RES project. According to the key national actors, the ministries of industry/energy and also ministry of environment are assessed as important, but the role of national ministries of education is assessed as low. The regulatory agencies also possess power, but their interest should be awakened.

3 Results of the stakeholder questionnaire

The informants were asked ten questions, which were concentrating on the successful implementation of the work of the UP-RES project and on the impact and sustainability of the UP-RES project. Table XX. summarizes the results of these questions. The scale used was a Likert scale 1-7 (scale 1= very unsatisfactory – 7=very satisfactory).

	Finland	Germany	Hungary	Spain	United Kingdom	mean	median	deviation
The UP-RES project has communicated effectively on its goals and objectives.	5,4	4,3	6,5	5,4	6,9	5,7	5	1,0
The UP-RES project has communicated effectively on its activities (such as courses).	5,4	3,2	6,2	5,9	6,8	5,5	6	1,4
The UP-RES project has improved the awareness of the role of renewable energy sources in urban planning in my country.	5,1	4,7	6,5	5,6	5,7	5,5	6	0,7
The UP-RES project has increased the interest on renewable energy sources in urban planning in my country.	4,9	3,1	5,8	5,3	5,0	4,8	5	1,0
The UP-RES project has fulfilled its promises with its actions.	5,5	4,2	6,2	4,8	6,1	5,4	6	0,9
The UP-RES project has increased the practical skills of urban planners.	5,5	4,4	6,3	6,3	6,8	5,9	6	0,9
The UP-RES project has motivated the participants to deepen their professional development.	6,2	4,7	6,6	5,9	6,9	6,1	6	0,9
The UP-RES project has created a community of interested urban planners in the field renewable energy sources.	4,5	3,8	4,4	5,1	4,9	4,5	5	0,5
The UP-RES project has created a sustainable training concept for urban planners.	5,1	4,2	5,6	5,8	5,5	5,2	6	0,6
The UP-RES project has improved the communication and co-operation between the different key actors in professional development according to renewable energy sources in urban planning in my country.	4,6	4,5	5,6	4,8	4,6	4,8	5	0,4

Table 5. Success and impact of the UP-RES project according to stakeholders

The results show that the implementation of the UP-RES project according to the assessment by the stakeholders has varied widely in different partner countries. In particular, the assessment by the German informants is clearly in every area far lower than in other partner countries. It is remarkable that the German informants have assessed in seven questions at least one full number lower than the mean average and in all questions below the mean average. On the other hand, Hungary and United Kingdom have scored in great majority of questions (nine out of ten) clearly above the mean average. This shows that both the actual implementation as well as the expected impact varies in partner countries.

In general, the results of the stakeholder questionnaire show that the UP-RES project – based on the assessment by the stakeholders - has been achieving its key goals. The scores were, in particular, high in the areas of motivating the UP-RES participants to deepen their professional development and increasing their practical skills. Also the sustainability of the developed training concept was assessed well. As the UP-RES project in organizing training courses in this novel area was a pioneer, also the role of the project in improving awareness of renewable energy sources was appreciated.

4 Conclusions

The analysis of the opinions of the stakeholders was not in the original project plan, and neither was it planned in beginning of the evaluation activities. However, as it became obvious that due to the late contracting of the evaluator some foreseen evaluation activities were smaller in scale (such as the evaluation of the training materials prior to publishing), the UP-RES partners agreed that as a part of the evaluation work also a stakeholder analysis would be undertaken.

The results of the stakeholder analysis showed that several key stakeholders can play an essential role in the professional development of urban and regional planners. The stakeholder map and the power-interest matrix are useful tools in the further development of the UP-RES training concept and these tools give also guidelines for the partners in directing their activities.

The stakeholder questionnaire showed that, in general, the work of UP-RES was well assessed and appreciated by the stakeholders – it also showed that they stakeholders trusted that the UP-RES as a project has created a sustainable training concept and assisted in creating a community of interested professionals. However, the results of the stakeholder questionnaire showed also that the work and the potential impact of the UP-RES project was assessed quite differently in different partner countries.

ANNEX 1: Questionnaire to the key stakeholders of the UP-RES project

Questionnaire to the key stakeholders of the UP-RES project

1 Rationale of the questionnaire

The questionnaire to the stakeholders is the selected method to map the views, experiences and opinions of the stakeholders of the UP-RES project. The basic concept of UP-RES has included the work of the National Steering Groups (NSGs), which represent by and large the stakeholders. However, the size of the NSGs is pretty condensed and that is why it is required that in each country the actual sample for this questionnaire would be widened and the minimal number of returned questionnaires should be 10 per partner country.

Who do we include in the stakeholders? The classical definition of stakeholders refers to “any identifiable group or individual who can affect the achievement of an organization’s objectives or who is affected by the achievement of an organization’s objectives” – in other words in the case of the UP-RES project those individuals or groups who can affect the competence development and continuing education of urban planners with renewable energy skills. Although tempting as a theme, in this stakeholder communication we would not ask the key stakeholders according to the whole approach of renewable energy in urban environments, but focus on the competence development and training component, which also the UP-RES project addressed.

The questionnaire to be distributed to the stakeholders includes two parts. The first part maps the opinions of the stakeholders of the key actors according to their power and interest. The second part maps their opinions and experiences with the UP-RES project and its work in particular.

2 Proposal of the questionnaire

In the following for your comments I have prepared the questionnaire, which is based on a seven step Likert scale. It would be easiest, if you translate the questions to your language, but please keep the numbering of the questions similar to the English Master version, so we can then also analyze the results.

The idea has been to keep this questionnaire condensed, as this is not the sole source of evaluation, but it is still important to get access also to the opinions of the stakeholders.

Dear colleague!

The European project on “Urban Planners with Renewable Energy Skills” (UP-RES) has organized in five Member States (Finland, Germany, Hungary, Spain and United Kingdom) in 2011 – 2012 intensive training for urban planners.

With this questionnaire we would like to receive your opinion as an important stakeholder of both the power and interest of various stakeholders as well as your experiences of the UP-RES project.

BACKGROUND INFORMATION

(tick all applicable)

- a. I have participated to the work of National Steering Committee of the UP-RES project.
- b. I have participated myself to UP-RES courses as learner.
- c. I have lectured on UP-RES courses myself.
- d. I have recommended UP-RES courses for colleagues.
- e. I have appointed participants to the UP-RES courses.

Your age _____

Male / female _____

PART I: KEY STAKEHOLDERS IN DEVELOPING THE PROFESSIONAL COMPETENCE OF URBAN PLANNERS

The stakeholders are often assessed based on their power and interest towards an issue. The power of the stakeholder shows how strong their decisions and actions can influence an issue. The interest of the stakeholders shows how high an issue is in their priorities.

Using the following list of actors, please assess their power and interest regarding the issue of *“improving and deepening competence development and continuing education of urban planners with renewable energy skills”*. You should assess according to each actor both the power as well as the interest of them (1=no power – 7=very powerful / 1=no interest – 7=very interested).

Urban and regional planners	POWER 1-7	INTEREST 1-7
Employers of urban and regional planners	POWER 1-7	INTEREST 1-7
Professional associations of urban and regional planners	POWER 1-7	INTEREST 1-7
Municipalities and cities	POWER 1-7	INTEREST 1-7
Regional agencies	POWER 1-7	INTEREST 1-7
Universities	POWER 1-7	INTEREST 1-7
Research institutes	POWER 1-7	INTEREST 1-7
Professional training companies for urban and regional planners	POWER 1-7	INTEREST 1-7
Ministry of education	POWER 1-7	INTEREST 1-7
Ministry of industry/energy	POWER 1-7	INTEREST 1-7
Ministry of environment	POWER 1-7	INTEREST 1-7
European Parliament	POWER 1-7	INTEREST 1-7
European Commission	POWER 1-7	INTEREST 1-7
National legislators	POWER 1-7	INTEREST 1-7
Energy industry	POWER 1-7	INTEREST 1-7
Equipment manufacturers for renewable energy	POWER 1-7	INTEREST 1-7
Trade unions of urban planners	POWER 1-7	INTEREST 1-7
Environmental associations	POWER 1-7	INTEREST 1-7
Regulatory agencies	POWER 1-7	INTEREST 1-7

PART II: UP-RES PROJECT AND ITS WORK

In the following, please assess the work based your personal view and experience of the UP-RES project with the following questions (scale 1= very unsatisfactory – 7=very satisfactory)

The UP-RES project has communicated effectively on its goals and objectives.

The UP-RES project has communicated effectively on its activities (such as courses).

The UP-RES project has improved the awareness of the role of renewable energy sources in urban planning in my country.

The UP-RES project has increased the interest on renewable energy sources in urban planning in my country.

The UP-RES project has fulfilled its promises with its actions.

The UP-RES project has increased the practical skills of urban planners.

The UP-RES project has motivated the participants to deepen their professional development.

The UP-RES project has created a community of interested urban planners in the field renewable energy sources.

The UP-RES project has created a sustainable training concept for urban planners.

The UP-RES project has improved the communication and co-operation between the different key actors in professional development according to renewable energy sources in urban planning in my country.