

Identifying acceptance, feasibility and capacity for action

The core of this sub-step is the Acceptance and Feasibility Table. The consultant pre-fills this table by (6.2.1) summarizing the main outcomes of Steps 3-5 and identifying the types of actions and resources required by each issue. After pre filling in the table, the consultant (6.2.2) complements the table together with the project manager in a face-to-face meeting.

The Acceptance and Feasibility Table and instructions for the consultant to pre-fill it

The Acceptance and Feasibility Table is based on information already documented in Steps 3-4, and in the summary of the workshop made in Step 6.1.

Acceptance and Feasibility: Project redesign and stakeholder negotiation options

1	2	3	4	5	6
Key issue	Alternative solutions	Acceptance (stakeholder response)	Type of action (s) required	Feasibility: capacity for action of the project manager	Note: reason for capacity for action classification
Key issue 1 (from step 3)	option A (from step 4)	response (from step 6.1)			
	option B (from step 4)				
	new option C (from step 6.1)				
Key issue 2	option D (from step 4)				
	option E (from step 4)				
New key issue 3 (from step 5)	new option F (to be developed in this session)				

Column 1, key issues, can be largely filled in on the basis of Step 3, in which key issues were identified. But the workshop organized in Step 5 may also have brought up some new issues, identified in Step 6.1, that should be included as a new row in column 1. Entries into column 1 should be keywords describing each issue (e.g., “visual impact”).

Column 2, alternative solutions, can be largely filled in on the basis of Step 4, where alternatives were identified for modifying the project itself, or for modifying the external

environment of the project, for example by negotiating with stakeholders. But the workshop organized in Step 5 may also have brought up some new options, identified in Step 6.1, which should be included in Column 2 next to the issue which that option mostly closely addresses.

Column 3, acceptance, is a summary of the responses gained at to the option presented by the PM (and potential new options presented by stakeholders at the workshop) by the stakeholders present in the workshop. This column is filled in on the basis of the summary made in Step 6.1. The column can be filled in by noting the number of positive/negative/don't know votes, or by classifying the acceptance of each option in a more qualitative way as "positive", "negative" or "mixed".

NB: It is important here to make good note of "mixed" responses, for example if an option was in general received positively, but there were still some important stakeholders that opposed the option.

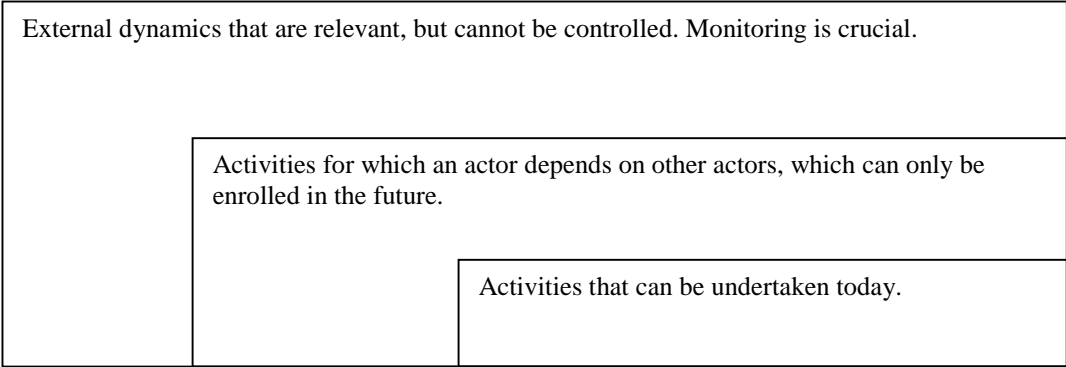
Next, a first sorting process is started. The consultant identifies the options that met with a negative response, and eliminates them from further consideration by drawing a cross in Columns 4 and 5 for these options. Depending on the situation, also some of the options meeting with a mixed response may be eliminated, if the nature of the opposition seems strong enough to forget about such options.

Column 4: For the remaining options, in order to consider the feasibility of the options, it is necessary to outline the actions suggested by the option. This is done using keywords in Column 4. Types of action required, can include *project redesign actions* (keywords, e.g.: finding a new site, altering drawings, mitigation measures) or *stakeholder negotiation options* (keywords: e.g., (e.g., meeting with x, new workshop, inviting a new Board member).

Column 5. Capacity for action. In order to consider the feasibility of the options, it is also necessary to estimate the capacity and the willingness of the project manager to take action on each issue. Potential actions to be taken by the project manager can be classified into three types of activities (see figure below):

1. Activities that can be undertaken today/unilaterally by the project manager
2. Activities for which the project manager's depends on other actors, which can only be enrolled in the future

3. Monitoring external developments that are relevant for the project, but cannot be controlled by the project manager



Capacity for action is noted in the table by classifying each action as 1, 2 or 3. Reasons for this classification are noted in Column 6.

We now should have a table that looks like the example below. The table can be summarized by creating highlights for the following categories of issues and options:

- a) options that have high acceptance and are feasible for immediate action by the project manager: highlighted green (as type 1 above)
- b) options that have mixed acceptance and high feasibility for immediate action by the project manager: highlighted blue (as type 1 above)
- c) options that have high acceptance but can only be undertaken together with others: highlighted yellow (as type 2 above)
- d) options that have high or mixed stakeholder acceptance but cannot be influenced by the project manager in the near term: highlighted red (as type 3 above)
- e) issues that do not have solution options or ones that are acceptable: highlighted red (as type 3 above).

Example of entries in an Acceptance and Feasibility table

1	2	3	4	5	6
Key issue	Alternative solutions	Acceptance (stakeholder response)	Type of action (s) required	Feasibility: capacity for action	Note: reason for capacity for action classification
Key issue 1 co-visibility from the CITY	option A: reduce height	high	re-engineering recalculating wind velocity recalculating power capacity and investment calculus	2	investors in the project need to approve the change in plans
	option B: find better site	mixed	total reorganization of the Cap Discovery park or change of entire project partnership	3	would imply redesigning the entire project Cap Discovery mgmt would withdraw
	new option C: contract survey for tourists	mixed: few oppose but some think this is just stalling	contracting study: extra costs and time	1	yes: different parties need to be involved in planning and contracting the study
Key issue 2 Noise for close neighbours	option D: install appropriate windows	high	finding funds for paying for the new windows organizing the installation	1	yes: investors in the project need to approve the new expense need to collaborate with neighbours and building authority
Key issue 3: Possible soil instability	option E: reduce weight	high	redesigning the turbines using more expensive material > new investment calculus and delay in construction	2	yes: investors in the project need to approve the change in plans
Key issue 4: neighbouring village vision	option F: reach agreement of benefit sharing with neighbouring village	mixed: neighbours will not negotiate			

Discussing and finalizing the table together with the PM

The consultant should attempt to record keywords for Columns 1-3 before the meeting, and also at least think about Columns 4-6, but it is possible that these can only be filled in after

discussing with the project manager. The table should be discussed and finalized in the final session together with the PM.

Capacity for action summary table

In order to facilitate the action planning, the main points from the ‘Acceptance and Feasibility table’ can be summarized into a ‘capacity for action table’ (see table below). This provides the project manager with a clearer view of the implications of each option.

Capacity for Action Table

Type 1 actions Activities that can be done today	Type 2 actions: Activities that can only be undertaken in co-operation with others	Type 3 actions: External dynamics that are relevant, but cannot be controlled. Monitoring is crucial.
List here activities related to options marked green List here activities related to options marked blue , but make a note that these are not fully accepted by all stakeholders	List here activities marked yellow that involve significant input from other stakeholders You should also list here activities marked red if they are crucial for the survival of the project, but make a note that they imply acceptance or feasibility problems.	List here issues marked red , which the project manager cannot successfully solve (even with co-operation with others), but which are significant for the future survival of the project and thus need to be monitored, discussed or explored further.

This table provides the backbone for the recommendations for action, which are outlined in the following step.

The consultant should attempt to fill as much of the table as is possible before the meeting. The table should be discussed and finalized in the final session together with the project manager.