

The Stakeholder future visions

At this stage, step 2 aims at confronting project managers vision in the form of different documents completed so far, to the stakeholders experience, interests and views. Pushing this confrontation is expected to stress and accelerate the genesis of weak signals of agreement and disagreement on specific project issues.

To perform this task, consultant and project manager can choose between alternative routes:

- either to conduct individual interviews with the short listed stakeholders selected previously with the advantage of facilitating deep individual expression,
- interview them in consistent group or communities when they exist to cover the group rationale better than with individual thinking,
- or organise a general workshop to both collect reactions but also observe interactions between different stakeholders.

Another dimension of the choice depends on already existing structure of actors around the project. In some cases, there may already be a highly formalised participatory process in which stakeholders have already been enrolled. Sometimes, financial or organisational enrolment in the project can be observed. In other cases there may be no stakeholder involvement yet, and the project manager may decide that a formalised approach is/or is not desirable from there.

If the consultant and the project manager discussion end up in favour of the formalization of a stakeholders participatory group, several types of structures might be considered.

- Close-by Official Group
- Official representatives of the stakeholder group
- Local support Group
- Informal support group
- Well informed contact group¹

In any case, the group of stakeholders might not exceed 5-7 people at this stage. Prior to the interview/workshop, the consultant sends the project manager's future vision documents

¹ The different types of formalized core group are explained in the appendix

(network map, present, intermediate and future synthesis writing and title) to the short listed stakeholders.

During the interview, the stakeholder is presented with the documents built as 'project manager's vision' and is required to react to them.

First, the consultant generally explains the CreateAcceptance process and the purpose of the interview and asks the stakeholder to explain his or her background and position. The purpose is to get a first impression of the stakeholders position and what his or her main concerns are. These concerns do not necessarily have to relate to the new energy project.

Afterwards, the consultant and stakeholder discuss the project more specifically on the bases of the documents sent. The output of the project manager interview (network map, synthesis writing and title) is the basis for this part of the interview. Redrawing and commenting the map and text is highly encouraged (²).The consultant coins issues/areas stakeholder agreement or disagreement.

The following list of question might be used as an example:

- What kind of changes does the stakeholder proposes in the network map?
- Are there actors missing?
- Are there relations wrongly depicted according to the stakeholder?
- Does he agree or disagree with (parts of) the synthesis writing?
- Does the title reflect his or her own vision on the future of the project?
- Or does he propose a different title?

At the end of the interview, consultant is asking stakeholders themselves who should be part of the stakeholder's workshop. This will be used in step 5.

After the interview, consultant finalises the stakeholder's vision documents and comes up with fresh: revised network map, revised synthesis writing and revised vision's title. They could be send back to stakeholders for validation.
