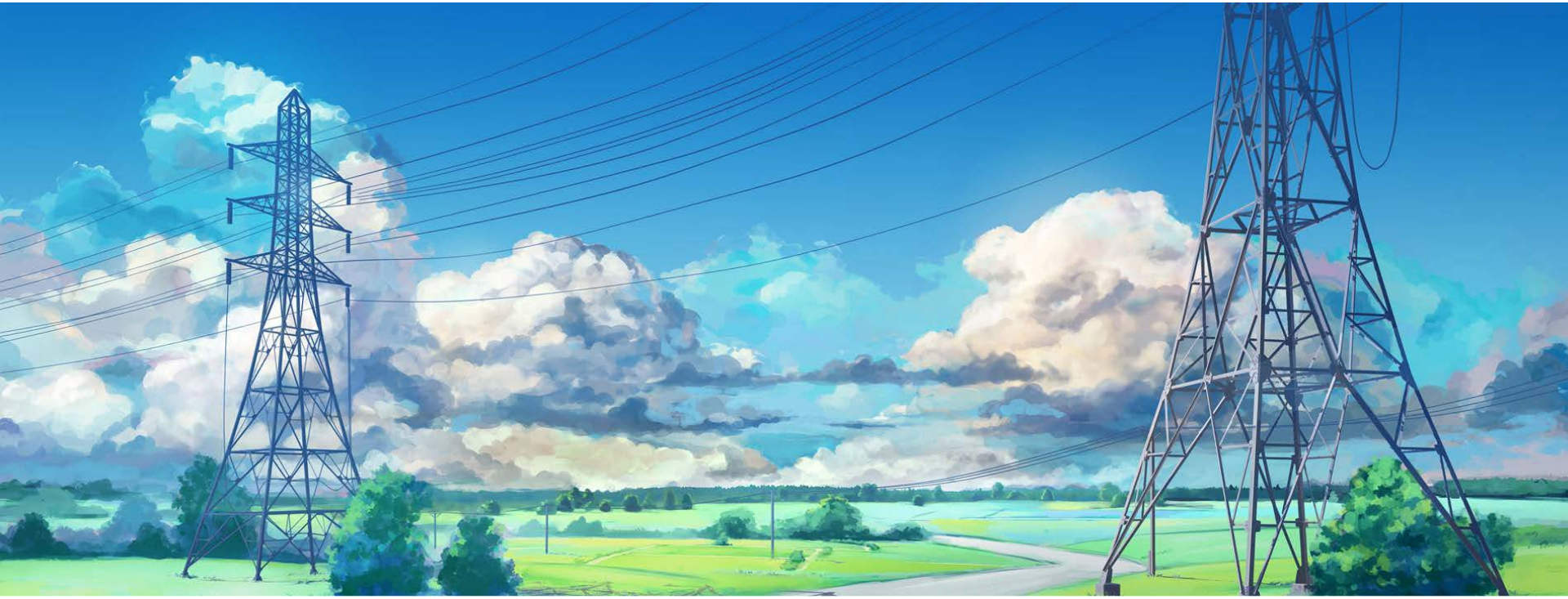


Stakeholder participation in power lines development projects and the role of trust



Andrzej Ceglaz

PhD Workshop: "Climate Policies after Paris",

University Alliance for Sustainability: Spring Campus 2017, Berlin 31.03.2017

<https://wallpapers.wallhaven.cc/wallpapers/full/wallhaven-112387.jpg>



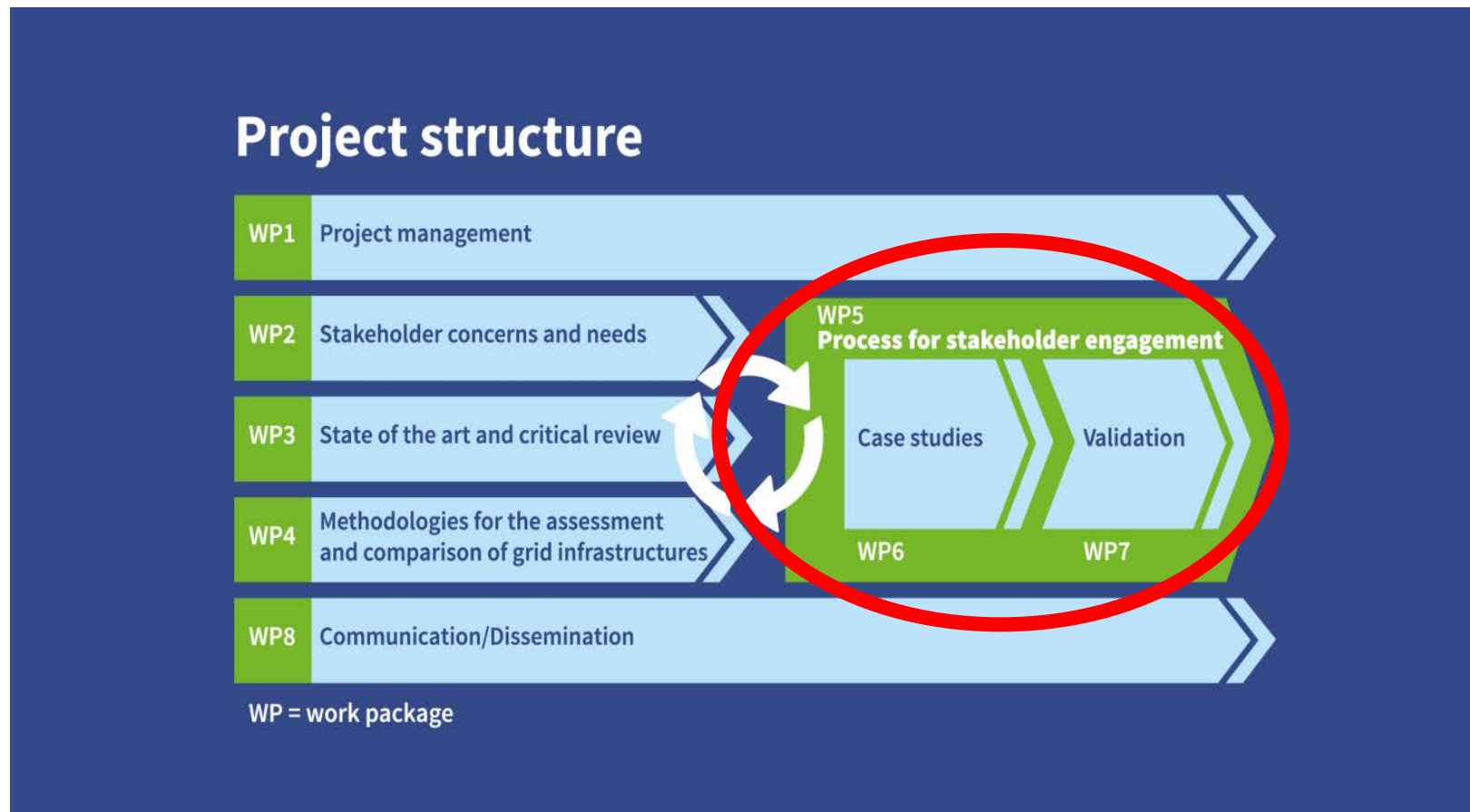
POTSDAM-INSTITUT FÜR
KLIMAFOLGENFORSCHUNG



“Improved and Enhanced Stakeholder Participation in Reinforcement of Electricity Grid”



“Improved and Enhanced Stakeholder Participation in Reinforcement of Electricity Grid”



Structure of the INSPIRE-Grid project

“Improved and Enhanced Stakeholder Participation in Reinforcement of Electricity Grid”

Task	Progress	Deliverable	Progress
T5.1 Development of a theoretical framework to improve the understanding of actors involved in participation and engagement processes	Completed	D5.1 Theoretical framework for methods development	Completed (10 months)
T5.2 Development of a checklist for the design of participation processes	Completed	D5.2 Preliminary handbook of guidelines	Completed (14 months)
T5.3 Designing a decision tree to structure the engagement process	Completed	D5.3 Final handbook	Completed (39 months)
T5.4 Stakeholder interaction	Completed	D5.4 Improved theoretical framework	Completed (38 months)

Background

Need for a new power lines vs. stakeholder opposition



Background

Stakeholder engagement – participatory decision-making processes



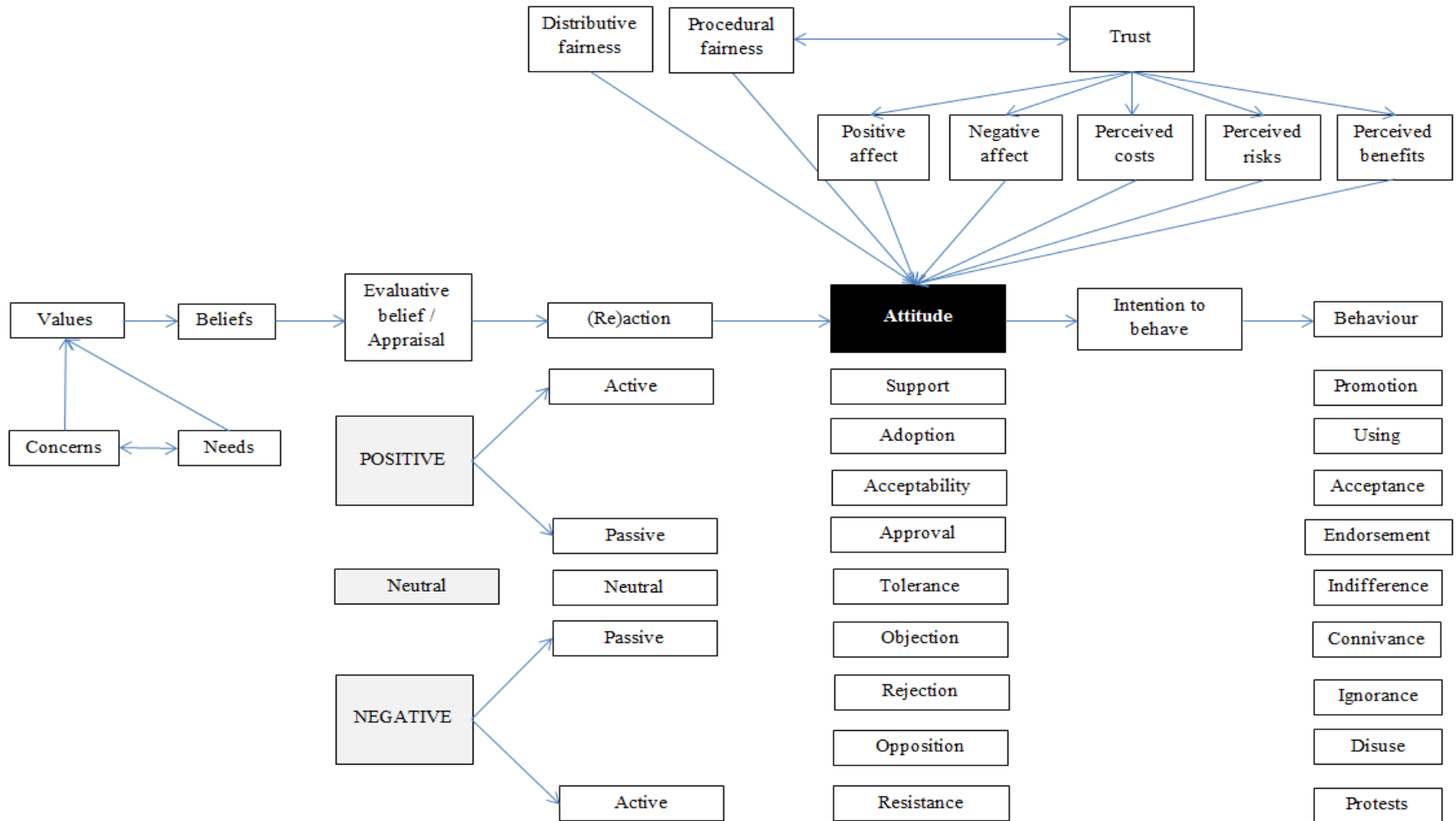
See for example: Aas et al. 2014; Batel et al. 2013; Battaglini et al. 2012; Cain and Nelson 2013; Cotton and Devine-Wright 2012; Devine-Wright 2013; Devine-Wright and Batel 2013; Devine-Wright et al. 2010; Keri et al. 2014; Knudsen et al. 2015; Komendantova et al. 2015; Porsius et al. 2016; Späth et al. 2014;

Background

Research question

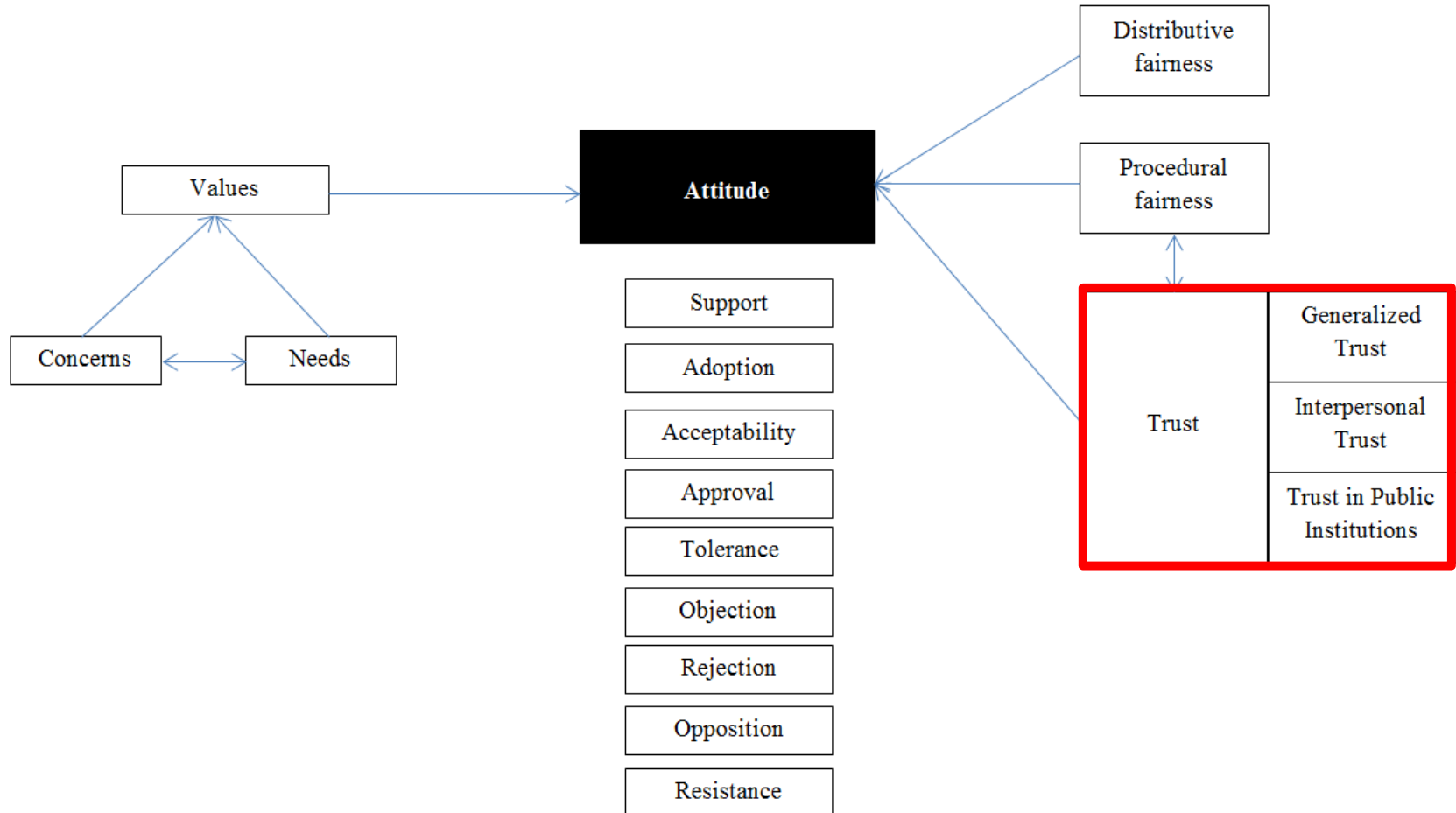
How we can explain the potential success behind stakeholder engagement process?

Theoretical framework



Based on (i.a): Aas et al. 2014; Batel et al. 2013; Cowell et al. 2011; Deliverable 2.1; Deliverable 2.3; Deliverable 5.1; Devine-Wright 2008; Huijts et al. 2012a, 2012b; Schuitema et al. 2010; Schweizer-Ries 2008; Twitchen 2014; Wüstenhagen et al. 2007; Zoellner et al. 2008

Theoretical framework



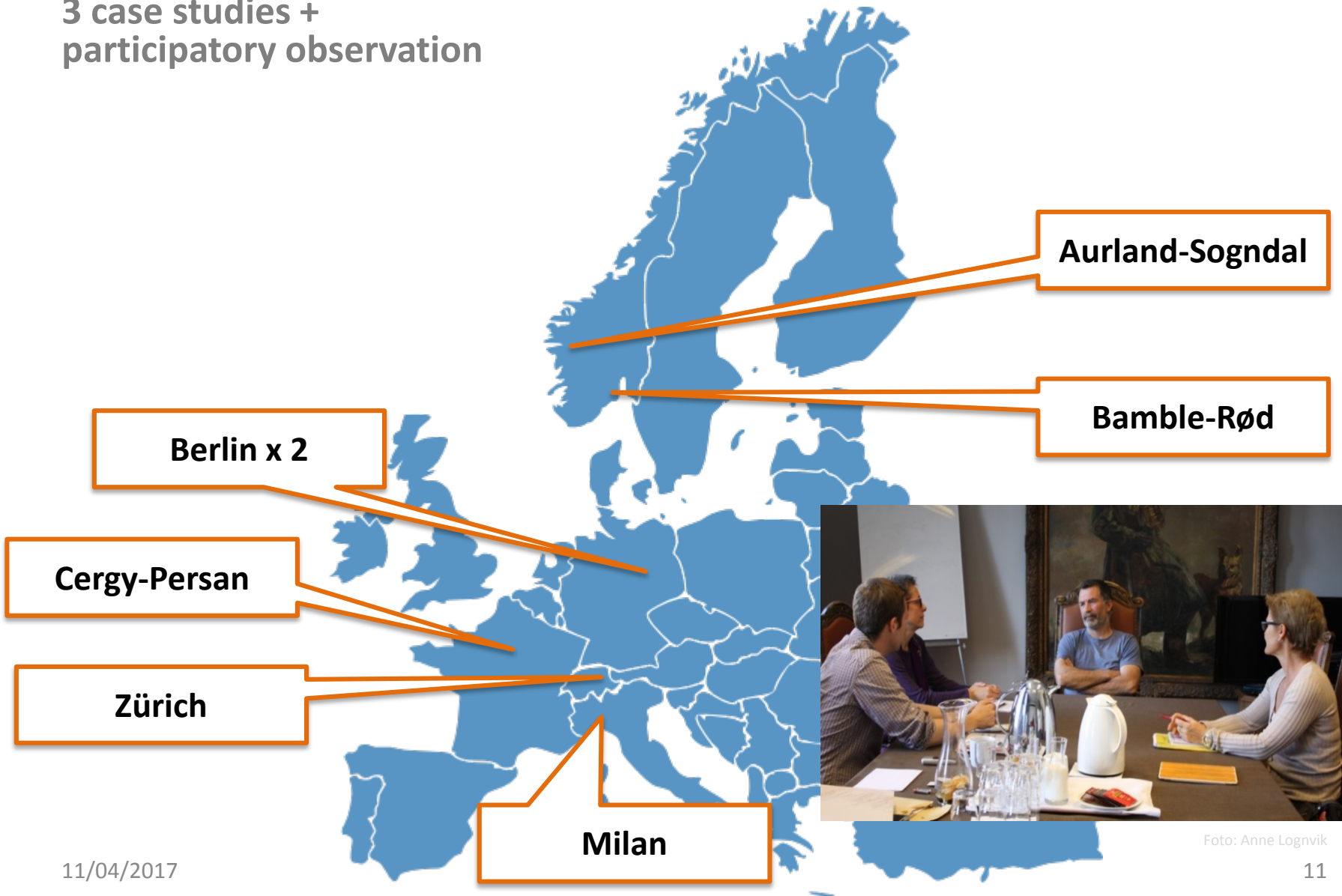
Where to find trust?

Level of trust	Operationalization
Interpersonal Trust	<ul style="list-style-type: none"> • personal relationships based on: <ul style="list-style-type: none"> – reciprocity, – fairness, – honesty, – respect, – openness, – reliability, – competence
Generalized Trust (into society)	<ul style="list-style-type: none"> • shared values and attitudes; • the general political culture; • perceived purpose of the new line serving for the public good; • the ability of resigning from own interests;
Trust into government and institutions	<ul style="list-style-type: none"> • direct expressions of trust; • the informal decision-making process' elements: <ul style="list-style-type: none"> – perception of the process quality, – acceptance of the planning process, – confidence in the outcomes, • intention to participate and cooperate; • the indisputable need for the new power line;

Based on (i.a): Berardo 2009; Fahrkreug 2016; Goudge and Gilson 2005; Höppner 2009; Huijts et al. 2012; Klijn et al. 2010; Laurian 2009; Leach and Sabatier 2005; Lowndes and Wilson 2001; Ostrom 2010; Sharp et al. 2013; Switzer et al. 2013; Van Ark and Edelenbos 2005

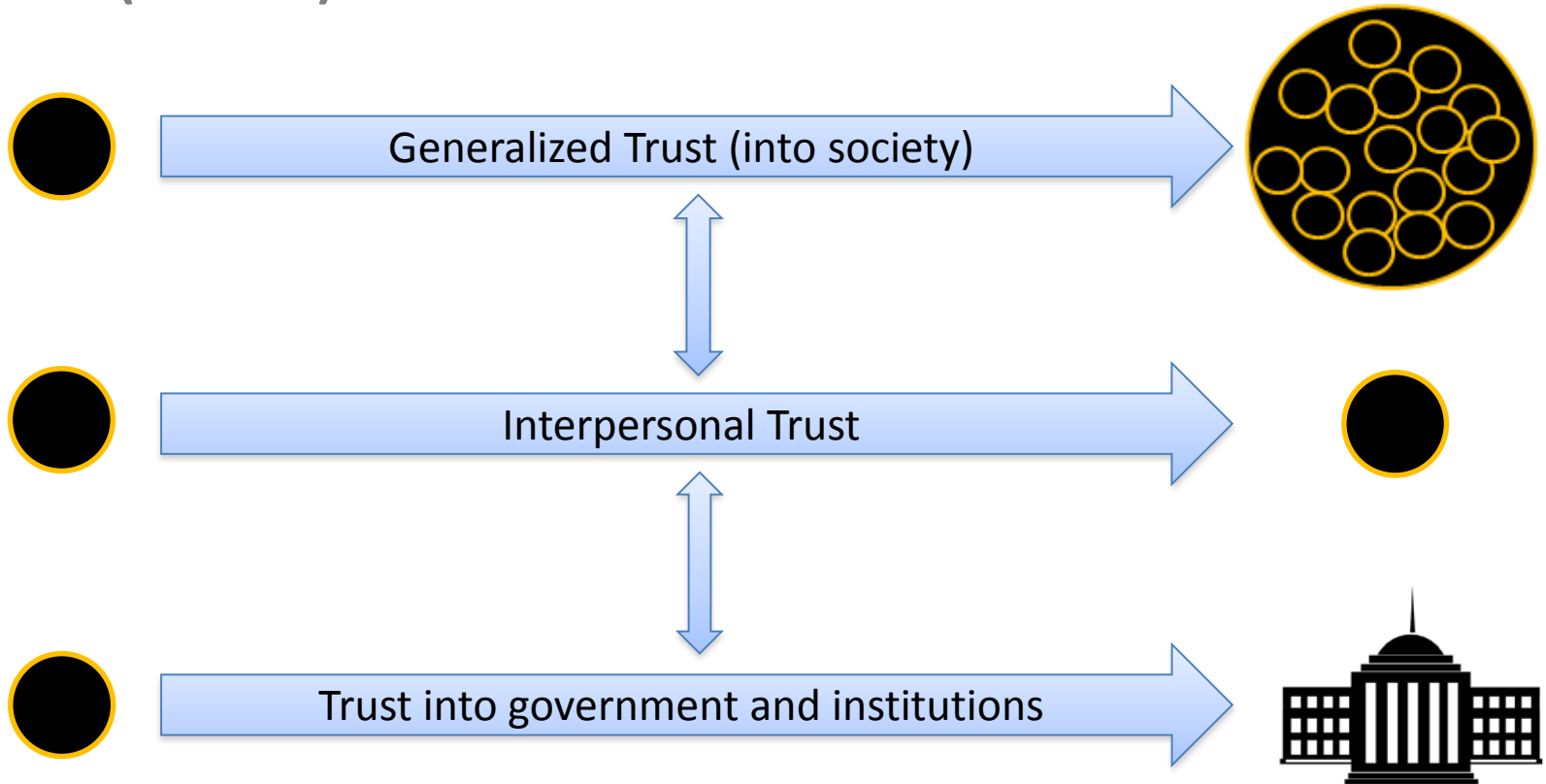
Data collection

3 case studies +
participatory observation



Findings

Personal (human) dimensions of trust



Findings

- **General trust in society supports the idea of the “public good” (i.e. wealth, security of electricity supply or climate protection) →**

the subjective importance of the “public good” increases the motivation of stakeholders to desist from their own interests in the name of the collective interest

- **Institutional trust lowers conflicts in the early phases of the projects →**

legitimization of the regulator and the TSO with democratic control + perceived acting for the public good + sufficient possibilities to influence the process outcome makes it less likely that the engagement process becomes an arena of competing visions of the energy system

- **Most important: interpersonal trust, developed between the project manager and stakeholders →**

a trustful relationship with the project manager can partially compensate the lack of trust in institutions or generalized trust in society

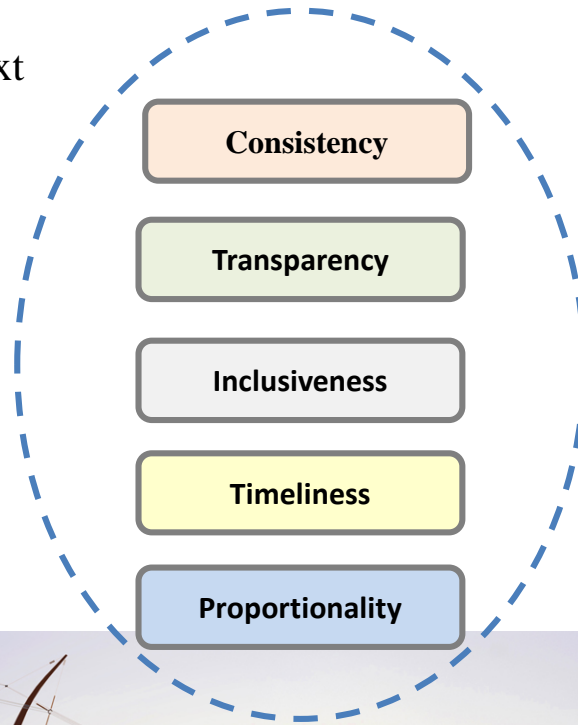
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Findings

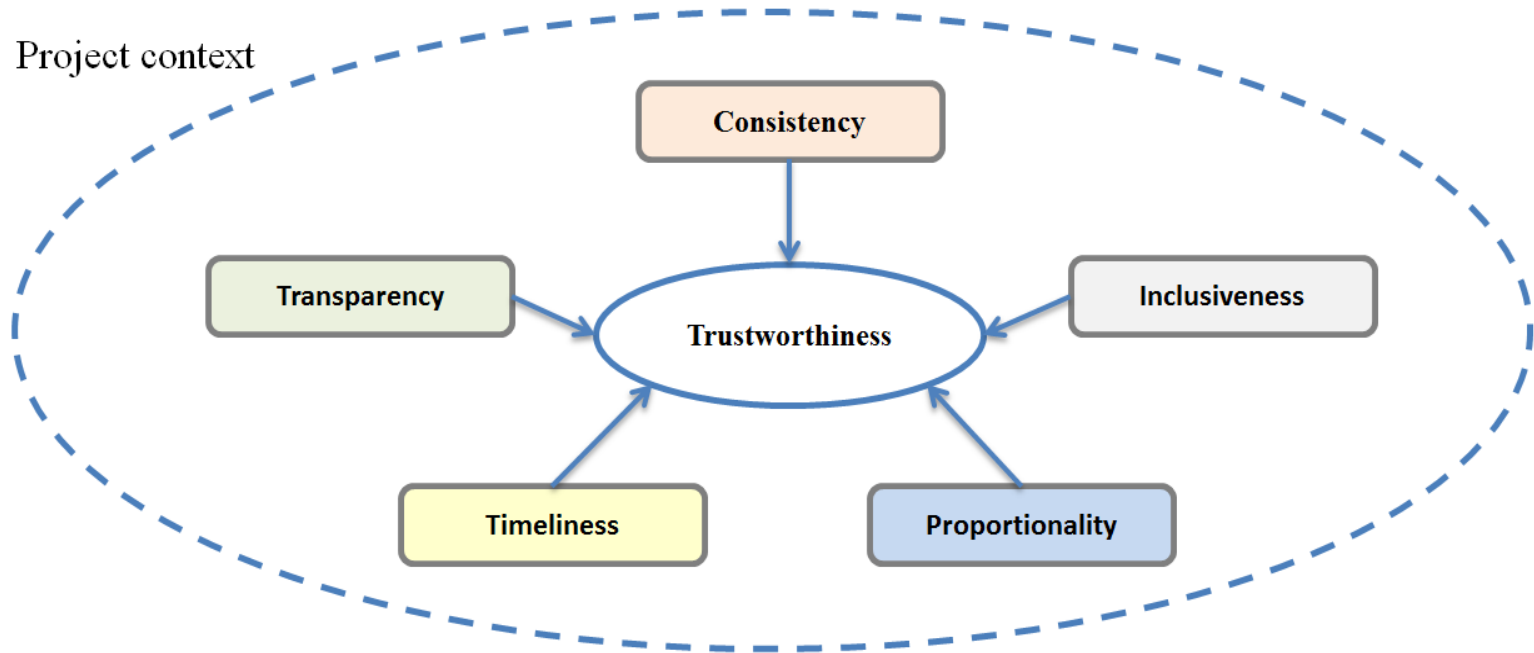
Perception of the engagement process quality

Project context



Findings

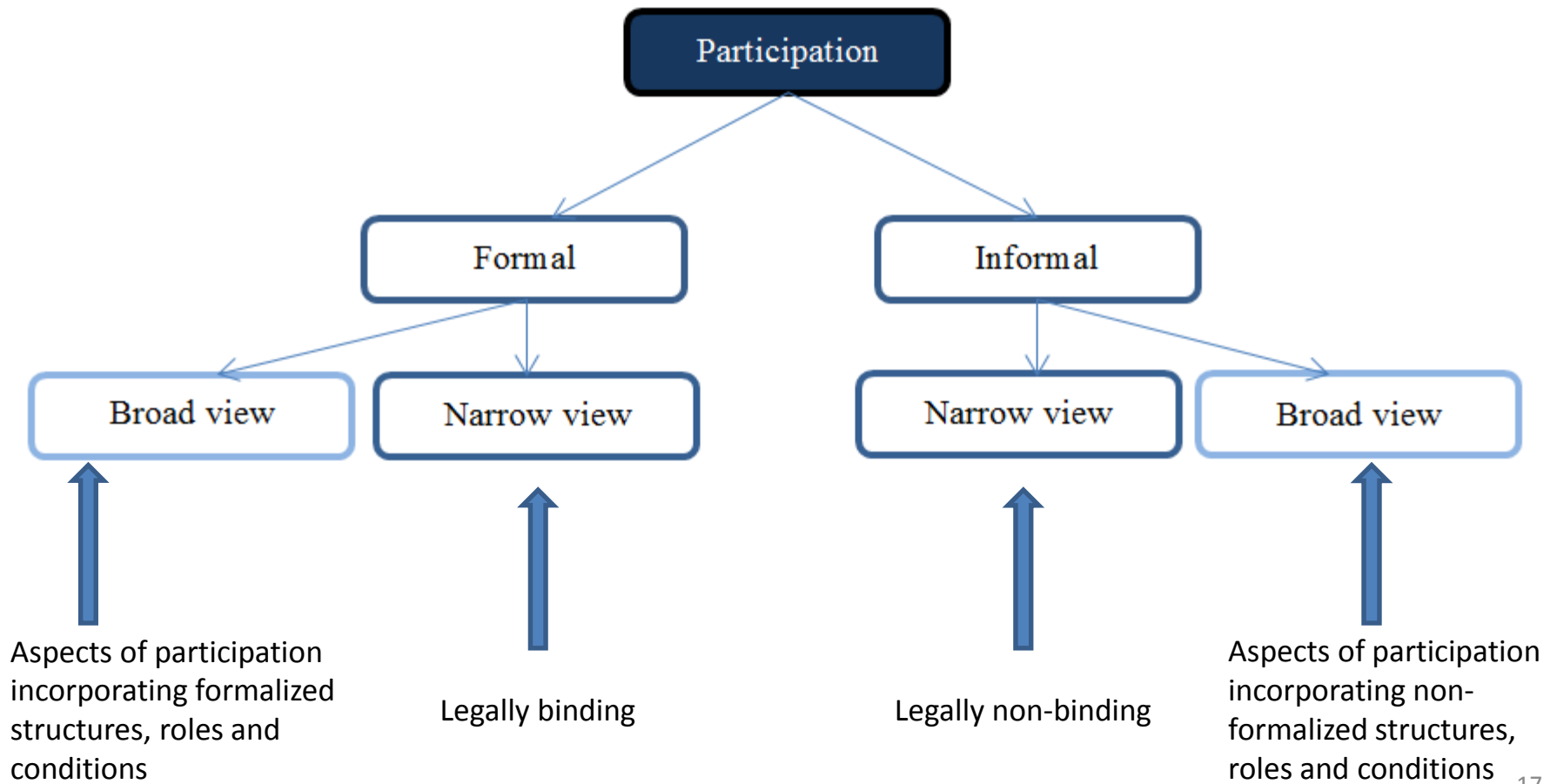
Process characteristics' dimension of trust



The relation between principles guiding the structuring of engagement process and trustworthiness

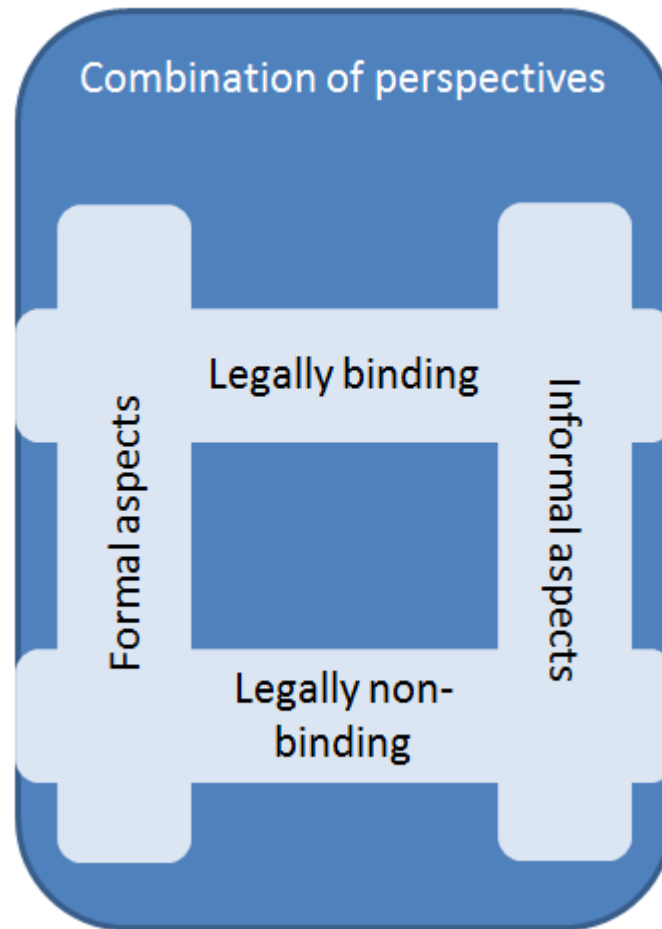
Outlook

Different views on formal and informal participation



Outlook

A research challenge for the future



The combination of the narrow and broad views on the formal and informal participation

Conclusions

- A project manager plays a crucial role in sufficiently organized stakeholder engagement process
- A focus on trust-building activities, related to face-to-face communication and relevant information provision, helps to sustain trust
- Trust-building activities reduce perceived power imbalances between involved actors
- Lessons learned about trust mechanisms in society in regard to grid planning are most likely very relevant to many ongoing political processes

Recommendations

- Invest in trainings for project managers, to improve soft skills, such as (intercultural) communication, negotiation or context comprehension and up-to-date knowledge about the national energy policy
- Allow enough resources for stakeholder engagement to a project manager
- Avoid high staff turnover rates during the project (especially when it comes to project managers), as building up and maintaining trust relationships is a fragile and very time-consuming process
- Make a clear statement about the purpose of the project. Indicating the technical, economic, political and public interests helps avoiding confusions among stakeholders and makes the process more transparent



Outcome



Project no. 608472

INSPIRE-Grid

IMPROVED AND ENHANCED STAKEHOLDERS PARTICIPATION IN REINFORCEMENT OF ELECTRICITY GRID

Instrument: Collaborative project
Thematic priority: ENERGY.2013.7.2.4 – Ensuring stakeholder support for future grid infrastructures
Start date of project: 01 October 2013
Duration: 40 months

Deliverable 5.3
FINAL HANDBOOK OF GUIDELINES
Revision: v2.0
Submission date: 2017-01-20

Potsdam Institute for Climate Impact Research (PIK) (6)



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IMPROVED THEORETICAL FRAMEWORK
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Deliverable 5.3
Final Handbook of Guidelines

Deliverable 5.4
Improved Theoretical Framework

INSPIRE GRID PROJECT

Improved and enhanced stakeholders' participation
in reinforcement of electricity grid.

[About us](#)

Thank you for your attention.

