



How to ENGAGE WITH Stakeholders

Stakeholder engagement guidelines developed within **GRRIP** project

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STAKEHOLDER ENGAGEMENT GUIDELINES

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Authors

Eric Jensen & Erna Karalija

ICORSA

Contributors

Caitriona Mordan

DCU

Kate Sahan

EUR

Juliana Chaves Chaparro

UNESCO

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TABLE OF CONTENTS

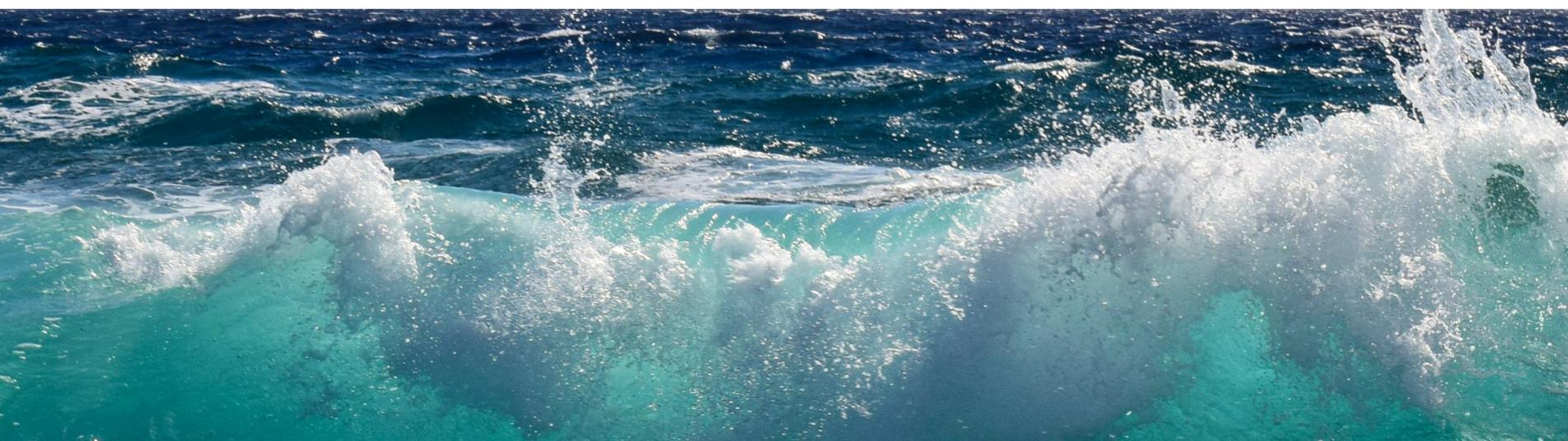
Table of contents	4
1. Introduction	5
2. What is QH stakeholder engagement?	7
2.1. Stakeholder engagement – role of QH in GRRIP	9
3. How to engage with QH?	10
3.1. Step 1: Identify, plan and understand	10
3.2. Step 2: Internal preparation and alignment	13
3.2.1. Industry	14
3.2.2. Academia	15
3.2.3. Policy makers	16
3.2.4. Civil society	16
3.3. Step 3: Build trust	17
3.4. Step 4: Co-creation	18
3.4.1. Workshops	20
3.4.2. Online tools	21
3.5. Step 5: Respond and implement	23
3.6. Step 6: Monitor, evaluate and document	23
4. Specific recommendations for GRRIP:	25
Apenndix 1. International Standards for Stakeholder Engagement and Reporting (Jeffery, 2009)	26
References	27

1

INTRODUCTION

The marine and maritime (M&M) sector has a high priority for the EU. However, this research sector is one of the most exposed to a risk of the loose connection between scientific research, societal actors and the environment, affecting its performance and competitiveness. GRRIP will embed sustainable RRI practices **in 4 research performing organisations (RPO) and 1 dual-function RPO and research funding organisation (RPO/RFO) (total 5 RPO&RFO)** in the **marine and maritime sectors** to achieve institutional and cultural change. The project revolves around five RRI key dimensions: ethics, gender equality, open access & data, science education, public engagement. Whilst Marine and Maritime (M&M) research is a high priority in the EU, this project acknowledges that M&M is extremely exposed to non-RRI alignment between Research and Innovation, societal actors, and the environment, affecting its performance and competitiveness. Engagement of all stakeholders is envisioned through the quadruple helix approach (QH). This concept enables users/citizens to drive the innovation process (Arnkil et al., 2010) thus including all four major stakeholder actors in the process of innovation (industry, academia, public authorities and citizen).

Stakeholders can be defined as any group or individual who can affect or is affected by the achievement of the organisation's objective (Freeman, 1984). This definition observes stakeholders as "narrow" or risk-bearing such as employees, investors, customers, community residents, and the environment which may impact the organisation (Clarkson, 1995; Mitchell et al., 1997). Organisations performing research often need to reach out to different groups, such as NGOs, local communities, costumers, competitors and through this they can evolve their engagement approach toward opportunity identification (Enright et al., 2016).



1

INTRODUCTION

In GRRIP, as discussed in D3.2., the idea of the fourth helix being the “end-user” is used expansively, but the “end-user” of the services produced in GRRIP can be from any one of the four helices including researchers at academic institution. In the GRRIP project and according to SoA D3.2. QH partners/stakeholders/members (Academia, Industry, Public authorities and Civil society) are defined as those who were invited to join the GRRIP project after its inception – external stakeholders. These in-coming partners are external in two ways;

- Firstly, in relation to the five marine and maritime organisations (i.e. not in their paid employment);
- Secondly in relation to the GRRIP consortium (i.e. not partners from the start of the GRRIP project).

Contractors and subcontractors (of GRRIP) can also be defined as external stakeholders if they were not partners but were engaged for some aspect of the implementation of the project activities.

The presented guidelines are part of WP4 GRRIP work and are drawn from literature review and D3.1., D3.2., T4.2.1. and T4.2.3 reports. They are intended for demo sites and any other institutions who consider to engage with different QH categories.

Main objectives of the guidelines are:

- To provide clear set of guidelines for demo sites for the process of QH engagement
- To indicate specific benefits for each QH category in the process of engagement with demo sites
- To identify QH expectations and to include QH feedback in the process of responsible research and innovation practices
- To ensure meaningful engagement between demo sites and QH facilitating creation of strong relationships that will last beyond the project duration

From the perspective of the D3.2. stakeholders or the QH types, a working QH typology is; (1) public authorities (Policy officers or makers, governmental organisations, (2) industry (SME or companies), (3) academia (RPO/RFO), (4) Citizen (Public/civil society, NGO, CSO, other societal actors)

2

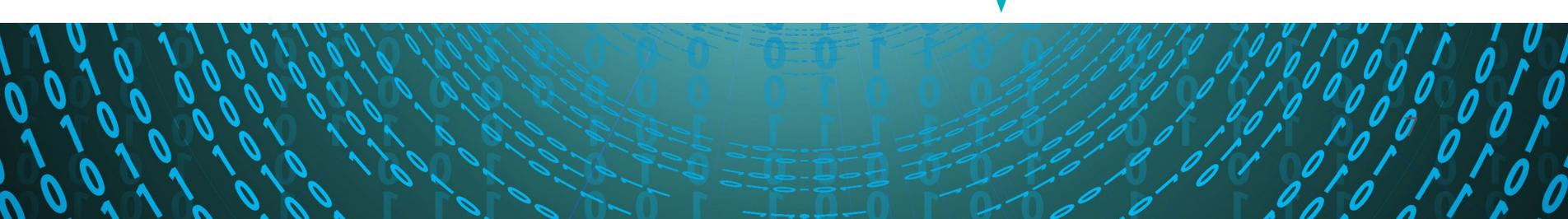
What is QH stakeholder engagement?

Stakeholder engagement is a highly relevant activity, an ongoing process, that builds relationships between parties enabling information exchange. This process allows stakeholder affected by decisions of organisation in question to contribute to the decision-making process.

The process of stakeholder engagement is voluntary, open and active dialog, that identifies current position of all parties included, outlines objectives and outcomes, and identifies how to achieve them. Parties that are included in the engagement can change but the process of engagement is continues. The process of stakeholder engagement is multi-faceted process including (APGA Guideline for stakeholder engagement, 2015):

- Providing information;
- Capacity building to equip communities and stakeholders to effectively engage;
- Listening and responding to community and stakeholder concerns;
- Including communities and stakeholders in relevant decision making-processes;
- Developing goodwill and an understanding of objectives and priorities which will lead to confidence in decisions;
- Establishing a realistic understanding of potential outcomes; and
- Building an understanding of the decision-making process.

For stakeholder engagement to be effective there are some requirements: willingness and motivation of stakeholders to participate (Gunton et al., 2010); inclusivity of all possible interests (Reed, 2008); equal access to information and knowledge (Gunton et al., 2010; Gopnik et al., 2017). Some barriers in the process of engagement can be identified as well such as: the participation is more tokenistic (cosmetic) rather than active (Pomeroy and Douvere, 2008; Echler et al., 2009; Gopnik et al., 2017; Flannery et al., 2018); unfamiliarity with the processes and activities of the organisation in question (Water, 2018); public can have deeply rooted value and belief system (local fisherman for e.g.) affecting the trust level in organisation in question (Jentoft and Knol, 2013).



2

What is QH stakeholder engagement?

The main value of engagement with stakeholders lies in understanding of dialogue dynamics and enabled participation (Luoma-Aho, 2015). Generally, engagement is referred as interaction between stakeholders and organisation where interaction influences stakeholder thoughts, actions and emotions toward organisation (Broodie et al., 2011). The benefits of quadruple helix stakeholder engagement by development of collaborative network are evident through access to knowledge, development of scientific competence, obtaining competitive advantage through acceleration of ideas, but significant challenges still remain: how to manage such relationships.

Engagement of stakeholders could be summarised as a six step process (adaptation of Jeffery, 2009; Figure 1.1.)

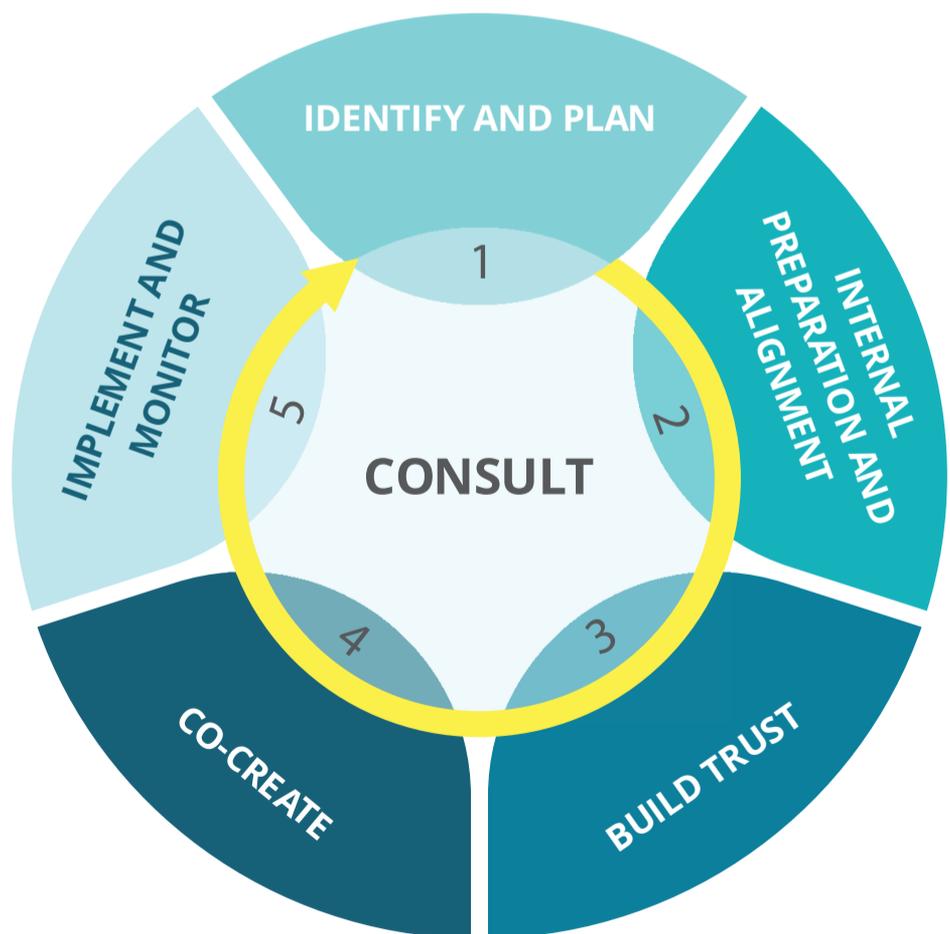
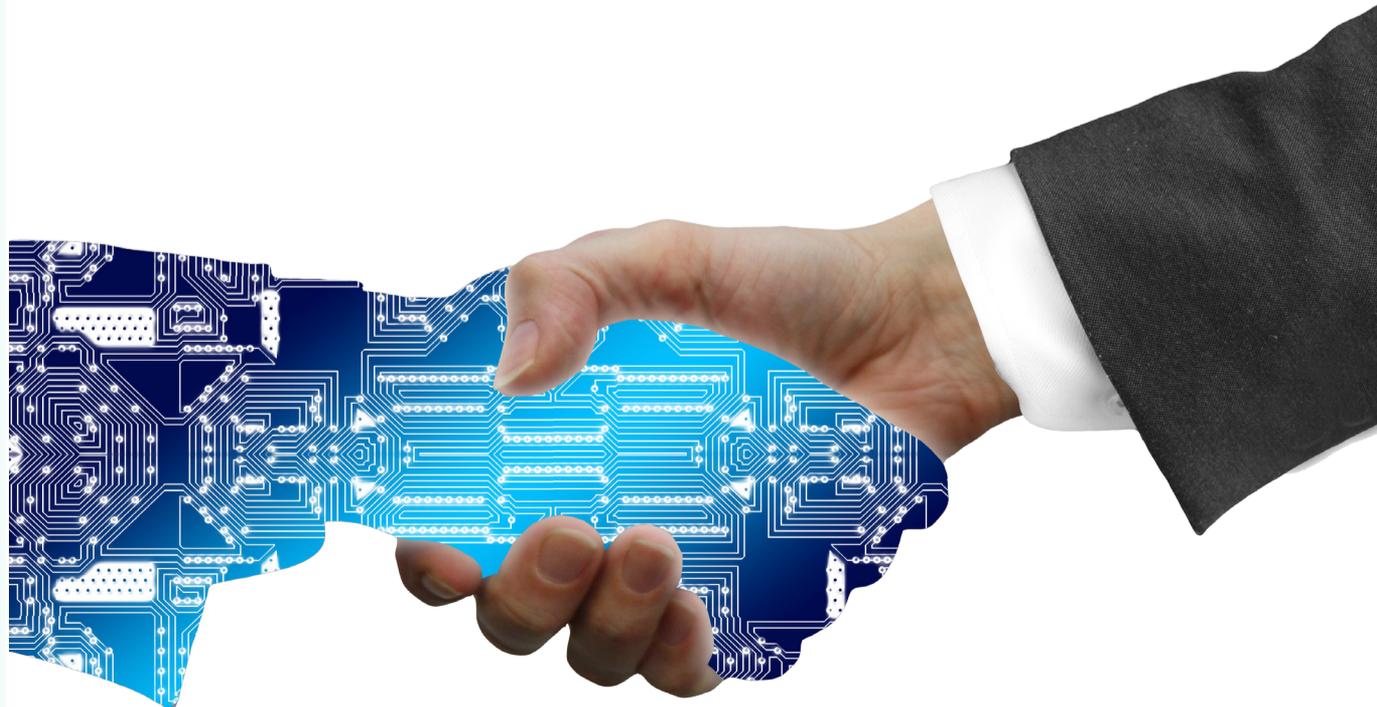


Figure 1.1. Steps in stakeholder engagement process, with consultation as a heart/core of the process

2.1.

Stakeholder engagement – role of QH in GRRIP

Quadruple helix stakeholders for GRRIP project represent a group of all stakeholders in one place with function of reflecting societal needs. They are expected to participate in development (co-create) action plan for RRI interventions within demo sites. They will serve as a reflection group where sites will demonstrate openness with QH. Through mutual learning and interaction QH will support demo sites in development of sustainable inclusion of QH involvement. Role of QH in GRRIP project is to co and includes several points. Throughout QH engagement this reflexive working group will support institutionalising RRI and ensure that it is reflective to societal needs throughout the process.



3

HOW TO ENGAGE WITH QH?

3.1.

Step 1: Identify, plan and understand

First step to effectively engage with stakeholders is to identify who they are (Akhmouch and Clavreul, 2016). Identification of stakeholders includes several activities. Firstly, you need to develop a list of stakeholders, categorise them according to mutuality (how important is the stakeholder to the project) and what they expect. You need to document each stakeholder's influence and relationship to the organisation (Bourne, 2010).

In order to establish meaningful relationship with stakeholders you need to identify basic objectives that you as an organisation want to achieve, issues you want to address and stakeholders that you want to engage. In order to understand your stakeholders, you have to "dig deeper" to understand their decision making process, their expectation from you, what objectives are they seeking and how did they influenced you previously (Jeffery, 2009).

As a first step toward QH stakeholder engagement you need to define your stakeholders within all QH categories, the mapping of QH should be based on current and ideal collaborations (Fig. 1).



3.1.

Step 1: Identify, plan and understand



Figure 1. Mapping the QH stakeholders

During the mapping of stakeholders for the QH platform all four stakeholder groups should be included. The stakeholders will engage in defining of future stakeholder engagement strategy and action plan creation for RRI “interventions” within site. Table 1 gives an overview of the perceived contribution of different QH categories in the engagement with demo sites. Throughout consultation process why and how QH contributes can be refined remaining fluidity of the engagement process.

3.1.

Step 1: Identify, plan and understand

Table 1. GRRIP stakeholders categories and their perceived contribution in QH platform

Representative stakeholder group	Description	Key aspects for GRRIP
Academia	Researchers are potentially the main methodological critics and can provide technical support to the work of demo sites	By including researchers in QH you are ensuring that the QH platform will have experts that will be able to explain technicalities of any project to civil society actors. SoA 4.2.1. suggests use of attractive specific RRI pillars (ethics, Open access, gender and diversity).
Industry	Industry related stakeholders are mainly interested into the research provided by demo site	Protection of key intellectual property rights, data and personnel should be included when engaging with industry stakeholders
Policy (Government)	Members of ministries, representatives of municipalities, local government bodies etc.	National STI governance systems, together with R&I culture and values can play an important role in promoting/blocking the implementation of RRI policies and practices.
Societal actors	Civil societies can be vocal advocates for projects goals. They also can be considered as small focus trial groups to test ideas/prototypes in assessing possible public opinion.	Participation in QH will be beneficial for societal actors by providing them more information regarding future demo sites products /outcomes or research. Clarify your reasons for CSO involvement; Be aware of your local institutional support and recognition (SoA 4.2.1.).

3.2.

Step 2: Internal preparation and alignment

Next stage of engagement includes internal alignment with stakeholders, recognition of commonalities between you and stakeholders. The success of engagement with stakeholders is much dependent on ability to align the interests and objectives of your organisation with stakeholders. This does not mean that your objectives and interests must be identical. For coordinated approach some good practices indicate involvement of internal stakeholder management team to support coordination with stakeholder platform, regular communication and feedback and to connect stakeholder engagement process to processes within the company (Jeffery, 2009). At least one person from case study demo sites should be included in coordination/support of QH stakeholder engagement in order to maintain regular communication and collect feedback from QH. Coordinator/stakeholder management team would serve as a broker/mediator bringing across expectations/reflections of stakeholders/societal needs back to site and *vice versa*.

When you identify who are your key players and who you want to engage with, it is important to motivate your stakeholder to participate. The motivation of QH can be achieved firstly through training, providing necessary information regarding RRI as a concept and making RRI terminology understandable and familiar to different QH categories. It is noted by the survey and indicated in the 4.2.3. document that over 50% of respondents to the survey that they have low familiarity with RRI. Having this in mind each demo site should consider if adaptation of the terminology to the local context/language is necessary as indicated in T4.2.3. QH stakeholder perspective document.

One of the barriers identified by the SoA (3.2. and 4.2.1.) is lack of time and resources, by motivating your stakeholder you are emphasising that benefits from the engagement will be worth “sacrificed” time and resources.



Industry

The document 4.2.1. identifies most common barriers to RRI industrial uptake that can be extrapolated to resistance of industry in engaging with GRRIP sites in RRI-embedding processes. These include lack of RRI expertise, limited resources, the challenges of fulfilling all RRI functions (pillars) within the company and the project partners and value chain actors, unclear added value of RRI approaches and the lack of long-term vision among others (report 4.2.1.; D3.1. and D3.2.).

Examples from other projects suggest some lessons learned in overcoming these barriers (Reports 4.2.1; D3.1. and D3.2.):

- Link RRI with ISO and CEN standards regarding management systems in the areas of social responsibility, sustainability, innovation, quality and risks- such as ISO 26000, ISO 31000, ISO 9001 and ISO 56000
- RRI provides a complementary approach compared to existing Corporate Social Responsibility (CSR) practices, adding a specific focus on the R&I process and based on three key actions:
 1. Integrate analysis of ethical, legal and social impacts from the early stages of product development (reflection and anticipation)
 2. Perform stakeholder engagement to inform all phases of product development (inclusiveness)
 3. Integrate monitoring, learning and adaptive mechanisms to address public and social values and normative principles in product development (responsiveness)
- There is need to provide specific industry tools for top management commitment and leadership, context analysis, materiality analysis, experiment and engagement, validation and AP design/implementation and monitoring/evaluation
- Use good practices and case study dissemination to raise RRI awareness in industry
- Develop systems and processes to protect key intellectual property rights, data and personnel
- Assess the obstacles that result in academia working at a slower pace than industry.

All these lessons learned should be considered while aligning the interests and objectives of your organisation with industry stakeholders. Aligning interests with SDGs could also be useful way to bridge conversation across many sectors.

Academia

SoA 4.2.1. indicates that this type of stakeholder can be very bureaucratic and opposing general resistance to change, RRI aspects shall be of direct interest to its researchers: mutual learning, access to know how on tools (i.e. JERRI self-assessment toolkit on ethical aspects), processes (interdisciplinary by nature) and the imperative requirement to adapt for a better and more responsible way of doing science as to better serve societal needs.

In engaging with academia, GRRIP sites are generally advised to use RRI most attractive specific RRI keys for researchers: ethics, Open access, gender and diversity to open a more holistic discussion on how to strengthen RPOs social role in the site territory of action. Ethics and Open Access is something that most researchers are very familiar with. By including these pillars when engaging with academia, discussions will be more easily facilitated due to researcher's familiarity with specific RRI pillar. Even such approach has its benefits, we need to consider the benefits of more holistic approach to embedding RRI. By sticking to specific "more familiar" RRI keys we are retaining "status quo" with no chance of growth, by including other RRI keys through more holistic approach we are offering a way QH to grow. Considering other, not so "attractive", RRI keys we offer openness and inclusiveness and a way to facilitate dialogue between different QH categories rather than choosing exclusively one RRI key that could be interesting to one QH category.

Reflection workshops with focus groups can be organised to reflect on joint challenges/lessons/processes and create trust for sustained alliances with other RPOs, university and multi-spheres institutions. Identify regional and national champions to be brought forward and benchmarking on science quality as gender equality, transdisciplinary or open access. GRRIP sites can propose to join forces among themselves as i.e establish a new role (i.e. Ethics adviser) co-founded and serving a network of institutions or organise joint training courses.

3.2.3.

Policy makers

The close involvement of policy makers at different levels in the site RRI process, can help in identifying explicit (i.e. migration policies, work permits, statistics laws, etc.) and implicit policy instruments (i.e. funding programs, tax incentives, RRI assessment and indicators as a pre-requisite for national calls participation, etc.) that need to be strengthened or redefine to support the sites- use as pilots – for RRI structural change (SoA 4.2.1.).

The involvement of policy makers at national level is important and sites can attract their participation by justifying their need of data and experiences/expertise to support the monitoring of the UNESCO RS/SR recommendation on a 4-year basis, and in particular the gender equality issues that has a special organisational structure and priority in many European Member states. The promotion of success stories, at the national and local level, can also inspire change in other stakeholders and shall be done in cooperation with policy-makers covering the different territorial levels. Policymakers can participate in special focus groups discussion or/and be part of the Advisory board for the project/sites.

3.2.4.

Civil society

QH platforms can facilitate engagement and openness to QH. Case study demo sites should identify value areas and actions that might be of mutual benefit; consider:

- How institution supports community in area of innovation;
- Be careful of hidden stakeholders (e.g. fishermen and their wives; wives doing a lot of administration for fishermen);
- Finding opportunities for inclusion of QH around community and innovation.

GRRIP institutions cannot be expected to produce stakeholder engagement solely through their specific efforts, but depend also on the existence of a broader engagement ecosystem that reduces transaction costs and stabilises expectations across categories of stakeholders.

3.3.

Step 3: Build trust

Third step of stakeholder engagement is trust building process as a fundamental part of this process. In order to build trust, you need to consider different aspects of QH platform such as inequity of the relationship, differential power of different stakeholders, language and cultural barriers (in QH platforms that include international stakeholders), ways of operating etc. To build trust, information must be shared both ways followed by willingness of both parties to understand others' viewpoint (Jeffery, 2009).

The crucial part of trust building is good alignment of the interests and objectives of your organisation with stakeholders that you intend to engage. For the trust building process you need to consider common obstacles (consult previous step), identify the ones that you anticipate to encounter when engaging with your QH stakeholders and work on gaining trust of stakeholders by addressing the identified obstacles/ issues.

3.4.

Step 4: Co-creation

Communication with your stakeholder is a first level of engagement aiming to raise awareness by allowing participating stakeholders to explore, transform and build their opinions and perspective (Fung, 2006; Akhmouch and Clavreul, 2016). Process of consultation with stakeholders should be (Jeffery, 2009):

- Representative – QH list of stakeholders comprised of full range of stakeholders affected by organisation. Do not think only on big, vocal and sympathetic stakeholders, consider also small stakeholders, they can be a valuable asset in stakeholder engagement. Pay attention to inclusive representation: When choosing stakeholders, it is important to include all four types of stakeholders in the cohort.
- Responsive – by doing work in preparation phase you should be able to present information, proposals, ideas to stakeholders that correspond to their expectations and interests. Previous steps should provide inputs for responsive consultations.
- Context focused – stakeholders need to get detailed and complete picture of organisations motivation. It is important to keep QH interested and motivated work within the step two should provide information how to keep motivated different QH for the QH engagement process and RRI.
- Complete: appropriate background information, provided by internal knowledge management system (stakeholder management group) will allow stakeholders to form conclusions. For engagement to be complete in preparatory work in step 2 will provide you with QH specific data to tailor approaches for each QH category.
- Realistic – in consultation with stakeholders there is expected percentage of trade off of expectations, needs and objectives, which can be positive and strengthening the process of trust building. It is very important to accurately present your intentions and expectations.



3.4.

Step 4: Co-creation

Organisation needs to know expectations of QH stakeholders and communication with QH is the key. A structured approach built upon your understanding about importance and expectations of your stakeholders will result in effective communication (Bourne, 2010). Several techniques can be used in process of consultation with stakeholders (Jeffery, 2009):

- Personal interviews
- Workshops
- Focus groups
- Public or “town hall” meetings
- Surveys
- Participatory tools
- Stakeholder panels
- Online tools

Prior to consultation organisation must decide which stakeholder to consult and the appropriate mechanism that will be utilised having in mind local conditions and characteristics of the stakeholder. This could mean that different techniques will be used for different stakeholders. SoA 3.2. and T4.2.1. addressed best practices and lessons learned from other projects, based on their findings presented guidelines suggest possible tailoring of different engagement techniques to different types of stakeholders. GRRIP chose to trail workshops as a method of engagement, but due to COVID-19 online tools are also valid option for the engagement. Further we will discuss how different stakeholders can be engaged using workshops and how can on line tools be used for inclusive interactive engagement of all QH types.

Considering current feedback, during Planning for Change workshop in June (2020), from the case study demo sites, physical meetings supplemented with online tools are the preferred way of engagement.

Workshops

Industry stakeholders can require development of industry specific tools for top management commitment and leadership, context analysis, materiality analysis, experiment and engagement, validation and AP design/implementation and monitoring/evaluation as stated in T4.2.1. Also as SoA D3.2. indicated industry is oriented toward their commercial objectives and can be difficult to engage them without establishing a sort of „paid relationship“. For GRRIP industry stakeholders could be engaged through workshops.

Workshops are main envisioned engagement tool for QH stakeholder engagement. For industry to be meaningfully engaged it is necessary to develop workshop theme in correspondence with industry goals and objectives. As stated in T4.2.1. one way of making RRI exciting for industry stakeholders is connecting specific RRI keys to ISO and CEN standards regarding management systems in the areas of social responsibility, sustainability, innovation, quality and risks- such as ISO 26000, ISO 31000, ISO 9001 and ISO 56000 (trust building). When designing the workshop time could be one of the crucial determining factors whether QH stakeholder will engage, bear in mind the availability of the stakeholder and deliver clear timelines for the workshop. Short agenda with clear indication of expected contribution will facilitate the trust building. Facilitator will be the main moving force of the workshop, make sure that they are well trained and have the skills to initiate fruitful discussion.

For the policy makers key aspect of meaningful engagement within GRRIP project can be aligning demo site RRI processes with policy instruments as indicated in T4.2.1. One way to do this is to choose RRI keys that can align with their interest, e.g. concerning funding policies, RRI assessment and indicators as a pre-requisite for national calls participation, etc. Similarly, in interaction with Academia by selecting RRI researcher specific pillars (Ethics, Open Access, gender) you can ensure their participation.



3.4.1.

Workshops

Best practices from other projects analysed in SoA 4.2.1. indicated that having a Citizen's office: a series of citizens' meeting in which social needs can be put forth to science, can be useful for engagement with this stakeholder. Second tool was a public debate with actors from academia and civil society on a topic of high public attention. The citizen's office and debates were considered as very effective by the project officer.

If we are organising a workshop for all stakeholders together, specific interests but also a common interest should be identified and interactive engagement should be facilitated. Since COVID-19 enforced virtual meetings inclusion of interactive tools (e.g. mentimeter) that could be used in physical, virtual and even hybrid type of meetings (physical and virtual) should be considered.

3.4.2.

Online tools

Recent events with Covid-19 have proved that a society is very adaptable and there is a huge increase of online interaction driven by "virtual by necessity". Online stakeholder engagement can now be seen as a crucial mechanism for long-term dynamic stakeholder relationships. The most important lesson learned from past few month is that web can overcome limitations of time and distance and it can be a good tool in allowing anonymity to encourage greater stakeholder involvement (Jeffery, 2009).

By switching to online, organisation is no longer restricted to mass communication campaigns, presented information if organised well in easily searchable format can be appealing to large number of individual stakeholders in different times. On-line communities can serve for members to share information and a way of engaging with external stakeholders (Barrett et al., 2016; Wilkin et al., 2018).

3.4.2.

Online tools

Organisations can have multi-stakeholder dialog using online tools such as engagement hubs or portals. Recent example is the Waveney Pathfinder project , led by Waveney District Council in partnership with Suffolk County Council and the Suffolk Coastal Futures project, focusing on coastal frontages at Corton and Easton Bavents. The Coastal Change Hub is an important tool used in the project to engage with local communities in managing the effects of coastal erosion. The hub works as a focal point for the provision of information such as fact sheets, video clips and technical reports, communication from the project team and feedback from local communities through forums and online surveys. The outputs of the project will be the production of reports identifying short- to long-term options for how coastal change can be managed. While offline stakeholder engagement in such a project is important, online communication tools enhance the effectiveness of offline two-way dialogue with multiple stakeholders.

Social media can provide new opportunity for societal actors to be informed, they can easily use such platforms to identify common interests and express their opinions and in this way internet can be powerful tool in stakeholder engagement (Lutz and Hoffmann, 2013).

Using online tools organisation can engage much wider group of stakeholders with no limitations of geographic location, travel options, time and resource consuming issues associated to offline engagement. Online toolkits can be an effective in minimisation of risks associated with consumer rejection, help building trust in an organisation and improve the quality of decision making process.

3.5.

Step 5: Respond and implement

The fifth step of meaningful stakeholder engagement is to respond and implement. After the organisation is completed the consultation with stakeholders, analysis of obtained data should be completed. What suggestions were presented, any concerns raised and what are the priorities that need to be addressed. In order to manage identified issues, you should follow simple steps:

- Initial outline of measures to manage issue
- Assess measures to manage issue: time; cost; capacity; effectiveness
- Consult with stakeholders and organisation department re-measures
- Develop management plan: objectives; measures; responsibilities; targets
- Monitor and evaluate progress and adjust necessary.

3.6.

Step 6: Monitor, evaluate and document

The final stage of stakeholder engagement is monitoring, evaluation and documentation. There are various international standards available to be used as a reference point (Appendix 1), this should be done by case study working group (broker), some of possible steps are represented in Box 2. Lessons learned will drive future engagement and are a critical aspect of stakeholder engagement process.



3.6.

Step 6: Monitor, evaluate and document

This process of evaluation and feedback by stakeholders will be used for adaptation of action plans developed (WP6) by site and also to tailor the RRI interventions (Wp7&8).

Monitoring and evaluation is an ongoing process, and documenting, reporting and clear record keeping will enable strengthening of stakeholder relationships with the organisation. Appropriate feedback to stakeholders is necessary in order to keep the interested into organisation and also to ensure fair relationship with stakeholders. The quality of relationship with stakeholders can vary over time and it is important to regularly review the state of relationships and level of their satisfaction. There should be at list a yearly survey by independent party including baseline data and standard questions to allow benchmarking. Through the survey organisation can evaluate satisfaction level of engaged stakeholders and adjust their engagement process if necessary.

Box 2: Possible steps of monitoring and evaluation

- 1.** Are project outputs, outcomes and impacts in the process of stakeholder engagement identified, verified and understood by the organisation?
- 2.** Are there any baseline data about attitude and stakeholder actions prior to the engagement in order to compare with post-engagement data?
- 3.** Are stakeholders going to participate in the monitoring and evaluation? How?
- 4.** Is there any measurement and reporting systems to permit track changes in stakeholder dialog?

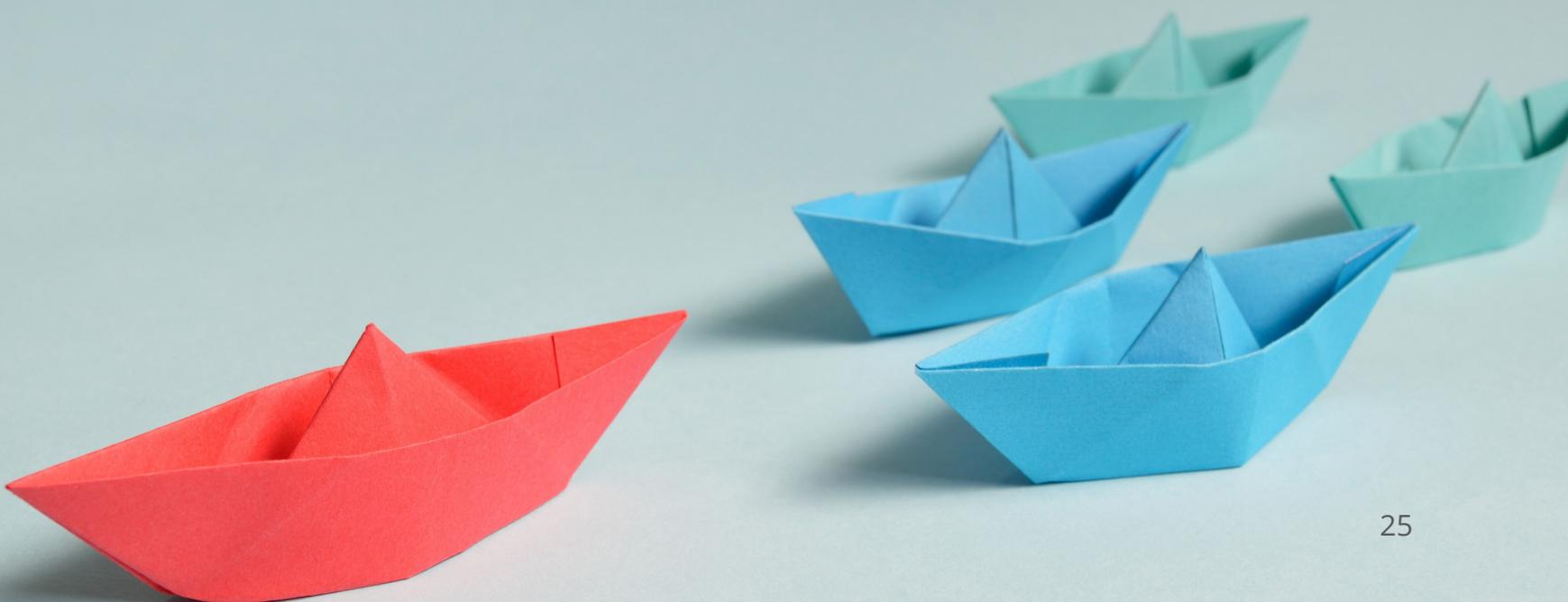
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Specific recommendations for GRRIP:

From SoA as well as from 4.2.1. and 4.2.3. it is evident that emerging common problem for the engagement with stakeholders is unfamiliarity with RRI and lack of time/resources which results in lack of interest for engagement.

In the process of stakeholder engagement, it is crucial to have a clarity in terms of purpose of the engagement outlined. Each stakeholder is unique, keep that in mind! You may need to adapt your approach and for this it is important to do preliminary alignment process before initiating engagement.

Do not forget that the process of engagement has a consultation process in its core, through interactive consultations you can achieve co-creation with benefits for your institution as well as for your QH.



Appendix 1. International Standards for Stakeholder Engagement and Reporting (Jeffery, 2009)

AA1000 Stakeholder Engagement Standard – managed by the NGO Accountability, an open-source framework for improving the quality of the design, implementation, assessment, communication, and assurance of stakeholder engagement, including customer care, issue-based engagements (e.g. human rights), and reporting and assurance. www.accountability21.net

AA1000 Assurance Standard – managed by the NGO Accountability, an evaluation method using a specified set of principles and standards to assess the quality of a reporting organisation's subject matter and their underlying systems, processes and competencies that underpin its performance. www.accountability21.net

Dow Jones Sustainability Index – sets standards for corporate governance and stakeholder engagement, including corporate codes of conduct and public reporting. www.sustainabilityindexes.com

FTSE4Good Index Series – a series of benchmark and trackable indices for socially responsible investors. Inclusion criteria for oil, gas, and mining companies include commitment to respect the core ILO labour standards (or be signatories to the UN Global Compact, SA8000 or OECD Guidelines for Multinational Enterprises); respect indigenous peoples; consult with independent local stakeholders; integrate human rights concerns into its risk assessment; and report on human rights performance to the public. www.ftse.com/Indices/FTSE4Good_Index_Series/index.jsp

Global Reporting Initiative (GRI) – a comprehensive set of social, economic, environmental, and governance indicators, including a sub-set on stakeholder engagement. www.globalreporting.org

Organization for Economic Cooperation and Development (OECD) – Guidelines for Multinational Enterprises – promotes consultation and cooperation between employers and employees; disclosure of information on material issues regarding employees and other stakeholders; and, adequate and timely communication and consultation with the communities directly affected by the environmental, health, and safety policies of the enterprise and by their implementation. www.oecd.org

SA 1000 – a voluntary, third-party certification standard developed by Social Accountability International (SAI), aimed at companies interested in auditing and certifying labour practices in their facilities, and those of their suppliers and vendors. www.sa-intl.org

UN Global Compact – commits signatory companies to support and respect the protection of internationally recognised human rights, labour and environmental standards. www.unglobalcompact.org

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