Stakeholder Coordination in District Energy Systems: The Case of Combined Cooling, Heating and Power (CCHP) in Zhuhai

14 September 2020 | Copenhagen
Objective: share insights on the importance and key steps of stakeholder coordination in district energy development

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<tr>
<th>#</th>
<th>Minutes (aprox.)</th>
<th>Title</th>
<th>Speaker</th>
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<td>1</td>
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<td>Stakeholder Coordination in District Energy Systems (DES)</td>
<td>Clara Camarasa</td>
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<td>2</td>
<td>17 min</td>
<td>Stakeholder Coordination in Combined Cooling, Heating, Power (CCHP) in Zhuhai</td>
<td>Mr. Kenny Kun Yan</td>
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<td>3</td>
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<td>Q&amp;A Session</td>
<td>Mr. Kenny Kun Yan, Clara Camarasa</td>
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Stakeholder Coordination in District Energy Systems

Clara Camarasa
14 September 2020 | Copenhagen
Stakeholder coordination – Definition

“Stakeholder coordination refers to the process by which an organization involves people who may affect or be affected by actions derived from the project.” (Carbon Trust, 2018)

Stakeholder coordination in district energy systems (DES)

• It refers to **the strategy and actions aimed at facilitating the alignment of interests among all stakeholders to ensure a fruitful DE development**
  
  • **Multi-dimensional**, from energy and urban planning to setting up of financial and technical support mechanisms, through the provision of infrastructure and services
  
  • Requires the **engagement of multiple stakeholders from different institutions** that are not necessarily used to working together (e.g. local urban planning department with the national energy department)
# Stakeholder coordination – What it is and what its not

## Stakeholder coordination IS

- Genuine two-way (or more) process
- Meaningful dialogue where views are respected and taken seriously
- A collaborative exercise to reach a solution that works
- Focused on outcomes – e.g. a project that everyone buys into
- Structured and systematic engagement
- Project development

## Stakeholder coordination IS NOT

- One way communication
- Process where views are managed and people driven in one direction
- Pitching or selling a pre-determined solution or project
- Focused on outputs – interviews have been held therefore stakeholders have had their say
- Conversations with the people you know or think you need to talk to
- Behaviour change
Stakeholder coordination – Relevance in DE

- Stakeholder structures have to shift from a technology- and engineering-oriented structures towards a collaborative governance.

- Crucial to acknowledge and manage everyone's perspective and create a common working framework where values, rights, expectations and responsibilities.

- An appropriate identification and involvement of stakeholders is crucial to ensure the success of the DE development, including its financial and technical viability.

- It will also help to reduce possible controversies or information asymmetries.
A systematic framework for stakeholder coordination in DE projects

1. Appoint a Project Lead
   - Local level: Municipality
   - National level: Ministry or national institutions

2. Identification
   - Stakeholder groups, organisations and individuals are identified

3. Mapping
   - Stakeholders are mapped to understand the nature of their roles, interests, goals, concerns & motivations

4. Prioritisation
   - Stakeholders are prioritised based on their influence, interest and power

5. Planning
   - Appropriate communication channels & resourcing allocated according to level of priority

6. Engagement
   - Ensuring all stakeholders understand the purpose of the engagement and strategic vision

Source: Adapted from (Carbon Trust, 2018)
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Q&A Session

Mr. Kenny Kun Yan | Clara Camarasa
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Thank you for your attention

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