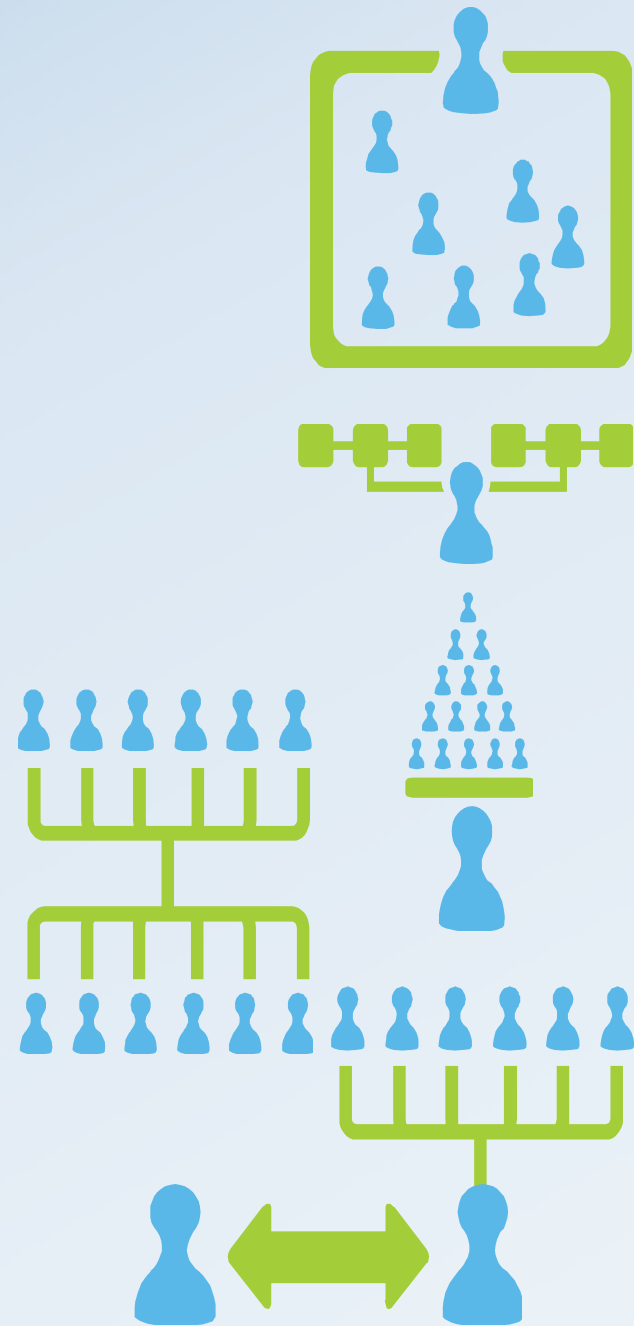


Stakeholder Management

An approach for gas pipelines projects



Some issues related to stakeholders

- A large number of individual stakeholders;
- Many different categories of stakeholders. For gas pipelines, for

example:

- | | |
|--|------------------------------------|
| · Shareholders | · Press |
| · Final customers | · Gas and Energy Industry entities |
| · Counselors | · Civil Society Organizations |
| · Communities surrounding the right-of-way | · Regulation Agency |
| · Scientific and Academic Community | · Environmental Agencies |
| · Steering Committee | · Government |
| · Gas Distributors | · Unions |
| · Suppliers | |
| · Workforce | |
| · Workforce's families | |

- complex themes like environment, safety, land property, and so on...



Different Behaviours



Against...

...and in favour of



Definition of Stakeholder

” An individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.”

(PMBOK® Guide – Fifth Edition, PMI)



What is the Project Management Institute (PMI)?

”Project Management Institute is the world's leading not-for-profit professional membership association for the project, program and portfolio management profession. Founded in 1969, PMI delivers value for more than 2.9 million professionals working in nearly every country in the world through global advocacy, collaboration, education, and research.”



What is a PMI Standard?

"A standard is a document, established by consensus and approved by a recognized body, which provides for common and repeated use, rules, guidelines or characteristics for activities or their results, aimed at the achievement of the optimum degree of order in a given context. Our standards are developed and approved under a consensus-based process that ensures all interested stakeholders can participate. PMI is an American National Standards Institute (ANSI) accredited standards developer, and our process conforms with ANSI procedures"

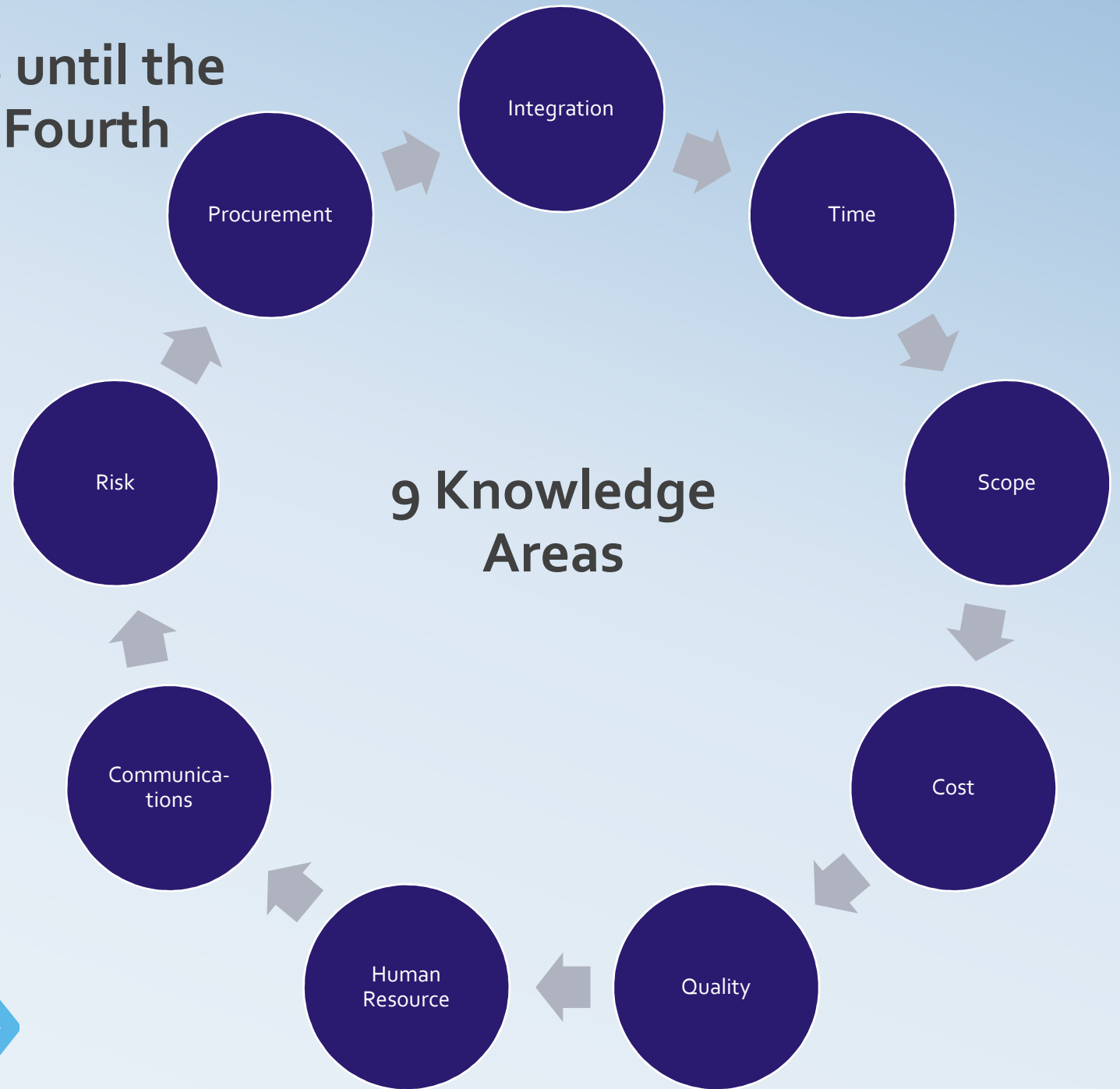


What is the PMBOK® Guide ?

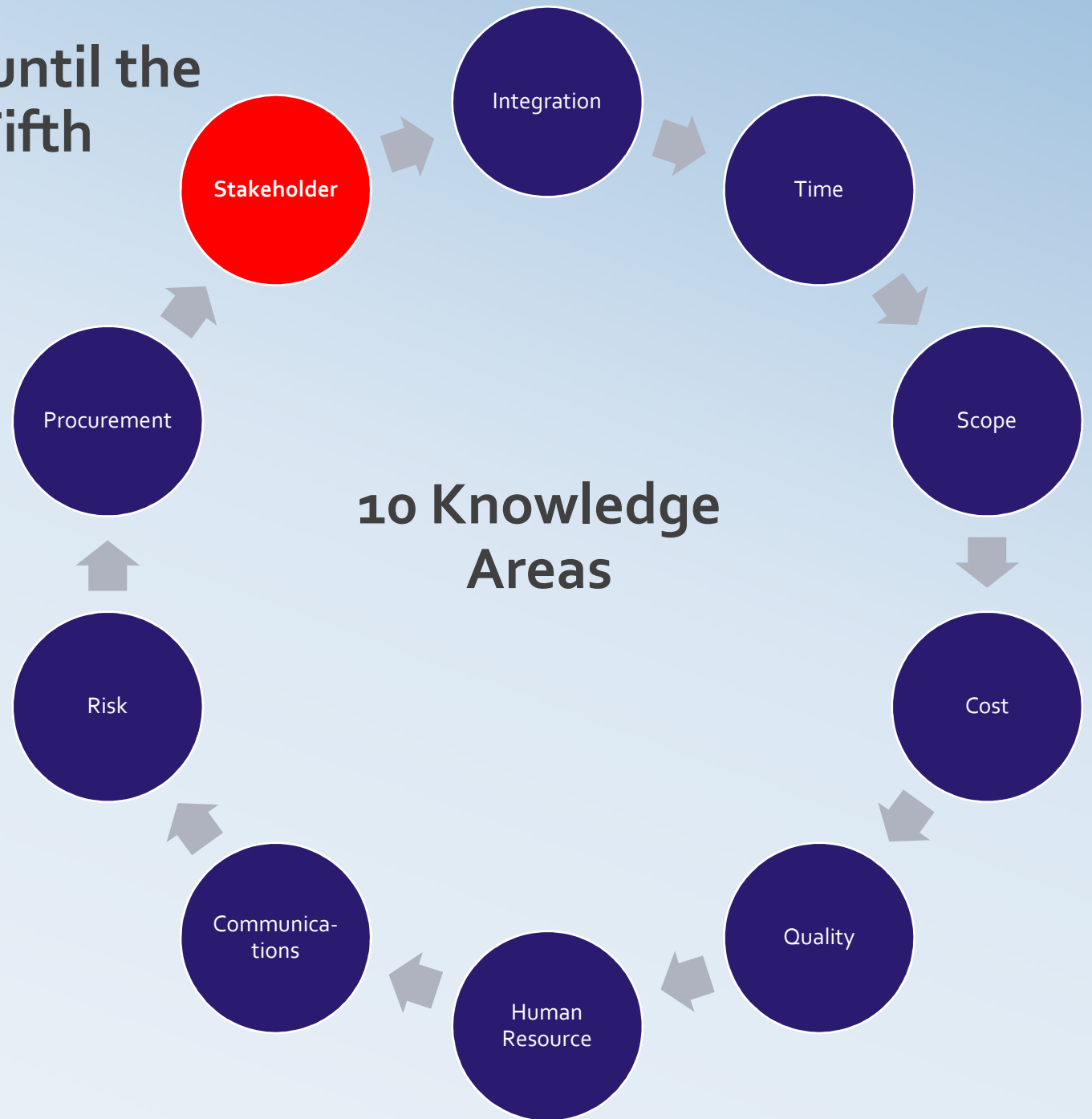
”The PMBOK® Guide is a standard that contains the globally recognized standard and guide for the project management. The acceptance of project management as a profession indicates that the application of knowledge, processes, skills, tools, and techniques can have a significant impact on project success. The PMBOK® Guide identifies that subset of the project management body of knowledge that is generally recognized as good practice. “Generally recognized” means the knowledge and practices described are applicable to most projects most of the time, and there is consensus about their value and usefulness. The *PMBOK® Guide* also provides and promotes a common vocabulary within the project management profession for using and applying project management concepts”



Knowledge Areas until the PMBOK® Guide - Fourth Edition



Knowledge Areas until the PMBOK® Guide - Fifth Edition



The benefits of separating the Knowledge Area Stakeholder Management

- Expands the action;
- Update with the research ;
- Improves alignment between the *PMBOK® Guide* and *The Standard for Program Management*.
- Improves alignment with the ISO standard.
- Allows better emphasis on Project Communications Management
- Enables the realignment of project communications processes



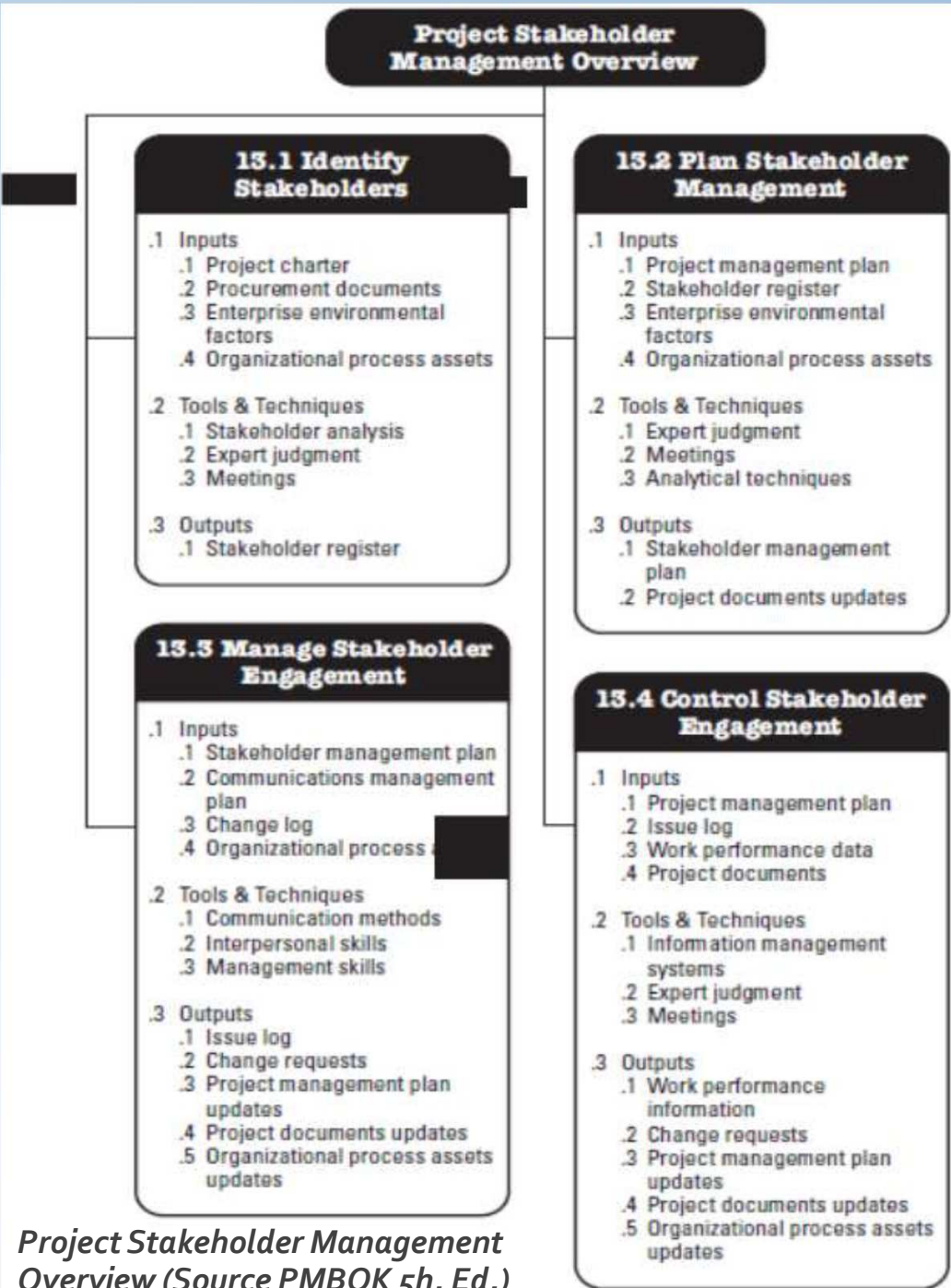
Project Stakeholder Management Overview

Identify Stakeholders

Plan Stakeholder Management

Manage Stakeholder Engagement

Control Stakeholder Engagement

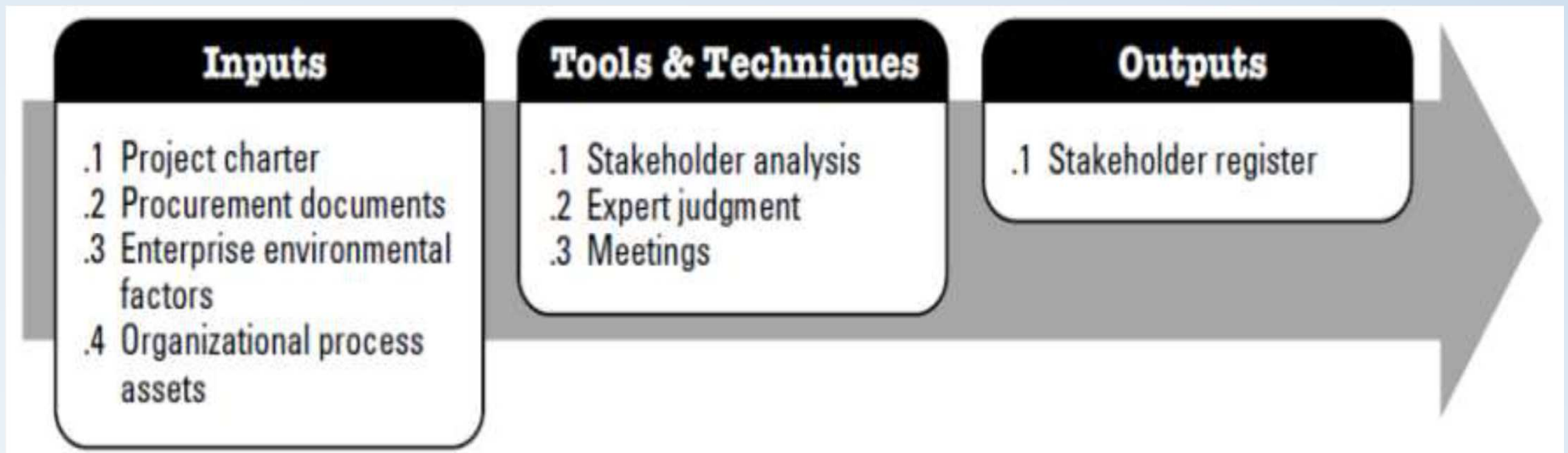


Project Stakeholder Management Overview (Source PMBOK 5h. Ed.)

Identify Stakeholders

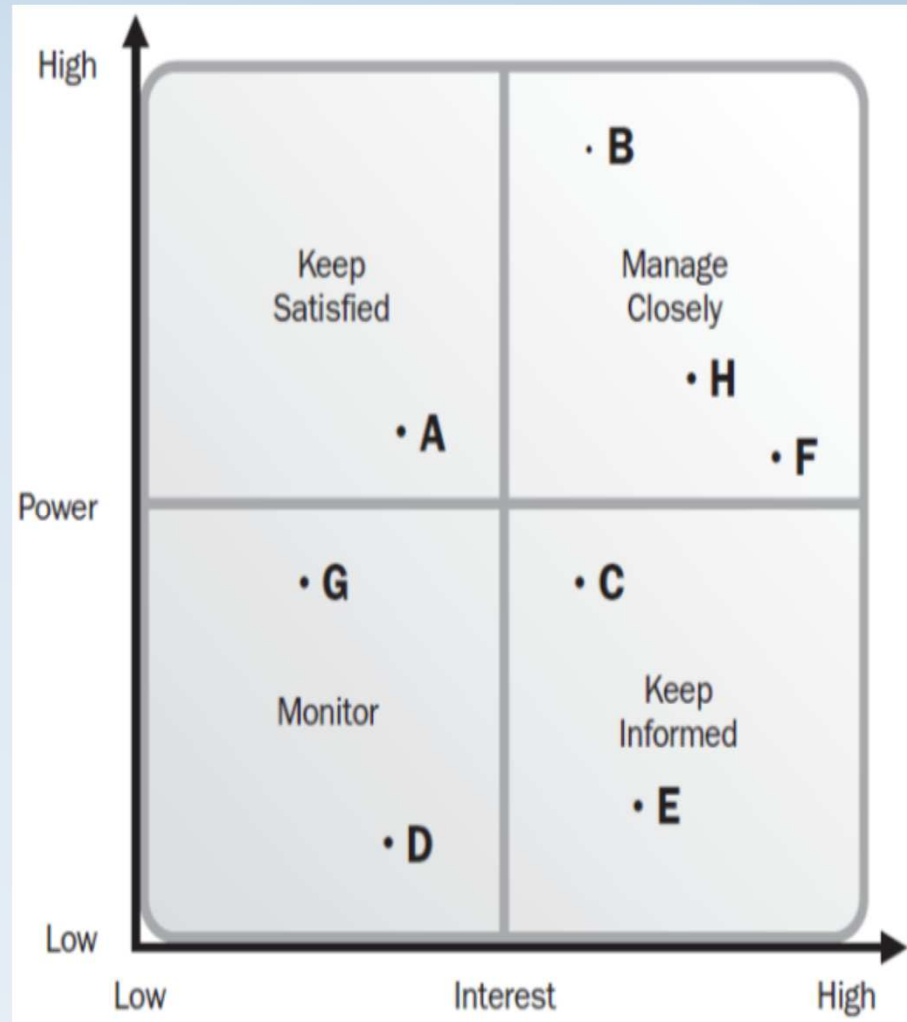


Identify Stakeholders is the process of identifying the people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project, analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.



*Identify Stakeholders: Inputs, Tools & Techniques, and Outputs
(Source PMBOK 5h. Ed.)*

Identify Stakeholders – Example of Power/Interest Grid

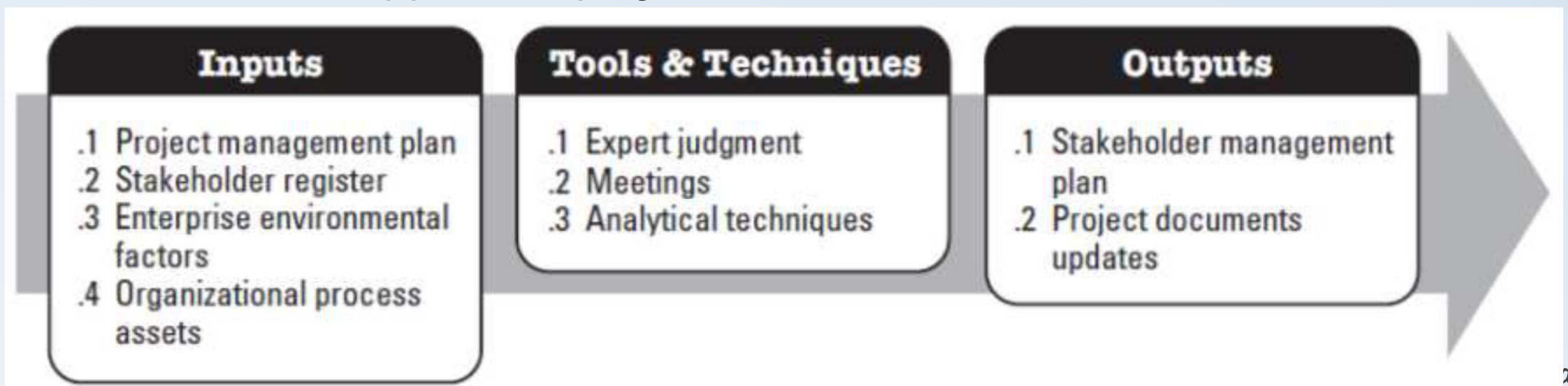


Example Power/Interest Grid with Stakeholders (Source Ed.)

Plan Stakeholders



Plan Stakeholder Management is the process of developing appropriate management strategies to effectively engagement stakeholders throughout the project life cycle, based on the analysis of their needs, interests, and potential impact on project success. The key benefit of this process is that it provides a clear, actionable plan to interact with project stakeholders to support the project's interests.



(Source PMBOK 5th. Ed.)

Manage Stakeholders

Example of Engagement Assessment Matrix



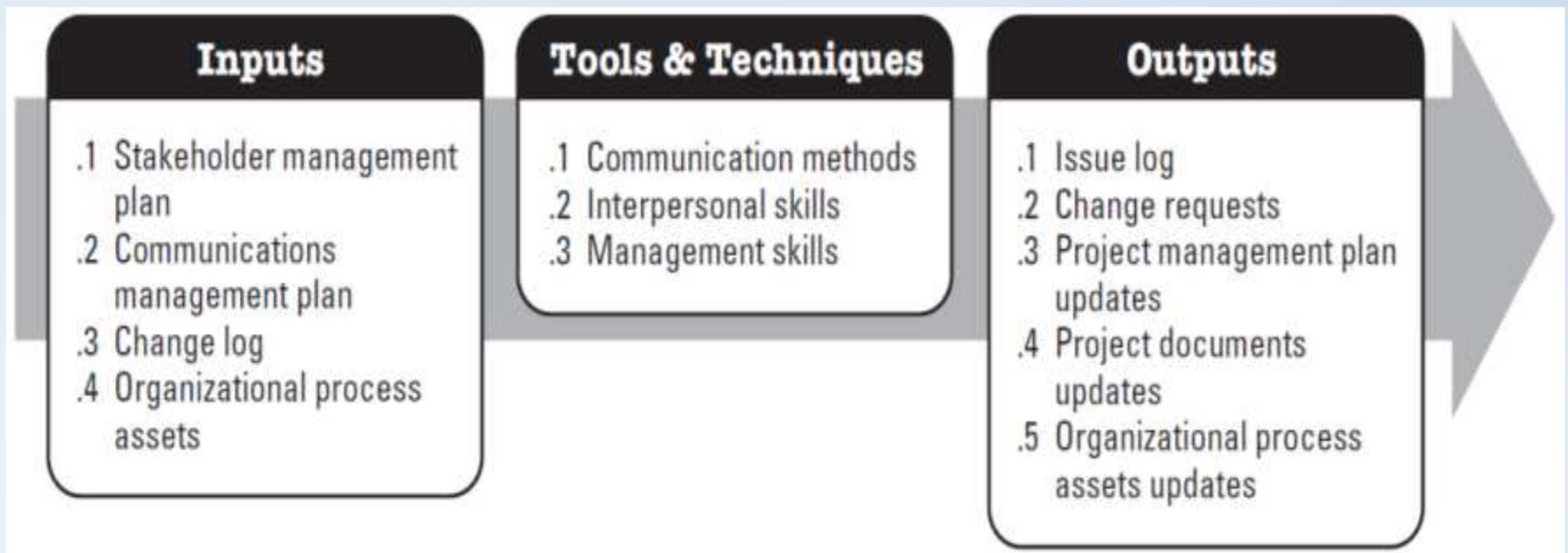
Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				D C	

Stakeholders Engagement Assessment Matrix (Source PMBOK 5h. Ed.)

Manage Stakeholder Management



Manage Stakeholder Engagement is the process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle. The key benefit of this process is that it allows the project manager to increase support and minimize resistance from stakeholders, significantly increasing the chances to achieve project success.

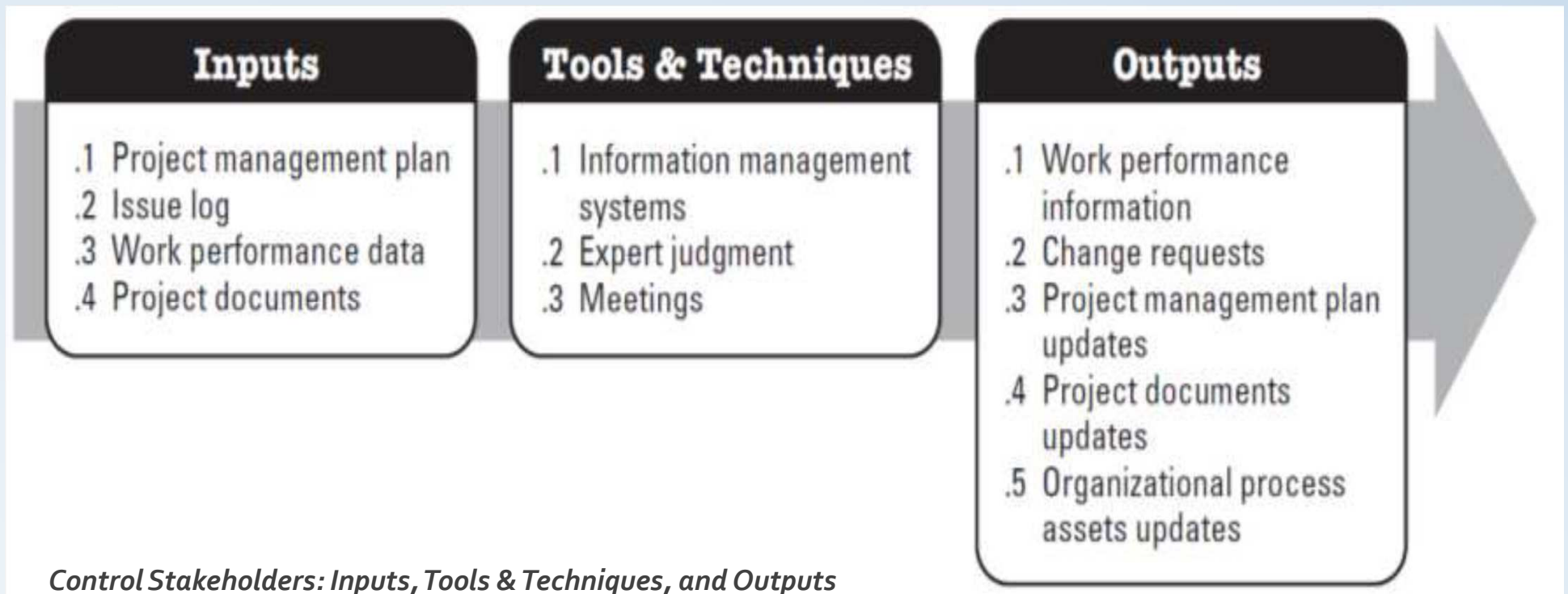


Manage Stakeholder Engagement: Inputs, Tools & Techniques, and Outputs (Source PMBOK 5th Ed.)

Control Stakeholder Engagement



Control Stakeholder Engagement is the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders. The key benefit of this process is that it will maintain or increase the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes.



Control Stakeholders: Inputs, Tools & Techniques, and Outputs
(Source PMBOK 5h. Ed.)

Final Considerations

We can consider that gas pipelines projects demand a rigid management for the stakeholders. The actions should start early in the project and have to be continuously monitored after the deployment, during the operation phase.

For gas pipelines, considering subjects like environmental concerns, regulatory framework and land property rights , it assumes more importance.

The four processes presented (Identify Stakeholders, Plan Stakeholders Management, Manage Stakeholder Engagement and Control Stakeholder Engagement) encompass the different aspects of a critical area for projects, and can be useful to address the problem.

