Coordinated and Support Project (CSA)
Call: H2020-MG-2014_SingleStage_B
Topic: MG-8.1b-2014

REthinking Future Infrastructure NETworks

REFINET

Project Duration: **2015.05.01 – 2017.04.30**
Grant Agreement number: **653789**
Coordinated and Support Project

WP2

D2.1 | FEHRL

Identification of Stakeholders

Submission Date:
17.08.2015

Due Date:
31.07.2015

Dissemination Level

PU | **PP** | **RE** | **CO**

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Revision History

Date	Version	Author/Contributor[1]	Revision By[2]	Comments
27.05.2015	V01	OAPIL	Ben Kidd	
11.06.2015	V02	TECNALIA	María Zalbide Sáenz de Buruaga	
15.06.2015	V03	DRAGADOS	Jesús Rodríguez	
16.06.2015	V04	D'APPOLONIA	Clemente Fuggini	
16.06.2015	V05	PTEC	Jesús Rodríguez	
23.06.2015	V06	CSTB	Luc Bourdeau	
14.08.2015	V07	FEHRL	Thierry Goger	

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Abbreviations

Acronym	Full name
REFINET	REthinking Future Infrastructure NETworks
TECHNALIA	Fundacion tecnalia research & innovation
FEHRL	Forum des laboratoires nationaux européens de recherche routière
CSTB	Centre scientifique et technique du batiment
PTEC	Fundacion plataforma tecnologica espanola de la construccion
OAPIL	Ove arup & partners international limited
H2020	Horizon 2020
WP	Work package
REFINET	Rethinking Future Infrastructure Networks
FOX	Forever Open infrastructure across (X) all transport modes
USE-iT	Users, Safety, Security and Energy in Transport Infrastructure
RTD	Research and Technological Development
SME	Small and Medium Enterprise
ICT	Information and Communications Technology
RTO	Research & Technology Organization
SIP	Strategic Implementation Plan

1   Introduction and background

The REFINET is a 24-month project under the H2020 topic of MG-8.1b-2014 which intends to create a sustainable network of European and international stakeholders' representatives of all transport modes and transport infrastructure sectors. It will also deliver a shared European vision of how to specify, design, build or renovate, and maintain the multimodal European transport infrastructure network of the future along with innovative processes to enhance the effectiveness of the sector, and elaborate a Strategic Implementation Plan with a comprehensive set of prioritised actions.

REFINET will consider two complementary scenarios, namely maintenance and the upgrading of existing transport infrastructures, and development of new transport infrastructures. REFINET will contribute to create a European-wide consensus on where to focus in terms of research and innovation to improve the productivity of the assets and reduce drastically traffic disruptions of transport flows from inspection, construction and maintenance activities, and to accommodate increasing/changing traffic demand. Thus, REFINET will pave the way to enhanced technology integration and transfer and mass-market development for innovative materials, components, systems and processes supporting the pan-European generalisation of advanced multimodal infrastructures.

2   Objectives of the task 2.1 and Roles of the stakeholders in the project

The WP2 – COMMUNITY NETWORK BUILDING focuses on creating the community of transport infrastructures stakeholders that will collaborate with the REFINET partners in the development of the REFINET Vision (WP3) and its SIP deployment strategy (WP4). This WP starts in month 1 and finishes in month 24.

The WP2 is built around three tasks:
- 2.1: Identification of the stakeholders
- 2.2: Set-up the REFINET Network – Online directory of stakeholders
- 2.3: Set-up the REFINET Group of (high-level) Experts
- 2.4: Consolidation of the REFINET Network

The objectives of the task 2.1 "Identification of stakeholders" are:
- to build the structure of the matrix of stakeholders which will be the basis of the Online directory;
- to draft a list of stakeholders which will be part of the REFINET Network.

Following the decision to create synergy between the projects REFINET, FOX and USE-iT, in addition the work undertaken by the partners of the REFINET-WP2, all input from the FOX and USE-iT, have been integrated in the REFINET Network which aims at building a very large community.

The current list of stakeholders brings together around 579 experts (this is higher than the objective mentioned in the DoA) from all transport modes within the transport infrastructure sector. They come mostly from Europe, but the partners have also identified a few ones outside of Europe in order to get a broader perspective. More details are presented in chapter 3.

As mentioned above, the stakeholders will be informed about the progress of the projects and will get the possibility to feedback the partners via online tools (Webinars, Social Media) or workshops.
The communication with the REFINET Network will not only inform the RTD community and the industry, and SMEs in particular, about innovative scenarios, vision and priorities (SIP), but will also enable to pave the way towards the integration in the process loop of the various stakeholders along the value chain, with their different expertise, and so as

to generate a vision and SIP that are indeed shared by the whole community and indeed integrating the most of the stakeholders views and feedback.

In addition, a Group of (high-level) Experts (around 30 experts) will be formed (via a selection procedure). The members of the Group of high-level Experts will engage more closely into the content of the project so to achieve consensual and shared results.

3   Methodology and Results

All REFINET project partners were involved in the task 2.1 in order to broaden the scope of contacts and to maximise the quality of the output. Existing partnerships with the partners of the projects have facilitate the idendification of the list of stakeholders. This list covers all transport modes (road, rail, maritime etc.) and their respective roles over the infrastructure life-cycle (planners, designers, contractors, operators, managers etc.).

The metholdology used to achieve the task 2.1 "Identification of stakeholders" is described in the figure 1. The methodology is based on four sub-tasks:
- Stakeholders definition
- Construction of a matrix of stakeholders
- Stakeholders' mapping and engagement mechanism
- Draft list of stakeholders

Each of the sub-task follows a step by step approach which is described in sections 3.1 to 3.4.

Figure 1: *Overview of the methodology*
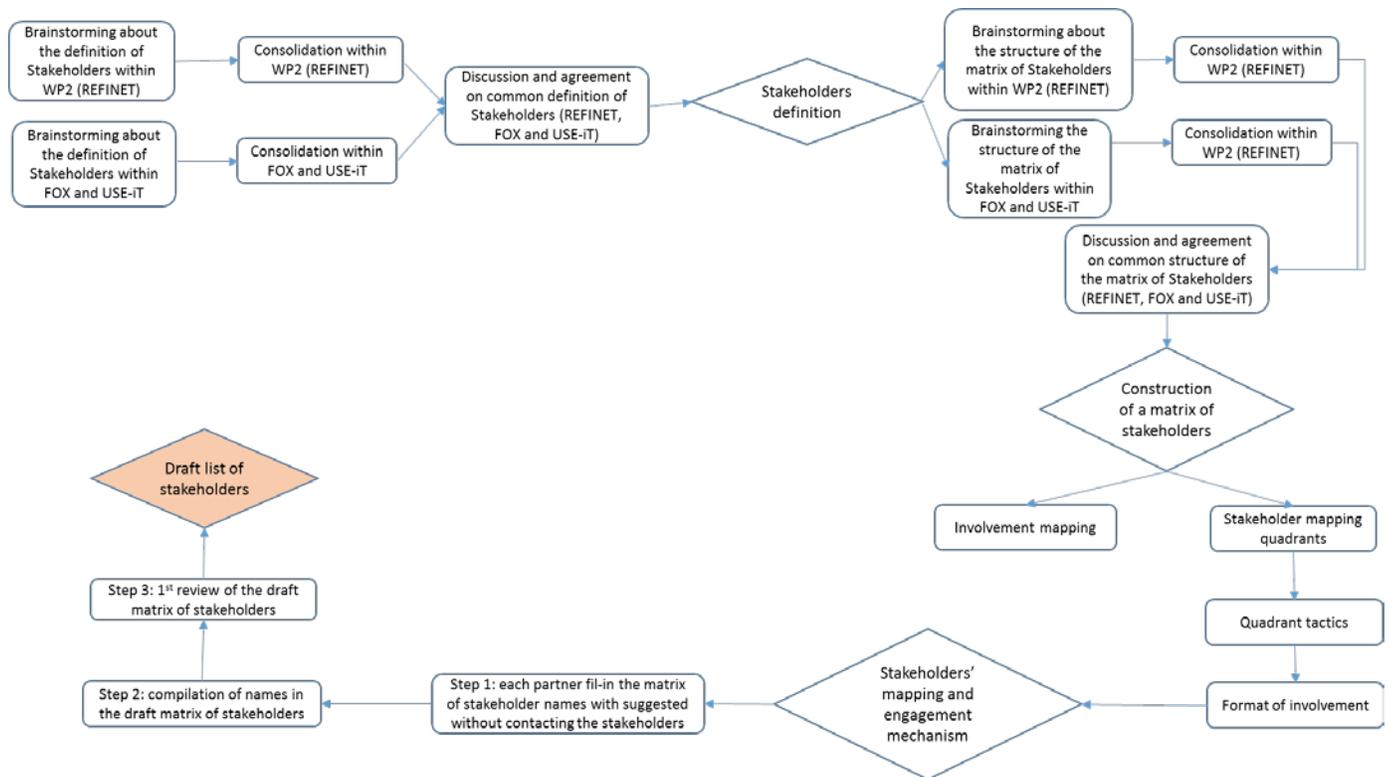
3.1 Stakeholders definition

At first, the partners of REFINET-WP2 have worked on listing the various profiles of stakeholders. From this preliminary work, common discussions between the partners of FOX, USE-iT and REFINET have enabled to draw a common list of profiles of stakeholders and on a consensual definition of each the profile (for the three aforementioned consortia).
Nine categories have been defined (see below).

1. Infrastructure owner/operator (Public Administration, concessionaire company) is a public or private entity responsible for investments in, and/or day-to-day operation of, a particular asset.

2. Transport user representative (association, lobby group) is an independent entity representing the interests of passengers.

3. Engineering company involved in design and construction is an entity dealing with the designing, planning, construction, and management of infrastructures such as highways, bridges, airports, railroads, buildings, dams, and utilities.

4. Service provider (maintenance, ICT company) is a public or private entity that maintains, modernizes, etc. an asset.

5. Research Provider (research centre, university, RTO) is a public or private entity with the appropriate scientific or technical expertise and resources to perform research and development on behalf of other entities.

6. SME (small and medium-sized enterprise) is an enterprise which employs fewer than 250 persons and which has an annual turnover not exceeding 50 million euro, and/or an annual balance sheet total not exceeding 43 million euro

7. Regulator and policy-maker (European Commission, European Parliament, national, regional, local level) are bodies responsible for drawing up and enforcing regulations.

8. European and national platform is an independent, stakeholder forum that is a key actor in driving innovation, knowledge transfer and competitiveness at the European and/or national level.

9. Other

3.2 Construction of a matrix of stakeholders

The second activity has consisted in developing the matrix template.

The objectives were to define the framework of the matrix of stakeholders.

Once again the contribution of the three projects (REFINET, FOX and USE-iT) have been merged into a common matrix template (see figures 2 and 3).

*Figure 2: **Structure of the matrix of stakeholders***

NAME	FAMILY NAME	E-MAIL ADDRESS	ORGANISATION / AFFILIATION	WEBSITE	NOTES ON ROLE / SPECIALISM / INTEREST AREA	COUNTRY	ROAD	RAIL	WATER	AIR	Multi vs Mono-modal	STAKEHOLDER MAPPING	STAKEHOLDER CATEGORY	SOURCE

*Figure 3: **Print Screen of the matrix of stakeholders***

3.3 Stakeholders' mapping and engagement mechanism

The following section presents the mechanism developed by the WP2 in order to map and engage the stakeholders in the project.

The first pillar of the mechanism consists in linking the objectives of the projects with the appropriate tactics to involve the stakeholders (see figure 4).

*Figure 4: **Involvement mapping***
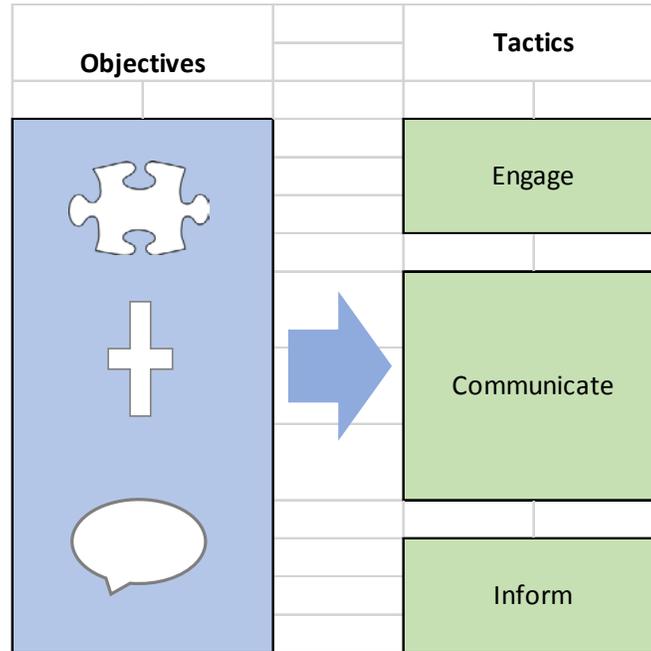
As mentioned in chapter 2, the stakeholders are a key element in the success of the project. They will support the preparation of consolidated and consensual results.

The experts marked as "INFORM" will be provided periodically with information about the progress of the project. No feedback are expected from these experts.
This level responds to the objective to build a community of stakeholders sharing a common vision of the future of transport infrastructure.
The experts marked as "COMMUNICATE" will be provided with regular information about the progress of the project and may feedback the consortium.
This level responds in a more intensive way to the objective to build a community of stakeholders, and opens the way to contribute to the development of a common vision of the future of transport infrastructure.

The members of the Group of (high-level) Experts (around 30 members) who will be selected in fall 2015 (task 2.3) will ENGAGE more closely into the content of the project so to achieve consensual and shared results. Their details will be added to the current list should they have not been yet identified.
This level contributes actively to the development of a common vision of the future of transport infrastructure.

The second pillar of the mechanism relies on mapping the stakeholders against two dimensions (see figure 5):
- Their motivation in inputting and disseminating the new vision of future of transport infrastructure developed within the project;
- Their influence power at institutional, national or European level to "lobby" for supporting/deploying the results of the projects.

Figure 5: **Stakeholder mapping quadrants**

The partners of WP2 have preferred not to mark a priori each of the stakeholders with a figure (1 to 4). The partner will mark each stakeholder after receiving their answer (agreement/disagreement to be part of the REFINET Network). The results of this mapping exercise will be discussed at the next consortium meeting in September (see chapter 4).

The third pillar of the mechanism consists in adopting a tactic to involve the stakeholders for each the aforementioned quadrants (see figure 6). It has been agreed between the partners of the WP2 that the stakeholders with:

- Low influence and low motivation will follow the tactic "Inform";
- Low influence and high motivation will follow the tactic "Communicate";
- High influence and low motivation will follow the tactic "Communicate";
- High influence and high motivation will follow the tactic "Engage";

Figure 6: **Quadrant tactics**

The four and last pillar of the mechanism consists in choosing the appropriate format to support a specific tactic (see figure 7). The REFINET partners have agreed to develop a set of tools to support each of the tactics. The description of each tool/activity (including the number and timing of occurrence) is subject to the decision of the WPs 3, 4 and 5 since the stakeholders respond to the activities within these WPs.

*Figure 7: **Format of involvement (envisaged at this stage)***

Tactics	Quadrant	Format
Engage (high priority)	1	Workshops
		Interviews
		Targetted survey
Communicate (medium priority)	2, 3	Mass survey
		Mass email
		Targetted social media (eg Linkedin)
Inform (low priority)	4	Social media
		Newsletter, Press Release, Public Relation
		Conferences and Publications

3.4   Draft list of stakeholders

All partners of REFINET-WP2 have provided their input. In addition, besides providing input and leading the WP2, FEHRL has also coordinated the transfer of input from the FOX and USE-iT consortia to the REFINET list of stakeholders.

The list of stakeholders has been built following the step by step approach described below.

Step 1: each partner fil-in the matrix of stakeholders with suggested names without contacting the stakeholders
  ➢ Objectives:
  • To input the matrix with a first list of stakeholders: each partner has suggested several names; FEHRL has coordinated and compiled the data
  • To avoid that a stakeholder is contacted by several partners independently: at that stage stage, no contact has been made with the stakeholder to avoid that the same stakeholder is contacted several times by several partners of REFINET

Step 2: compilation of names in the draft matrix of stakeholders
  ➢ Objectives:
  • To compile the input from each partner: FEHRL has excecuted this task
  • To build a draft matrix of stakeholders: FEHRL has excecuted this task

Step 3: 1st review of the draft matrix of stakeholders
  ➢ Objectives:
  • To map the suggested stakeholders against our matrix: all partners have excecuted this task; FEHRL has operated a few adjustments in the matrix
  • To check if the matrix is well balanced (modes, countries…): all partners have excecuted this task; the WP2 members feel that there are not enough engineering and construction companies as well as SMEs
  • To develop measures to rebalance the matrix: the WP2 members will intensify their search on the two lowest categories of stakeholders mentioned above. Additional measures may be discussed at the next Consortium Meeting in September (see section 4).

The current matrix covers 579 potential stakeholders from 39 countries. The draft list of stakeholders is bigger than the one initially envisaged (200), which is a good achievement.

The partners have paid attention to ensure a fair distribution across:

- the countries (see 3.4.1);
- the transport modes (see 3.4.2);
- the mono versus multimodal dimension of the organisation of the stakeholder (see 3.3.2);
- the profile of the stakeholder (see 3.4.3).

The draft address list of stakeholders is available at REFINET network of stakeholders (July_24_2015).

3.4.1 Stakeholders' breakdown per country

*Figure 8: **Breakdown per country***
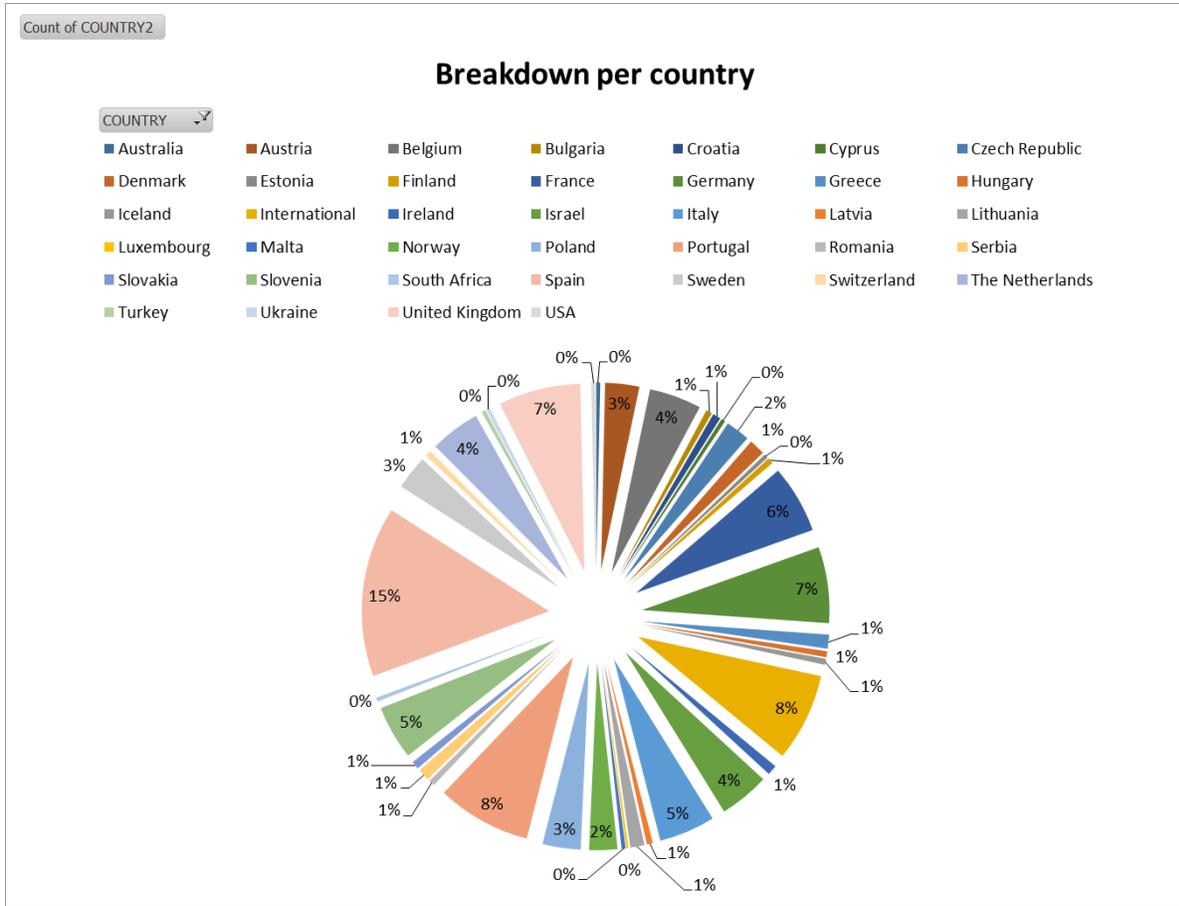
*Figure 9: **Breakdown per country and Stakeholders***

Australia	2	Iceland	3	Slovakia	4
Austria	17	International	44	Slovenia	27
Belgium	26	Ireland	5	South Africa	2
Bulgaria	3	Israel	25	Spain	85
Croatia	4	Italy	28	Sweden	17
Cyprus	2	Latvia	3	Switzerland	3
Czech Republic	12	Lithuania	7	The Netherlands	25
Denmark	8	Luxembourg	1	Turkey	2
Estonia	2	Malta	2	Ukraine	2
Finland	3	Norway	14	United Kingdom	41
France	34	Poland	19	USA	2
Germany	38	Portugal	47	Grand Total	578
Greece	7	Romania	3		
Hungary	3	Serbia	6		

3.4.2   Breakdown per transport mode

*Figure 10: **Breakdown per transport mode***

Breakdown per transport mode

ROAD   RAIL   WATER   AIR   NC

- 1%
- 20%
- 30%
- 23%
- 26%
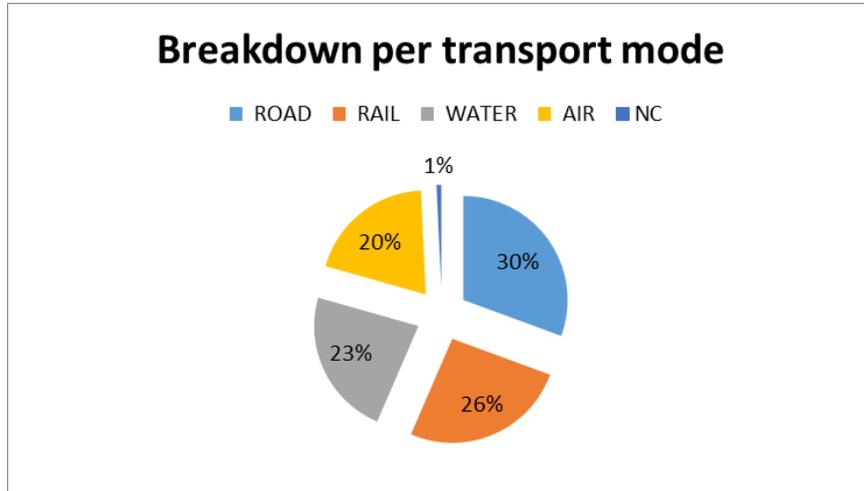
*Figure 11: **Breakdown per number of modes (mono versus multi-modal)***

Breakdown per transport mode

Mono modal   Multi modal   NC

- 6%
- 27%
- 67%
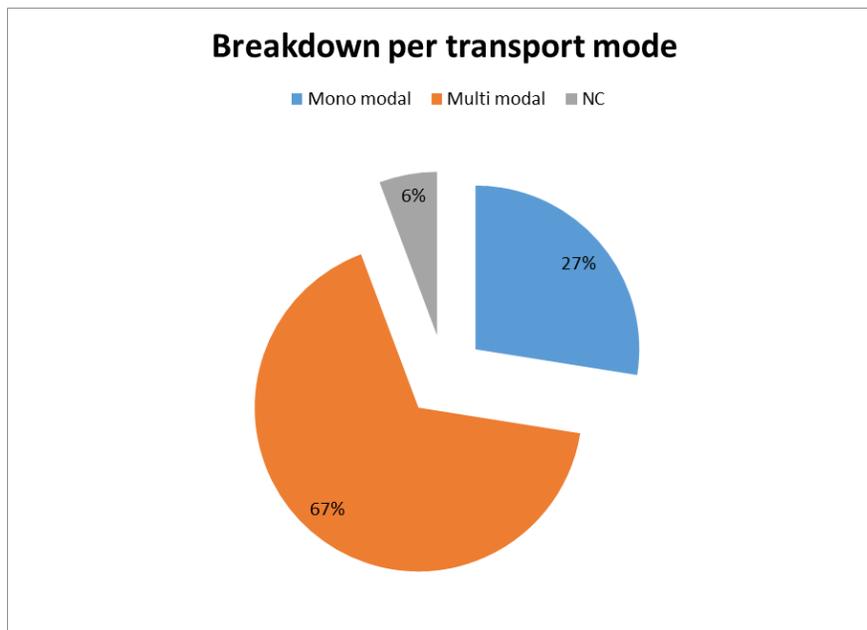
3.4.3 Breakdown per profile of stakeholders

*Figure 12: **Breakdown per stakeholder category***
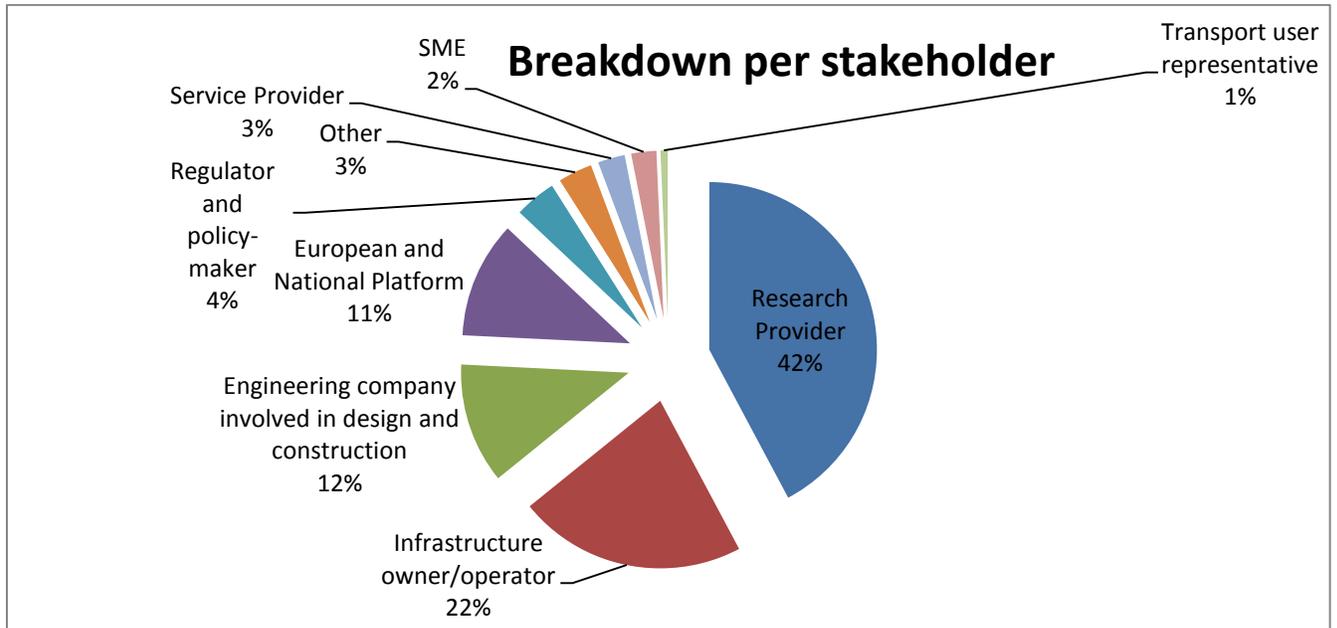
4   Conclusion and Next steps

The WP2 partners have achieved successfully the deliverable 2.1 and have even outstripped the targeted number of stakeholders foreseen in the DoA.

The identification of the stakeholders consititue a good basis to the REFINET network which will provide input on issues related to:

- Defining the multi-modal transport infrastructure model which is the backbone of the REFINET vision
- Defining the Strategic Implementation Plan
- Supporting the deployment of the Strategic Implementation Plan

The network will also help in supporting the dissemination of the project as well as defining the needs of the various transport sectors.
The deliverable can be downloaded at REFINET network of stakeholders (July_24_2015)

The partners of the WP2 have already engaged in the subsequent two tasks:

- 2.2: Set-up the REFINET Network – Online directory of stakeholders
- 2.3: Set-up the REFINET Group of (high-level) Experts

For the task 2.2, the following sub-tasks are planned:
Step 1: personnal contact with each individual stakeholders

- ➢ Objectives:
- To get the agreement of the stakeholders to be part of the list of REFINET Network: the WP2 members have contacted each of the stakeholder (not all stakeholder has responded yet)

- To brief the stakeholders about the project and their possible roles in the project as well as the different ways they could contribute to the progress of the project: the WP2 members have contacted each of the stakeholder (the partners will discuss the status at the next Consortium Meeting in September (see section 4)).

Step 2: development of the on-line repository tool
- ➢ Objectives:
- To develop the online platform (IT tool with seach option) supporting the REFINET Network

Step 3: set-up of the REFINET NETWORK (Month 6)
- ➢ Objectives:
- To launch of the on-line repository of stakeholders (minimum of 200 names)

For the task 2.3, the following sub-tasks are planned:
Step 1: call for high-level experts (opening 1st September 2015 – closure 25 September 2015)
- ➢ Objectives:
- To select around 30 high-level experts who will ENGAGE in the projects (discussion about the candidates at the consortium meeting in September 2015). These experts will work with REFINET along the upcoming two years and will play a major role in guiding us towards the right path by discussing our progress thoroughly. The experts who have responded to the WP2 that they would like to "ENGAGE" in REFINET activities will be automatically invited to apply for the call of top-ranked experts. The selection process will definitely reflect the choice of the consortium in term of balance between the categories of experts.

Step 2: agreement on the details of the Group of (high-level) (at the consortium meeting in September 2015)
- ➢ Objectives:
- To agree on the exact roles of the members of the Group of (high-level) Experts
- To agree on the ways they will contribute to the progress of the project
- To agree on the the financial support given to each of them

Step 3: personnal contact with each selected member of the Group of (high-level) Experts
- ➢ Objectives:
- To brief more in depth the stakeholders about the project and their roles in the project as well as the different ways they will contribute to the progress of the project.

Step 4: invitation to particite to the different activities of REFINET
- ➢ Objectives:
- To get feedback and external insight into the SIP and its deployment