

EXPRO National Manual for Projects Management

Volume 3, chapter 3

Project Stakeholder Engagement Plan Procedure



Document No. EPM-S00-PR-000001 Rev 004



Project Stakeholder Engagement Plan Procedure

Document Revisions History:

Revision:	Date:	Reason For Issue
000	22/10/2017	For Use
001	18/12/2018	For Use
002	06/03/2019	For Use
003	10/08/2021	For Use
004	09/11/2023	For Use



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1.0 PURPOSE

This procedure describes the process for preparing a Stakeholder Engagement Plan. The Stakeholder Engagement Plan identifies the project's stakeholders, defines the interfaces between the stakeholders and the project and describes how the stakeholders and interfaces will be managed. The Stakeholder Engagement Plan should be prepared during Stage 2 (Project Initial Planning) of the project and should be specific to that project.

This procedure applies to all Government infrastructure projects that are planned and executed within the Kingdom of Saudi Arabia (KSA).

2.0 SCOPE

A project external stakeholder ("stakeholder") is any party external to the project organization, impacted by, has an influence on or an interest in, the project. This procedure does not cover internal project stakeholders such as the Entity itself or any parties directly engaged in the delivery of the project (e.g. consultants, specialist sub-consultants, Contractors of sub-contractors, etc). The Stakeholder Engagement Plan for a Project contains:

- List of all relevant stakeholders;
- A mechanism to define interfaces between the different stakeholders within a Project;
- Assignment of the responsibility for managing stakeholders and interfaces, and
- Description of the activities and tools required to manage stakeholders and interfaces.

3.0 DEFINITIONS

Definitions	Description
External Project Stakeholder	A party that is external to the project organization. This party has a role to play in the success of the project. This party may be a Government Ministry, entity, agency, semi-government company, private company or an individual.



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Interface	<p>An action placed on the Project organization or a Stakeholder that requires input from the other party for successful completion. Interfaces include:</p> <ul style="list-style-type: none">• Agreement or permits;• Utilities or Services, and• Physical Scope and Connections. <p>All the above examples require both parties to provide input to each other.</p>
KSA	Kingdom of Saudi Arabia.
Stage 2: Project Initial Planning	<p>Once an infrastructure project has been registered and a Expro project registration number awarded, it may proceed to Stage 2: Project Initial Planning. The primary objective of this stage is to reduce project risks by further planning, developing, testing, and refining the initial project parameters, established during the Entity's 5-Year Projects Portfolio Planning stage.</p>

4.0 REFERENCES

- EPM-EQ0-PR-000001 - Project Stage Gate Procedure
- ENT-S00-MN-000001 - Entity 5-Year Projects Portfolio Planning Guide
- EPM-S00-GL-000003 - Projects Initial Planning Introduction



5.0 RESPONSIBILITIES

The project team is responsible for stakeholder management. An individual from within the project team should be assigned the overall responsibility for stakeholder management. That individual, should be a senior manager that has broad project management experience and is skilled at interfacing with various government, semi-government and private entities. The size and structure of the stakeholder management team should be agreed once the extent of the stakeholder management effort is determined from the number, extent and complexity of stakeholder interfaces.

The key responsibilities of the stakeholder management team are:

- Implementing the Stakeholder Engagement Plan;
- Interfacing with all external stakeholders, including meetings and communications;
- Assigning and following-up all actions associated with stakeholder interfaces;
- Leading the preparation of any required stakeholder interface charters, memorandums of understanding and agreements;
- Coordinating the preparation of permit applications, licenses and other required approvals, and
- Monitoring and reporting on the progress of stakeholder interface projects.

The responsibilities of the stakeholder management team shall be described in the Stakeholder Engagement Plan.

6.0 PROCESS

6.1 Introduction

The Stakeholder Engagement Plan describes how the project would interface with its external stakeholders (“stakeholder management”). Stakeholder engagement starts at the beginning of a project and continues throughout its lifecycle.



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The stakeholder engagement process is illustrated above and further described in the following sections.

6.2 Identification of Project Stakeholders

Early in Stage 2 of the project, a working session should be held to identify and confirm all concerned stakeholders. The session should be attended by representatives from each of the Entity's project departments and representatives from any previous projects that were of a similar type or were located in similar areas.

Stakeholders would be identified using a combination of the following methods:

1. Feedback from previous projects. The stakeholders that interfaced with previous projects are a good indication of the stakeholders that could interface with the Project.
2. A review of the Project's scope and requirements. Consider the following:
 - a. Land acquisition, permits or approvals for planning, design, construction and permanent use;
 - b. Utility provision (e.g. power or water), and
 - c. Infrastructure requirements (e.g. road or rail links, power connections).
3. A cross-check against a list of potential stakeholders.

Please Note: A list of potential stakeholders, for infrastructure related projects within KSA, is provided in Section `7 of this procedure.

The output from this working session should be a list of confirmed stakeholders that interface with the project. This list should be progressed and amended as the project proceeds. Once the stakeholders are identified, the project / stakeholder interfaces should then be defined.

6.3 Defining Stakeholder / Project Interfaces



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The interface between each stakeholder identified and the project would be defined in a team working session. Defining the interface between the project and its stakeholders is critical as it establishes the requirements and responsibilities of the stakeholder engagement and management team. Typical types of project interfaces include the following:

Interface Type	Description	Examples
Land Agreement / Permit	Provides the Project with formal approval to use land on a permanent basis or access land on a temporary basis for planning or construction.	<ul style="list-style-type: none"> Land Use Permit from the relevant Entity or Authority. Encroachment Permit from the relevant Entity or Authority.
Utility / Service	Provides the Project with approval for the supply of a commodity or service.	<ul style="list-style-type: none"> Power Supply Implementation Agreement from Saudi Electricity Company. Water Supply Agreement from the National Water Company.
Physical Works	Stakeholder is required to construct infrastructure or facilities to serve the Project.	<ul style="list-style-type: none"> Road/s connecting the Project to the existing or planned surrounding network. Power or water line connecting the Project to the existing or planned surrounding network.
Physical Connection	The point at which a Stakeholder's physical works or existing utilities / infrastructure connects to the Project	<ul style="list-style-type: none"> Power, water, gas, sewage, telecommunications and road connections etc.
Neighbour	Party that is located adjacent to or near the Project site.	<ul style="list-style-type: none"> Local landowners and Municipalities.
Mandatory Governmental Requirements	Government requests related to the Project or Procurements or Contracts	<ul style="list-style-type: none"> Local Content & Government Procurement Authority The General Authority of Meteorology and Environmental Protection (GAMEP)



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High Importance National Requirements	General Secretariat of National Risk Council Requirements	<ul style="list-style-type: none">Royal Court Letter No. 8320 - 05/02/1445 H
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At this stage, the Project's stakeholders and their interfaces with the project should be defined with sufficient detail to assess the magnitude of the effort required to successfully manage them.

6.4 Assigning Roles and Responsibilities to the Project Team

Once the Project's stakeholders are identified and the interfaces defined, the Project team should agree on the resources required to manage them. Projects with minimal stakeholder interfaces may only require one stakeholder manager working within the main project team. However, projects with significant stakeholder interfaces, especially if these interfaces include physical works and connections are likely to require a team of stakeholder managers. Entities with multiple Projects with a high degree of stakeholder interfaces, should consider establishing a separate department with the sole responsibility for managing stakeholder engagement.

It may be useful to categorize the stakeholders according to their relative level of interests in the project or influence on/over the project. Because stakeholders have differing levels of influence and interest in the Project, the strategy for managing interfaces will differ depending on these levels (which may change during the lifecycle of the project). An outline of the approach to be taken, is further described below.

At the stage, the responsibility for stakeholder engagement / interface management should be assigned.

6.5 Stakeholder Interface Management Activities and Tools

The Stakeholder Engagement Plan should include descriptions of the following activities and tools to be deployed to manage stakeholder interfaces.

6.5.1 Initial Contact



A point of contact should be identified for each stakeholder. This is typically achieved by a formal request to the stakeholder's management. The stakeholder engagement team should prepare a letter describing the Project and the envisaged interface and request that the stakeholder formally nominate a point of contact. This letter could also invite the stakeholder to the kick-off meeting.

6.5.2 Kick-off Meeting

A kick-off meeting should be held with each stakeholder to provide a brief on the project and confirm the interfaces. Kick-off meetings can be held with individual stakeholders, groups of stakeholders or with all stakeholders at once. The stakeholder management team should determine the timing of the meetings and confirm which stakeholders should attend.

6.5.3 Formal Stakeholder Relationships

Depending on the criticality of the interface with the Project, it may be necessary to enter into a formal relationship with the stakeholder. This provides a basis for managing the interface. Depending on the nature of the interface, this relationship may be a charter, memorandum of understanding or agreement. The stakeholder management team is responsible for determining the requirement for such a formal relationship.

6.5.4 Keeping Stakeholders Informed

During the Project, regular meetings should be held to keep stakeholders informed of Project progress, complete actions and resolve issues related to the stakeholder interfaces. The relevant stakeholders shall be kept informed of any changes to the Project that could impact their interfaces and at key milestones.

6.5.5 Managing Stakeholder Interfaces



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During the kick-off meeting, at progress update meetings and at other times, actions would be generated by the Project and the stakeholders. Completing these actions are the key to successful stakeholder interface management. The stakeholder management team should develop tools to capture, monitor, report and resolve the actions.

Please Note: *It is important to build strong relationships with stakeholders, and manage them as closely as the Project manages its consultants and contractors. Actions arising from stakeholder interfaces should be managed as closely as any other Project action.*



7.0 LIST OF POTENTIAL STAKEHOLDERS

The following is a non-exhaustive list of potential stakeholders for infrastructure related projects within the Kingdom of Saudi Arabia. It can be used as an initial check list for potential stakeholders.

الاسم باللغة الإنجليزية	الاسم باللغة العربية	الجهة المعنية: نعم / لا
General Secretariat of National Risk Council Requirements	الامانة العامة لمجلس المخاطر الوطنية	
Local Content & Government Procurement Authority	هيئة المحتوى المحلي والمشتريات الحكومية	
Communications, Space & Technology Commission	هيئة الاتصالات والفضاء والتقنية	
<u>Zakat, Tax and Customs Authority</u>	هيئة الزكاة والضريبة والجمارك	
<u>Water & Electricity Regulatory Authority</u>	هيئة تنظيم المياه والكهرباء	
Saudi Wildlife Authority	الهيئة السعودية للحياة الفطرية	
<u>General Court Of Audit</u>	الدوان العام للمحاسبة	
General Authority of Civil Aviation (GACA)	الهيئة العامة للطيران المدني	
General Organization of Social Insurance (GOSI)	المؤسسة العامة للتأمينات الاجتماعية	
<u>Makkah Region Development Authority</u>	هيئة تطوير منطقة مكة المكرمة	
<u>Royal Commission for Riyadh City</u>	الهيئة الملكية لمدينة الرياض	
Industrial Clusters (IC)	التجمعات الصناعية	
Kingdom of Saudi Arabia Majlis Ash - Shura	مجلس الشورى	
General Directorate of Civil Defense (DGCD)	المديرية العامة للدفاع المدني	
Ministry of Human Resources and Social Development	وزارة الموارد البشرية والتنمية الاجتماعية	



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الاسم باللغة الإنجليزية	الاسم باللغة العربية	الجهة المعنية: نعم / لا
<u>Ministry of commerce</u>	وزارة التجارة	
Ministry of Culture	وزارة الثقافة	
Ministry of Economy and Planning (MEP)	وزارة الاقتصاد والتخطيط	
Ministry of Education (MOE)	وزارة التعليم	
Ministry of Finance (MOF)	وزارة المالية	
Ministry of Foreign Affairs (MOFA)	وزارة الخارجية السعودية	
Ministry of Health (MOH)	وزارة الصحة	
Ministry of Interior (MOI)	وزارة الداخلية	
<u>Ministry of Transport and Logistics Services</u>	وزارة النقل والخدمات اللوجستية	
National Commission for Wildlife Conservation & Development (NCWCD)	الهيئة الوطنية لحماية الحياة الفطرية وإنمائها	
National Water Company (NWC)	شركة المياه الوطنية	
<u>Saudi Olympic & Paralympic Committee</u>	اللجنة الأولمبية والبارالمبية السعودية	
<u>National Center for Meteorology</u>	المركز الوطني للأرصاد	
Public Investment Fund (PIF)	صندوق الاستثمارات العامة	
Royal Commission for Jubail and Yanbu (RCJY)	الهيئة الملكية للجبيل وينبع	
Saline Water Conversion Corporation (SWCC)	المؤسسة العامة لتحلية المياه المالحة	
Saudi Arabia Port Authority (SEAPA)	الهيئة العامة للموانئ	
Saudi Arabian Airlines (SAUDIA)	الخطوط الجوية السعودية	
<u>Ministry of Investment</u>	وزارة الاستثمار	
<u>Saudi Central Bank</u>	البنك المركزي السعودي	
Saudi Aramco (ARAMCO)	أرامكو السعودية	
Saudi Commission for Health Specialties (SCFHS)	الهيئة السعودية للتخصصات الصحية	



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الاسم باللغة الإنجليزية	الاسم باللغة العربية	الجهة المعنية: نعم / لا
Social Development Bank	بنك التنمية الاجتماعية	
Saudi Electricity Company (SEC)	الشركة السعودية للكهرباء	
Saudi Geological Survey (SGS)	هيئة المساحة الجيولوجية السعودية	
Saudi Industrial Development Fund (SIDF)	صندوق التنمية الصناعية السعودي	
<u>Saudi Organization for Chartered and Professional Accountants</u>	الهيئة السعودية للمراجعين والمحاسبين	
Saudi Organization for Industrial Estates and Technology Zones (SOIETZ)	الهيئة السعودية للمدن الصناعية ومناطق التقنية	
<u>Saudi Arabia Railways</u>	الخطوط الحديدية السعودية	
<u>Saudi Red Crescent Authority</u>	هيئة الهلال الأحمر السعودي	
<u>Saudi Standards, Metrology and Quality Organization</u>	الهيئة السعودية للمواصفات والمقاييس والجودة	
Ministry of Tourism	وزارة السياحة	
Ministry of Defense (MOD)	وزارة الدفاع	
<u>Ministry of Energy</u>	وزارة الطاقة	
The Ministry of Environment, Water and Agriculture (MEWA)	وزارة البيئة والمياه والزراعة	
<u>Ministry of Islamic Affairs, Dawah, and Guidance</u>	وزارة الشؤون الإسلامية والدعوة والإرشاد	
<u>Ministry of Municipal, Rural Affairs and Housing</u>	وزارة الشؤون البلدية والقروية والإسكان	
Ministry of National Guard (MONG)	وزارة الحرس الوطني	
Real Estate Development Fund (REDF)	صندوق التنمية العقارية	
Ministry of Sports	وزارة الرياضة	
Almadina Almunawarah Development Authority	هيئة تطوير المدينة المنورة	



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الاسم باللغة الإنجليزية	الاسم باللغة العربية	الجهة المعنية: نعم / لا
Saudi Industrial Property Authority	هيئة المدن الصناعية ومناطق التقنية	
Economic Cities and Special Zones Authority	هيئة المدن والمناطق الاقتصادية الخاصة	
Saudi Post	مؤسسة البريد السعودي	
Technical and Vocational Training Corporation	المؤسسة العامة للتدريب التقني والمهني	
Hail Region Development Authority	هيئة تطوير منطقة حائل	
Ministry of Communications and Information Technology	وزارة الاتصالات وتقنية المعلومات	
Saudi Grains Organization	المؤسسة العامة لصوامع الغلال	
General Food Security Authority	ومطاحن الدقيق الهيئة العامة للأمن الغذائي	
Ministry of Haj and Umra	وزارة الحج و العمرة	
Saudi Irrigation Organization	المؤسسة العامة للري	
Saudi Ports Authority	الهيئة العامة للموانئ	
Al Riyadh Municipality	أمانة منطقة الرياض	