Engaging Stakeholders in Framing and Solving Problems

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Standing Rock Residents protest Keystone pipelines

For months, Standing Rock Sioux members and allies protested in North Dakota. They stood in the path of the pipeline during peaceful demonstrations. But in December, protesters celebrated after the Army said it would not -- for the time being -- allow the pipeline to cross under Lake Oahe. The Army said the plan should be carefully restudied and alternative routes should be deeply considered.
Organizations can no longer choose not to engage stakeholders, the only decision is when and how to engage stakeholders!

- If you ignore stakeholders → crisis management: antagonistic and damaging of trust
- If you choose to relate to stakeholders to manage risk → stakeholder management: means to mitigate risk
- If you choose to explore new opportunities in collaboration with stakeholders → stakeholder engagement: change happens!
Different Types of Interactions with Stakeholders

- Crisis Management
  - Reactive
  - Vulnerable
  - Episodic
  - Hostile

- Stakeholder Management
  - Proactive
  - Anticipate
  - Regular
  - Defensive

- Stakeholder Engagement
  - Interactive
  - Encourage
  - Inclusive
  - Change
What is Stakeholder Engagement?

• Definition of Stakeholder: anyone that can affect or is affected by what you are trying to achieve; the people that count! Can be internal or external; positive or negative; individuals or groups

• Engagement: All the things that you do with Stakeholders: consult, listen, understand, communicate, negotiate, compromise, influence

• The goal of stakeholder engagement? To satisfy the needs, gain approval and support, or minimize opposition or obstruction
Stakeholder Engagement should be Managed like any other Business Function!

- Adequate planning & preparation
- Analysis
- Implementation
- Reporting
- Evaluation
Typical Stakeholder Engagement Cycle

1. **Create and Analyze Stakeholder Profiles** *(Why & What?)*
2. **Identify Stakeholders** *(Who?)*
3. **Engage Stakeholders** *(Do)*
4. **Engage Stakeholders** *(Results)*
5. **Plan Engagement** *(When?)*
6. **Manage Effectiveness** *(Results)*
Stakeholder Engagement for Social Change

- Consultation with Primary Stakeholders & Partners (Formative Engagement)
- Reporting, disseminating lessons learnt, continuity? (Passing the stick)
- Why, who, how, when
- Why, who, how, when
- Inclusion and collaboration
- Stake ownership by all
- Maintaining relevance of project
- Performance Matrix, learning priorities, (rapid testing, feedback and course-correction)
- Consensus on approach, intervention, including other stakeholders (implementation planning and buy-in)
Principles of Engagement

Strategic Principles

• Consult early and often
• Relationship is key: Be authentic
• Prioritize issues of significance for stakeholder
• Understand concerns, views, needs and expectations
• Respond coherently and appropriately
• Keep your integrity

Operational Principles

• Communicate
• Be transparent
• Take responsibility
• Be inclusive
• Collaborate
• Be empathetic
• Risk management
• Understand what is success
• Compromise
Engagement Model

Act, review and report
• Ensure learning
• Review the engagement
• Assure stakeholders

Strengthen Capacities
• Strengthen ability to respond to an issue
• Skills development of stakeholders

Identify key stakeholder and issues
• Mapping Stakeholders
• Identify Issues
• Set objectives
• Prioritize

Assess & Align Plans
• Assess vision of team
• Review progress
• Identify more partners

Design Process & Engage
• Identify most effective process
• Design process

Responding & measuring
Preparring & engaging
Thinking & planning
STAKEHOLDER ENGAGEMENT
Identifying Key Stakeholders: Who comes to the table?

• Invite all but be strategic about segmenting your stakeholder

• Understand the different power dynamics within the group and be clear about what you want to walk away with at the end of your meeting

• Use the initial meetings to understand who else should be at the table and how to include them
Stakeholder Analysis

1. Dormant stakeholder
2. Discretionary stakeholder
3. Demanding stakeholder
4. Dominant Stakeholder
5. Unfriendly Stakeholder
6. Dependent stakeholder
7. Definitive stakeholder
8. Non-Stakeholder
Identifying Issues: Mapping and Formative Research?

• Identify issues – through mapping (chapatti diagrams, pain ranking, resource mapping), transect walks/drive (fact finding tours/drive)

• Set objectives – collective investigation, collective analysis (interrogating structural issues together), collective action

• Prioritize using methods such as pain ranking.
Assess, Align plans, Design process:

• Assess motivations, morale, & risk
  • Are folks on the same page?
  • Are any feeling antagonistic? Why?
  • Are there any risks? How do we mitigate risks?

• Design process: collective investigation, collective analysis (interrogating structural issues together), collective action

• Align Plans: Rebuilding consensus
Evaluate, build capacity, Assure & Report

• Performance matrix:
  • Do we have the capacity, tools, and attitude to continue engaging stakeholders?
  • Are the wants and needs of our stakeholders being met? Are we still relevant?

• Based on findings, build capacity both within and for stakeholders

• Assure stakeholders – communicate, relationship building

• Report: “Pass the stick”!
Why Stakeholder Engagement?

- Improved access to emerging issues, communities and capacity to handle them
- Enhancing two-way communication skills better understanding on both sides
- Simplifying conflict resolution through a build up trust
- Cooperation on activities and policy development
- Developing a culture of innovation and learning
- Creating more user-friendly targeted services
- Increasing organizational effectiveness
- Reducing future costs

Obtaining input on the potential impact of a change

Effective implementation of an unpopular change

Receiving early advice on emerging issues

Open & transparent dialogue
CASE STUDY: YOUTH UNEMPLOYMENT

• Identify key stakeholders and issues
  • Rely on local expertise, brainstorm, and consult with community informants and organizations
  • GSDI and CSDA work on youth workforce development
  • Event: Africa Growth Initiative

• Set the objective: Problem focused → Solutions
  • Shared definition, Utilize existing infrastructure
Map stakeholders to understand their influence on the process and potential success of the effort

Key Private and Public Funders
Government Agencies (National)
Training Agencies/Implementing Partners

High power, highly interested
Engage and satisfy them

Private Sector Employers
Other Government Agencies
Financial Institutions

High power, less interested
Satisfy and avoid boring them

Community Organizations
Youth and their Families
Other Professional Organizations

Low power, highly interested
Keep them inform
Issue: The demand-supply mismatch

Entry level labor demand

- Structural unemployment
- Slow growth
- Jobless growth
- Tech-led growth

Mismatch

Volume of work-seekers with low levels of education vs demand for skilled labour – those with higher education

Entry level labor supply

- Low Education levels
- Low Matriculation attainment
- Low access to post-secondary education
Assess and Align Plans

• Assess vision of team

Learning from the ground up

Public  Private  Civil society

What do these organisations do to build employability?
- Soft skills development (e.g. life skills, communication, work readiness)
- Hard skills development (technical skills training, entrepreneurship)
- Practical/work experience (e.g. service, internship)
- Assistance with job seeking or placement (social networks)

• Review progress
  • Align our objectives and model solutions
  • Have we reached out to the appropriate agencies?
  • Inclusion criteria consistent with the objectives and vision
Assess and Align Plans

- Identify more partners
  - “Snowball” technique
  - Coverage and gaps
Design Process & Engage

• Engage with stakeholders
  • Understand our key stakeholders
  • Find out their interests and motivations, best way to communicate (information they need), and current opinion of our work
  • Who influences their opinions?
  • What will win them to support the project?
  • Who else might be influenced by their opinions?
Design Process & Engage
Strengthen Capacities

- Be Flexible
- Engage & Understand Interests
- Maintain their Involvement
- Explain the Many Ways to Get Involved
Act, Review, and Report
Thank you!