Engaging Stakeholders in Framing and Solving Problems

Gina Chowa, PhD, MSW & Rainier Masa, PhD, MSW

Global Social Development Innovations, UNC School of Social Work

UNC SCHOOL OF SOCIAL WORK | Jordan Institute for Families

UNC | FRANK PORTER GRAHAM CHILD DEVELOPMENT INSTITUTE

NIRN | NATIONAL IMPLEMENTATION RESEARCH NETWORK

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 chose 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 stakeholder → stakeholder engagement: change happens!

Different Types of Interactions with Stakeholders

Crisis Management	Stakeholder Management	Stakeholder Engagement
• Reactive • Vulnerable • Episodic • Hostile	• Proactive • Anticipate • Regular • Defensive	• 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

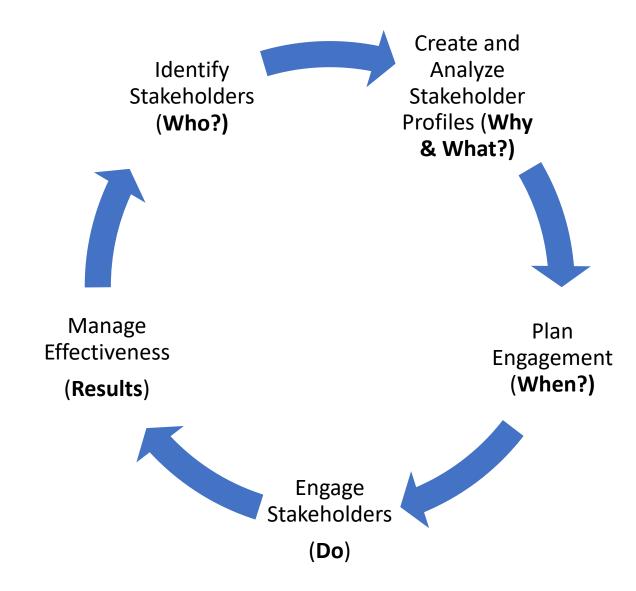# Stakeholder Engagement should be Managed like any other Business Function!

- Adequate planning & preparation
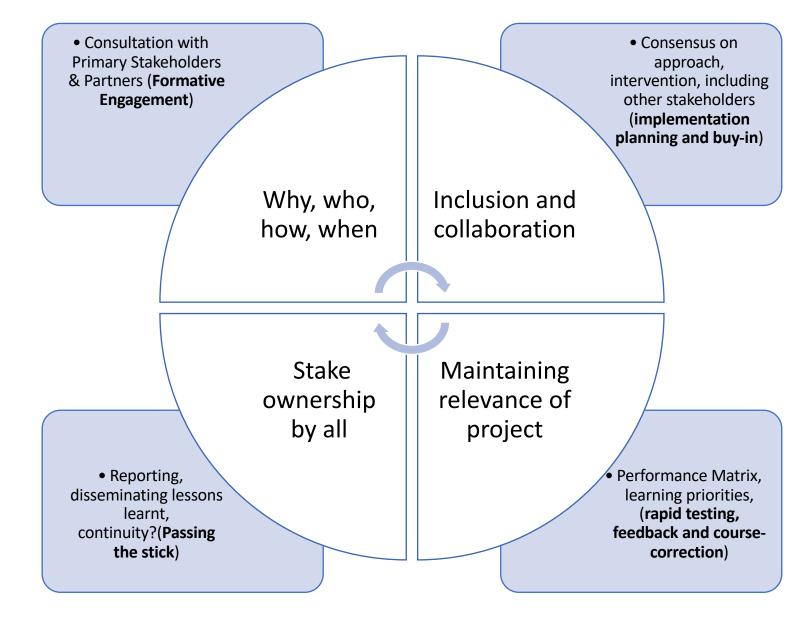- Analysis
- Implementation
- Reporting
- Evaluation

Typical Stakeholder Engagement Cycle

Identify Stakeholders **(Who?)**

Create and Analyze Stakeholder Profiles (**Why & What?**)

Plan Engagement **(When?)**

Engage Stakeholders **(Do**)

Manage Effectiveness **(Results**)

Stakeholder Engagement for Social Change

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
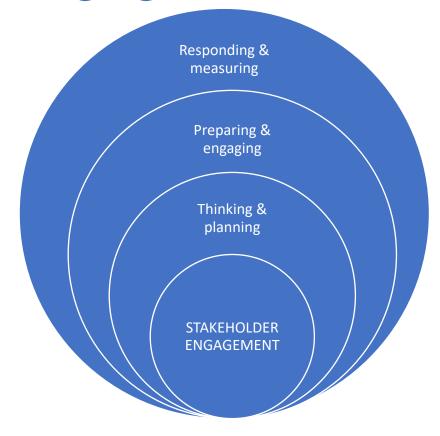- Keep your integrity

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

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

Responding & measuring

Preparing & engaging

Thinking & planning

STAKEHOLDER ENGAGEMENT

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

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

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

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

POWER

LEGITIMACY

1. Dormant stakeholder

5. Unfriendly Stakeholder

4. Dominant Stakeholder

7. Definitive stakeholder

3. Demanding stakeholder

2. Discretionary stakeholder

6. Dependent stakeholder

URGENCY

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

Open & transparent dialogue

Receiving early advice on emerging issues

Effective implementation of an unpopular change

CASE STUDY: YOUTH UNEMPLOYMENT

Core Team

- 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
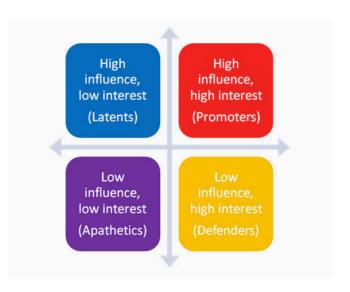
Low power, highly interested

Keep them inform

Issue: The demand-supply mismatch

Entry level labor demand

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

Mismatch

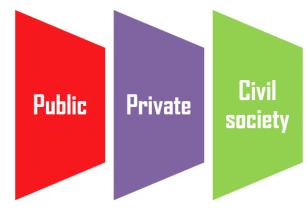Volume of work-seekers with low levels of education vs demand for skilled labour – those with higher education

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

Criteria for inclusion of implementing par...

Criterion	EOH Meet?	EOH Notes	Thabiso Skills Insitute Meet?	Thabiso Skills Insitute Notes	World Changers Academy Meet?	World Changers Academy Notes	Raymond Ackermann Academy Meet?	Raymond Ackermann Academy Notes	AVAfrica Meet?	AVAfrica Notes	Khulisa Social Services Meet?	Khulisa Social Services Notes
Programme has at least 2 sites	√		√	7 sites	√	Around 40 sites, but sites are constantly changing.	√		2 TBC	Probably 2 in 2015.	TBC	Over 200. However, many different programmes are run and we are trying to establish if any one programme meets all the criteria.
At least 55 participants at each of at least 2 sites	?	This depends. Some sites have 1 participant, others have 170. Most have between 20 and 30.	x	Around 40 per year at each site	x - 20	Around 95%' of courses (cohorts) contain at least 20 participants. There are 7 cohorts per year across various sites and 2000 young people are trained per year.	x - 20	30 students at the Cape Town site; 60 at the Soweto site. 2 cohorts per year.	x	as of mid-2014 one site of 30. if all goes according to plan this will be replicated (2 sites of 30 each in 2015).		Across all sites and programmes, approx 15 000 per year.
Duration of programme is at most ONE year	x	It is slightly longer. 14 months.	√	6 months	√	Training programme (soft and hard skills) is 4 weeks long; 4hrs/day, 5 days/week.	√	Training programme (soft and hard skills) is 6 months long; full-time	√	Internships are the main focus and last between 6-12 months. Soft and hard skills training is conducted at the start and on an ongoing basis at one central location (to be replicated).	√	no programmes run for longer than a year
Training: soft AND hard skills training for ALL participants	√		√		√	Soft skills: job readiness; personal development; life skills. Hard skills: SRH; how to apply and interview for jobs; basic prinicples of financial mgmt and entrepreneurship. Curriculum is available.	√	Life skills form part of the curriculum but the major focus is on entrepreneurial training - participants are expected to establish own businesses at the end	√		√	
Training is standardised across sites	?	The workplace readiness is standard. They have different technical training options. We might have to treat each training stream as a separate programme.	√		√		√		√			
Retention rate is at least 80%	√		√		√		95% ?		√		x	75%
Programme been in existence for at least a year	√		√	since 2010	√		√		√		√	

Assess and Align Plans

- Identify more partners
  - "Snowball" technique
  - Coverage and gaps

Siyakha Implementing Partners

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?
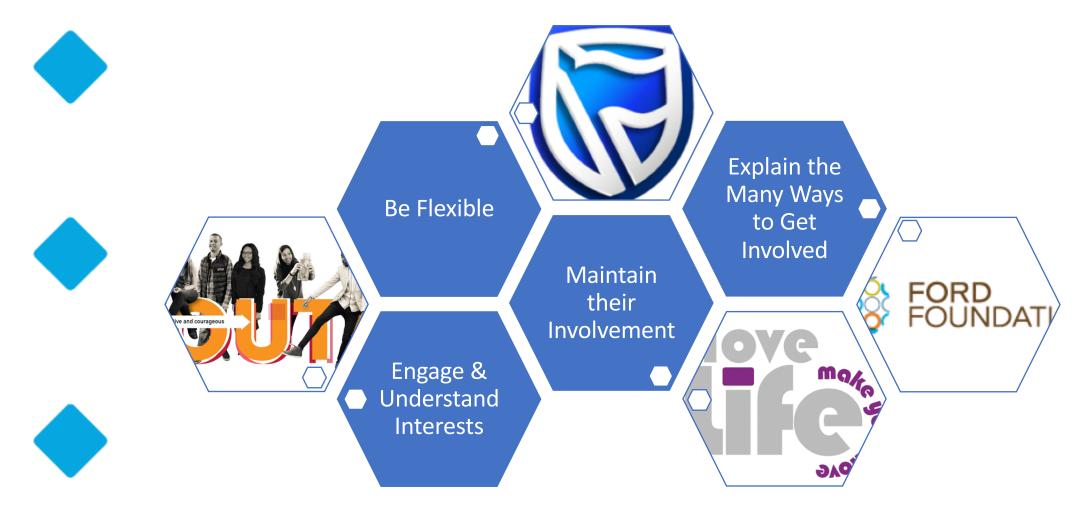 - Who else might be influenced by their opinions?

Design Process & Engage Strengthen Capacities

Act, Review, and Report

Thank you!