Masterclass:
Stakeholder Engagement and Going Beyond Corporate Social Responsibility

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Stakeholder Engagement
Presented by
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Climate Resilience and Adaptation Manager

A grounding exercise:

- Sit upright with your feet firmly on the ground, your hand on your lap facing down. Close your eyes, if you want to.
- Just observe and be with your state of being at this present moment with no judgement
- Take note of your emotions (how you are feeling), any sensations (tightness, lightness, warmth in your body (Head, Throat, Heart, Lungs, Stomach etc).
- Take 4 deep breaths in and out through your nose.
- Slowly open your eyes and be present with the room

An introduction to stakeholder mapping from a human rights perspective

- A key process which is important to guide stakeholder engagement is to gain a good understanding of who the relevant stakeholders are, how they relate to each other, and what their role and interest in the context is. This is important in many ways to deal with things such as working in silos but also helps identify constraints and potentially opportunities that were not previously visible.
- We want to take it a step further by saying the mapping is to assist in identifying the strength of a network, its potential influence, interest, etc. It is also important in helping develop communication strategies. Various net mapping approaches could be employed to visualise stakeholders. A great resource to use in learning about the processes involved with net mapping can be found at: https://netmap.wordpress.com/about/ , which builds on previous work by Eva Schiffer and colleagues (for instance Schiffer & Hauck, 2010). The exercises focus on both the stakeholder nodes (actual stakeholders) and the connections between them.
- The most important consideration for the choice of map is having a clear guiding question i.e. why you want to make the map.
- Do you want to show the various stakeholders and their type/sector?
- Do you want to visualise the relationships between stakeholders?

Kumu (https://kumu.io/)

- Kumu is an open access online platform where you can draw basic stakeholder maps. Responsive and easy to use
- allows you to draw your stakeholder networks and show what sector they are in or what their interest is (you can decide what your grouping variable is).
- a great tool for clearly identifying your stakeholders, grouping them according to a set of criteria, and create clear stakeholder maps.
- does not intuitively and explicitly show other network variables such as connectedness and which stakeholders are actually interacting.
- does not offer the opportunity to identify stakeholders who are “underconnected” or marginalised and may need some additional engagement.

Source: Dr Roderick Juba (2022) at the WRC and WRC project C2020/2021-00639: Xabisa Indalo for Water Course Module 3: Expanding learning, value creation and networking

Gephi

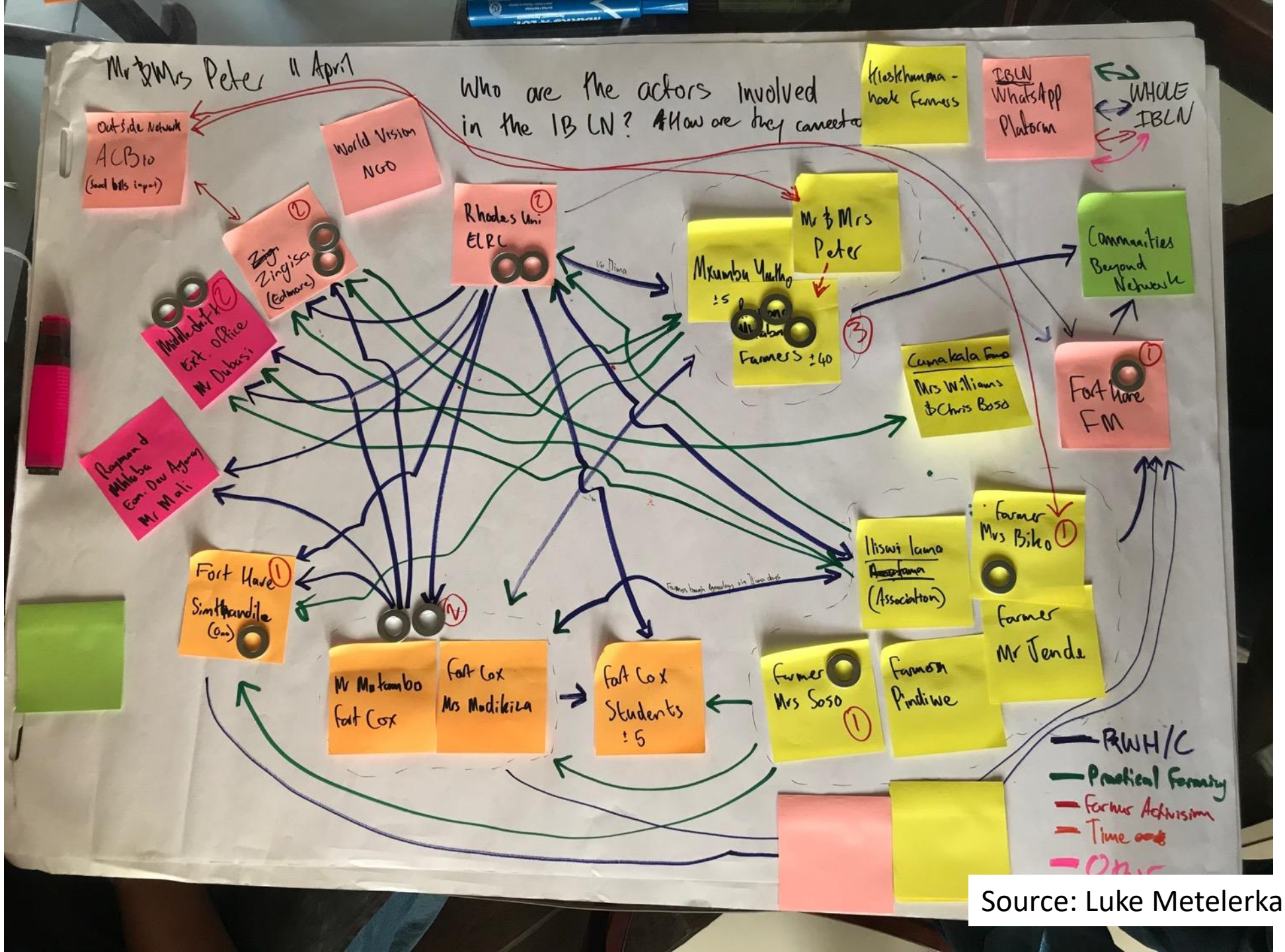
- a desktop app that operates on preloaded algorithms so the process of mapping is automated
- various pre-sets that you can use to design the final map.
- useful to visualise the nature of the network E.g. you can see who the most (or least) connected stakeholders are, the type of the stakeholders present, and where new connections need to be made.
- slightly more complex to use mainly because the input data has to have a specific format, file upload has to be done in a very specific way, and the platform itself is not as intuitive.
- The maps, however, come out a lot more complex and tell a deeper story. The size of the dots correlates to network connectedness, and the colours can be categorised according to the type of stakeholder. The program clusters stakeholders based on their interaction rather than the stakeholder type, which eliminates the subjective placement of stakeholders on the plane. It is also more versatile in its presentation of maps; depending on what you want to see, you can draw different looking maps with the same data. See the three examples below (same input data, different instructions).

Source: Dr Roderick Juba at the WRC (2022)

Basic Steps

- Pose framing question
- Question 1: Who is involved?
- Question 2: How are they linked?
- Question 3: How influential are they?
- Questions 4: Reflective discussion

Source: Luke Metelerkamp, 2019



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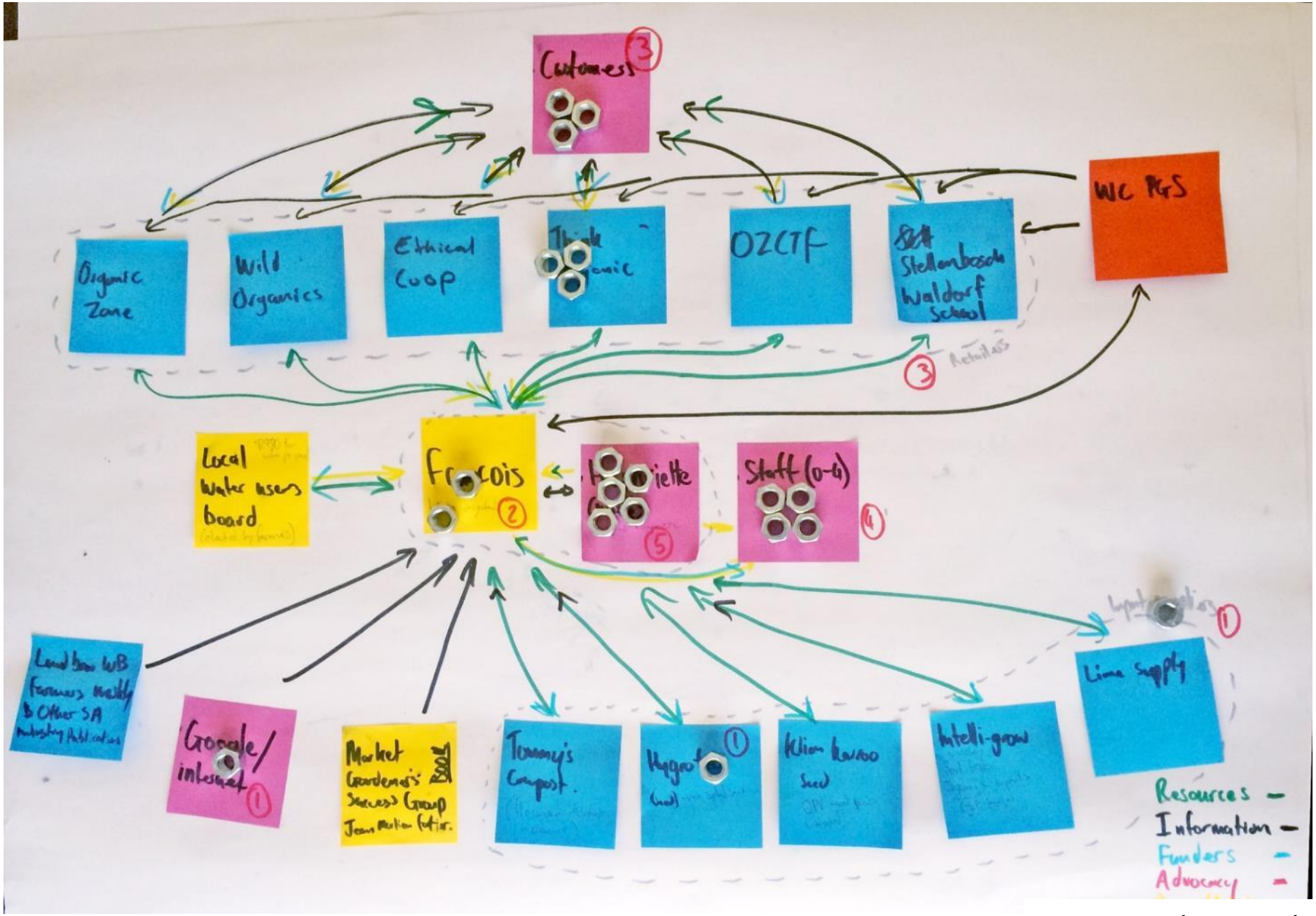

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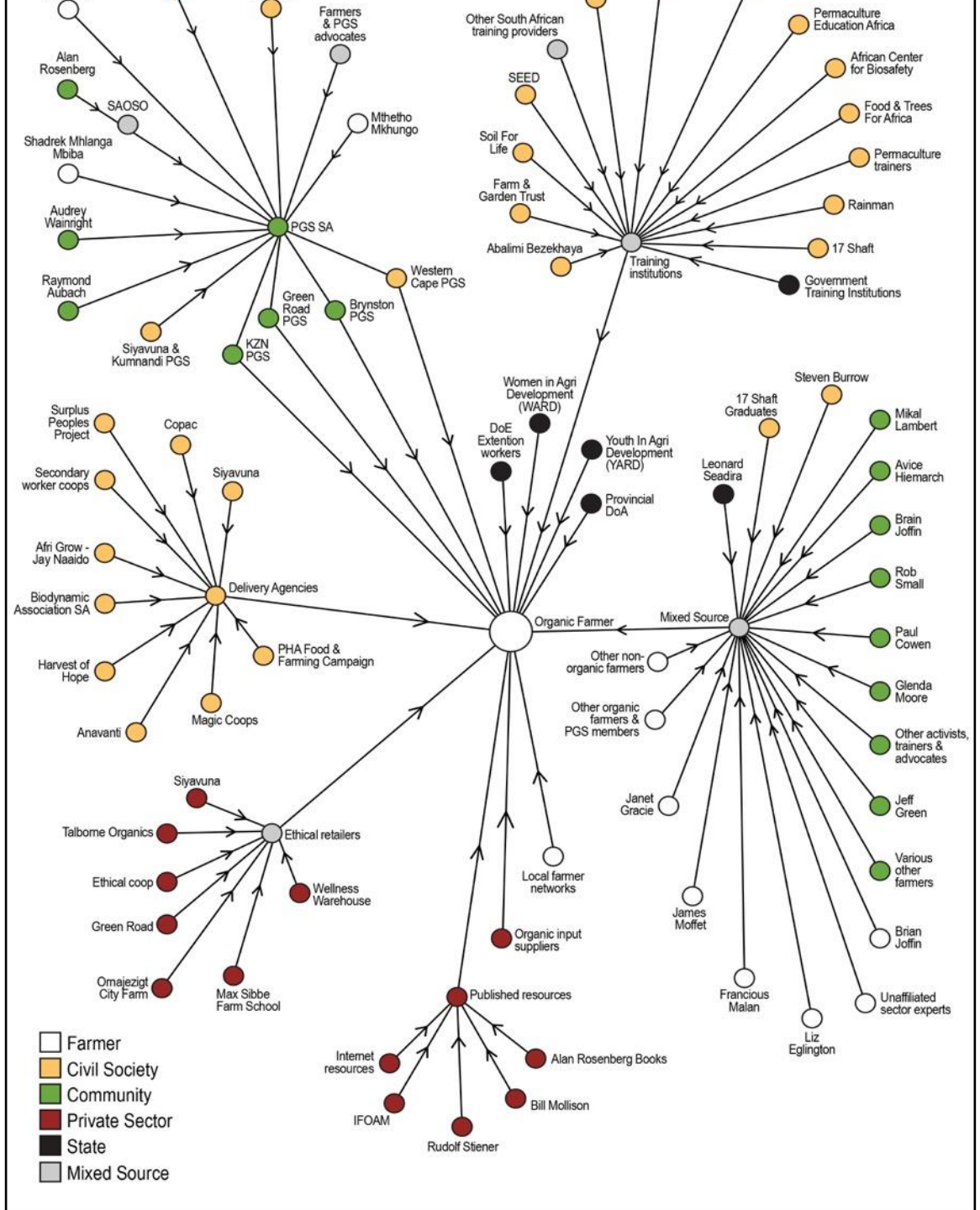


Surface

⬇

Validate

⬇

Structure

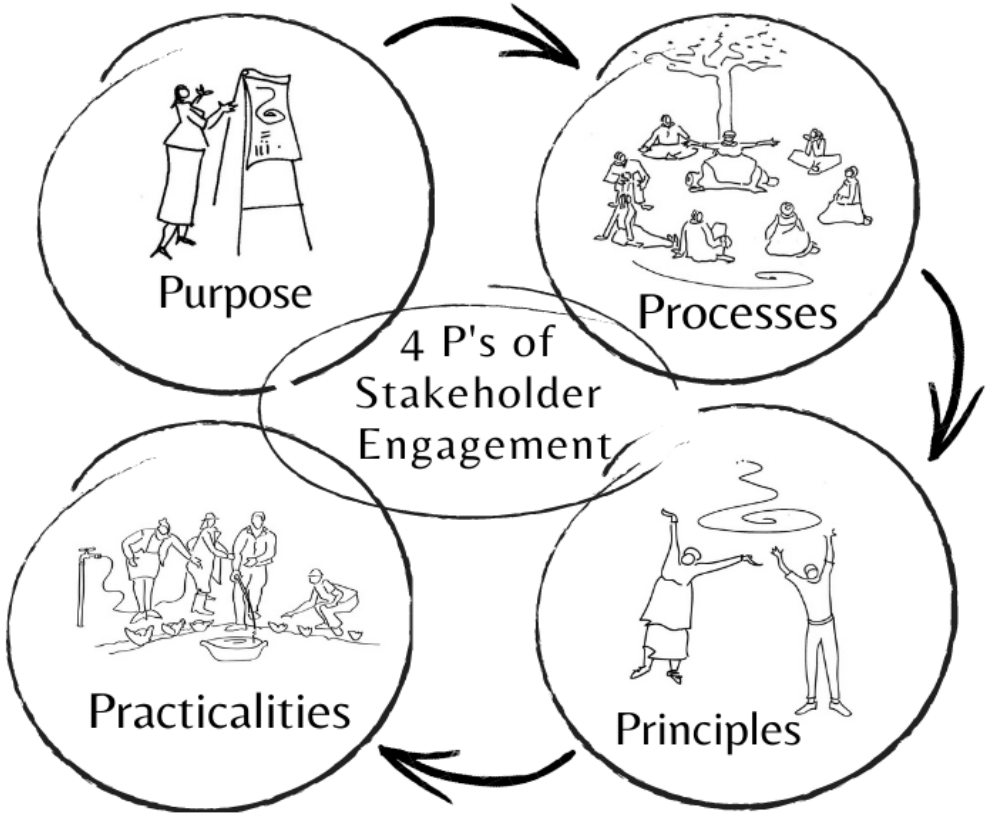
Source: Luke Metelerkamp, 2019

Plenary activity

- Using your current knowledge, experiences and resources, think about your work and develop a stakeholder map that outlines all the relevant people that are involved directly or indirectly to your work or practice. This map is a tool to assist you paint a more connected picture of who you work with or should be working with.
- A stakeholder map shouldn't be portrayed as an organogram which may easily indicate the lines of accountability or establish a sense of hierarchy. This map will be then be used to do power mapping to understand influence, and the strength of these connections or networks to each other
- Use https://jamboard.google.com/:
  - Pose framing question
  - Question 1: Who is involved?
  - Question 2: How are they linked?
  - Question 3: How influential are they?
  - Questions 4: Reflective discussion
- Example: https://jamboard.google.com/d/1zVFH9oD34PjFf8Wnx361rjGfFhZQqsvM5Vu63P4s2Ek/edit?usp=sharing
- Context: https://youtu.be/nb3rpjnBYDA

Realising meaningful participation

- Why do we do stakeholder engagement work? Sometimes we work with community members, scientists, managers, developers or government in a process that engages stakeholders and we need to support that process; and sometimes stakeholder engagement is part of a deeper learning process that we could be facilitating



The four Ps of stakeholder engagement: Purpose, Processes, Principles and Practicalities.

SOURCE: Weaver et al (2020): "Introductory Course: Facilitating Social Learning and Stakeholder Engagement in Natural Resource Management Contexts" https://course.greenskills.co.za/courses/training-of-trainers-tsitsa/

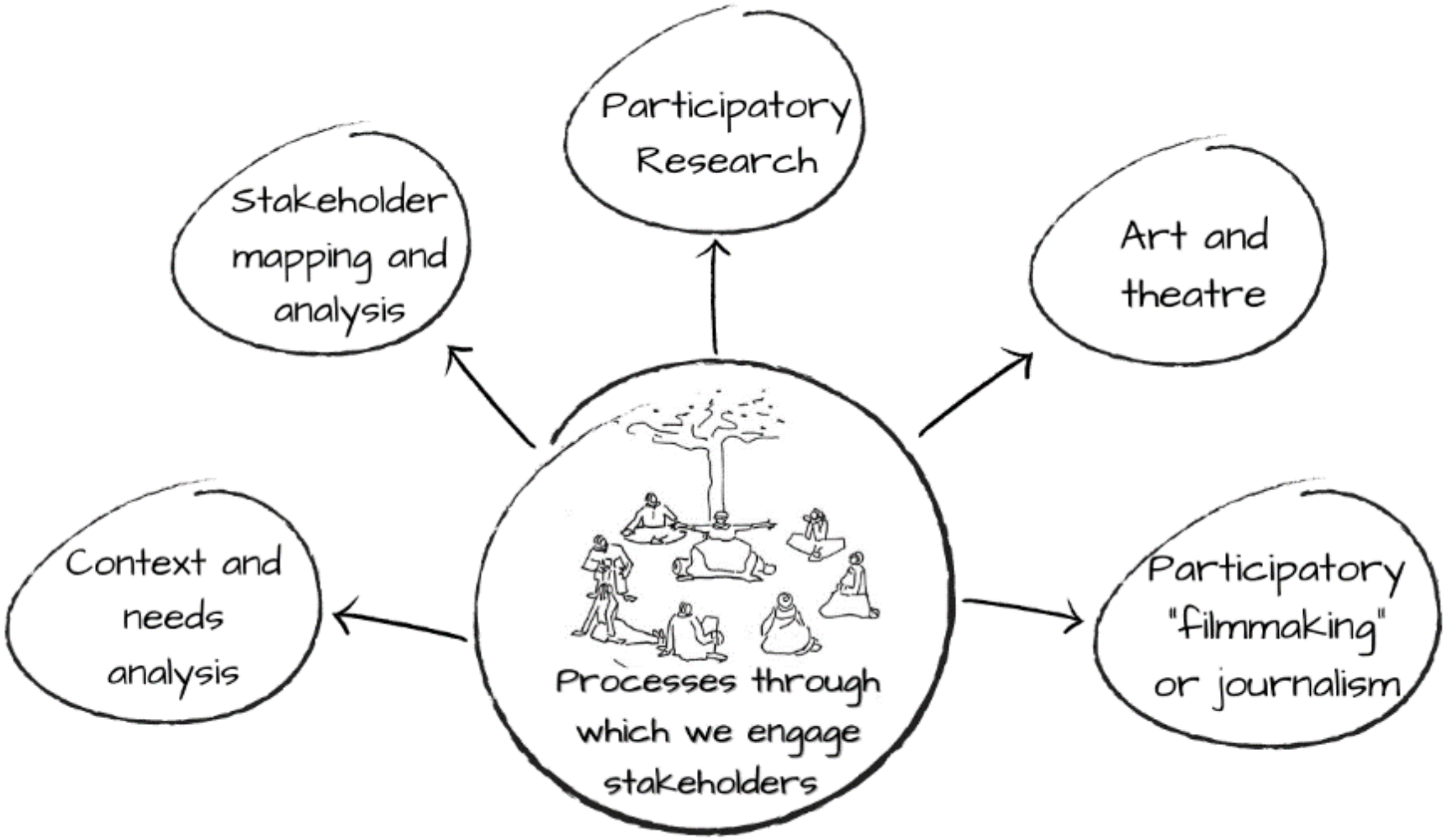
Purpose

- The purpose is about the goals you have in mind. Why do you want to work with these people? What motivates you or your organisation to engage stakeholders in water in this particular instance?

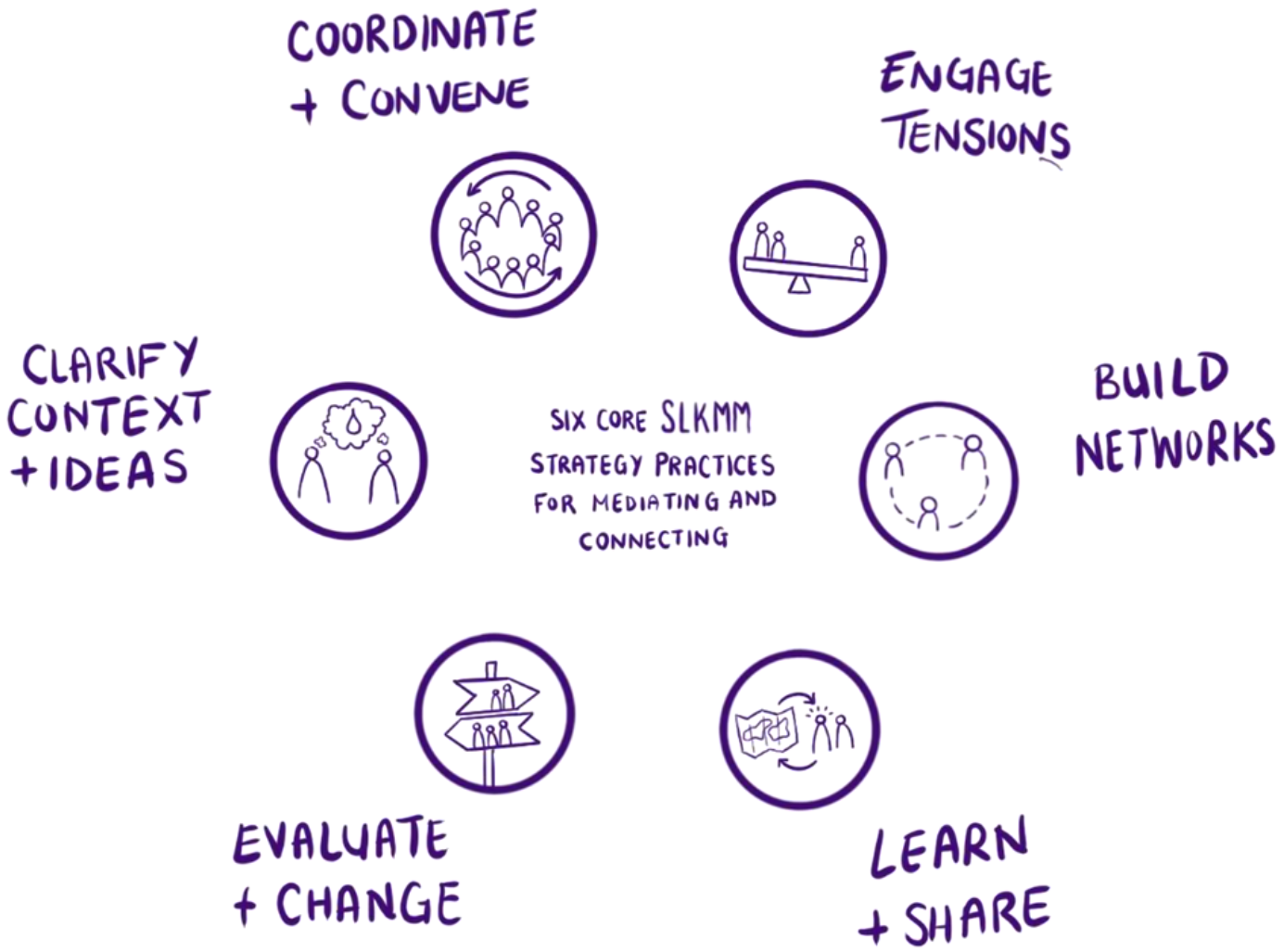
A. Information generation, learning and knowledge co-production
B. Decision-making for collaborative management and governance
C. Communication and consultation for legislative or policy reasons
D. Activism, social justice, equitable participation and advocacy

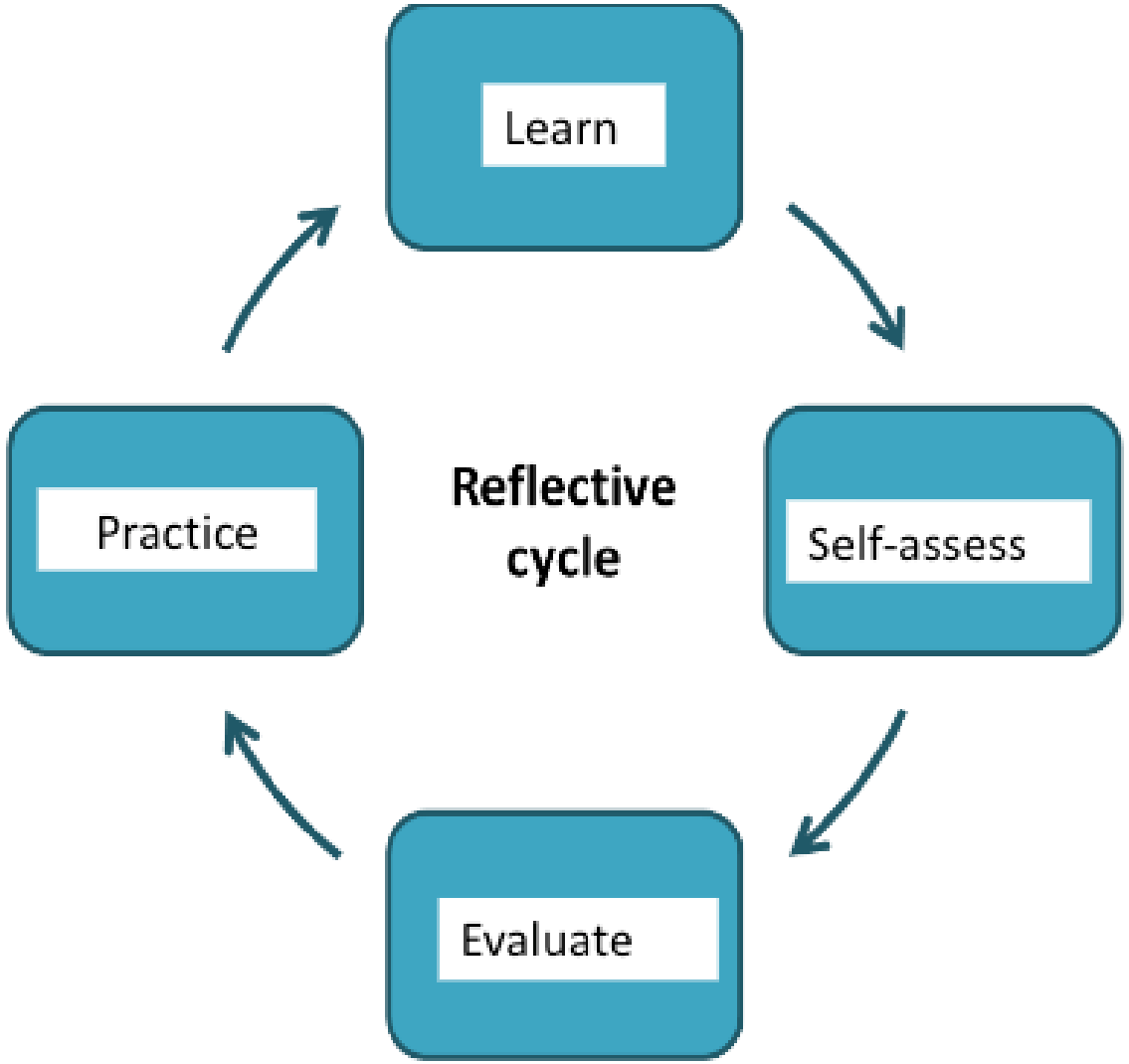
Processes

- How do we do stakeholder engagement? What kinds of PROCESSES can we design and facilitate to bring water stakeholders together for various purposes?


Participatory Research
Stakeholder mapping and analysis
Art and theatre
Context and needs analysis
Participatory "filmmaking" or journalism
Processes through which we engage stakeholders

Six Social Learning Knowledge Management Mediation practices



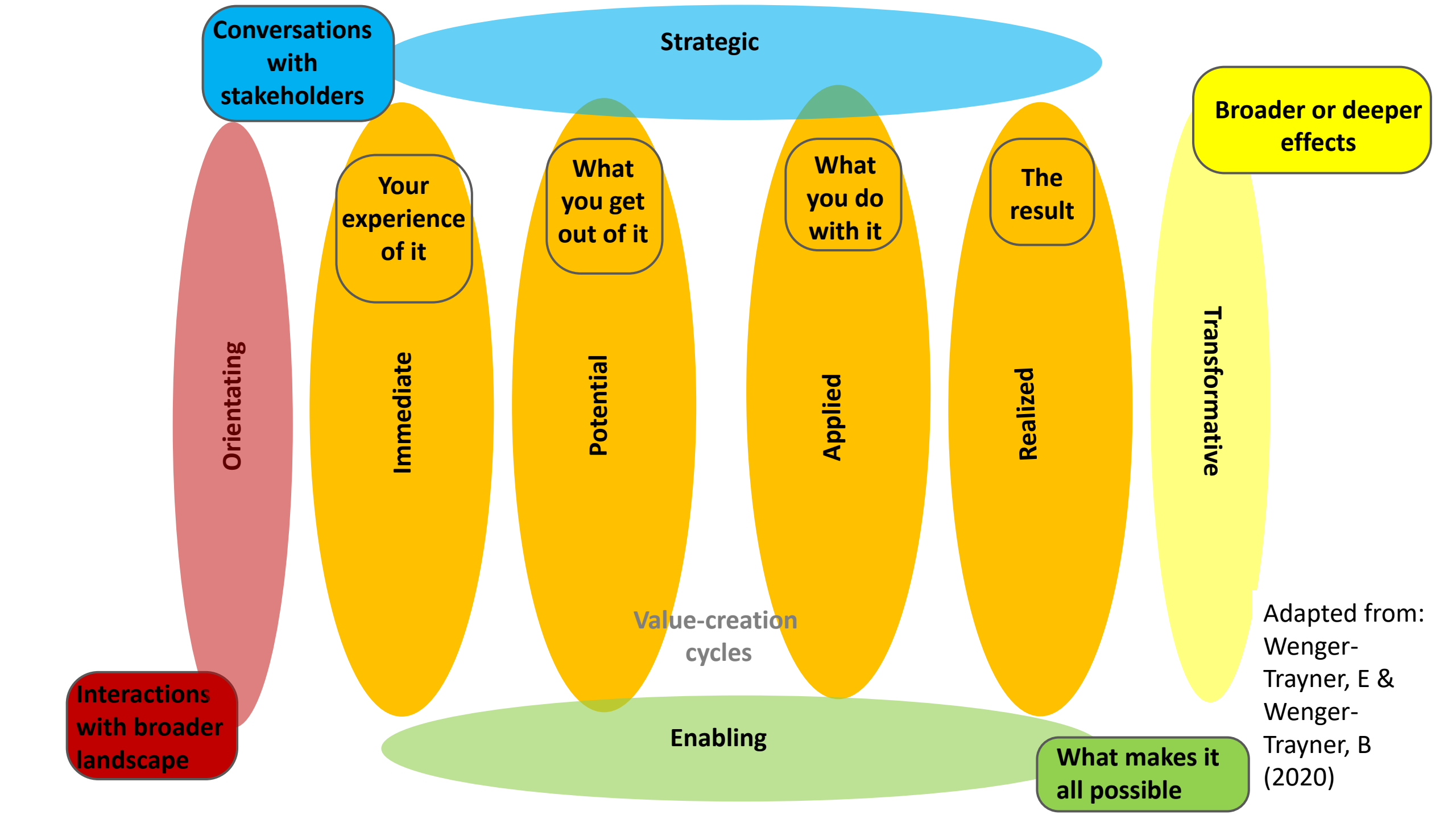

Learn
Self-assess
Evaluate
Practice
Reflective cycle

Principles

- Regardless of the process we undertake when we engage stakeholders, there are some key principles of stakeholder engagement that we should take into account.
- Principles of ethical stakeholder engagement often include (you may want to add others): Respect, Reciprocity, Transparency and Reflexivity.
- As part of learning by deliberation, these can be co-develop within your work to reflect the nature of your work, the level of professionalism and consideration of ethics and sensitivities. With principles come frameworks often developed to suite a particular practice. These in a way contribute to how you go about doing your work.

Practicalities

- Considering the practicalities of stakeholder engagement is a key role of the facilitator, and includes consideration of things such as:
  - Understanding your role and the purpose of the engagement;
  - Getting to know the context and participants; anticipating and responding to group dynamics;
  - managing the physical set-up;
  - allowing people to trust you, each other, and the process;
  - enabling everyone's participation;
  - designing activities that are fit for purpose;
  - Keeping up the energy levels;
  - and providing a satisfying closing of the process.



Adapted from: Wenger-Trayner, E & Wenger-Trayner, B (2020)

Plenary activity: Evaluate

- What was a recent activity undertaken to address the water challenge?
- What was your experience of engaging in this way?
- What did you get out of it? What could I/they get out of it?
- How did you apply it? How could I/they apply it?
- What was the result? What could the result be?

https://www.wenger-trayner.com/resources-overview/

https://www.researchgate.net/publication/220040553_Promoting_and_Assessing_Value_Creation_in_Communities_and_Networks_A_Conceptual_Framework

Developing a stakeholder plan for project development

- A stakeholder plan is a basic tool to catalyse and organise stakeholder engagement and assure that it takes place in line with the purpose and requirements of a funder policies
- Methods of engagement Eg:
  - One-on-one engagements (meetings and teleconferencing)
  - Smaller focus group discussions
  - Stakeholder workshops
  - Project Inception
  - Conference/Community of practice platforms

- Stakeholder engagement supported and enabled through institutional arrangements established for project oversight and governance e.g. Project Steering Committee
- Stakeholder Analysis and summary of organisations and their roles in water project at national, provincial and local level
- Stakeholder database

- It is necessary to determine who the stakeholders are and understand their needs and expectations for engagement, and their priorities and objectives in relation to the Project. This information is then used to tailor engagement to each type of stakeholder.
- As part of this process it is particularly important to identify individuals and groups who may find it more difficult to participate and those who may be differentially or disproportionately affected by the project because of their marginalised or vulnerable status.
- It is also important to understand how each stakeholder may be affected – or perceives they may be affected – so that engagement can be tailored to inform them and understand their views and concerns in an appropriate manner.

Your change project

- What is the issue that you want to address?
- Identify the stakeholders that will be involved in the project
- Why do you want to work with these people? What motivates you or your organisation to engage stakeholders in water in this particular instance?
- What kinds of PROCESSES can we design and facilitate to bring stakeholders together for various purposes?
- How will you integrate principles of Respect, Reciprocity, Transparency and Reflexivity?
- Any key practicalities of stakeholder engagement that you need to consider?
- How will you evaluate stakeholder engagement?

Going Beyond Corporate Social Responsibility

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Thank you!