

STAKEHOLDER ENGAGEMENT

PIPPA HEYLINGS

GLOBAL FACILITATOR FOR NEA TRIALOGUES - UNDP

Stakeholder Engagement

National Ecosystem Assessment Initiative Global Workshop

26 October 2022



SUPPORTED BY



SwedBio
A programme at Stockholm Resilience Centre

What will be looking at?

- Role-Play on Stakeholder Engagement
 - Our Inner Condition: Stakeholder Management or Stakeholder Engagement?
 - Who are Stakeholders and what is their 'stake'?
 - Group-Work: finding stakeholders' motivation to engage.
 - Purpose and Levels of Stakeholder Engagement
 - Ways of reaching agreement and expressing consensus
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Role Play for Stakeholder Engagement

Mme Jocelyn runs a small shop with her brother, Jason, selling stationery (paper, pens, books, envelopes). Their father started the shop twenty years ago and has recently died. There are opportunities for expansion of their business because the shop next door is up for sale. Jason has done a marketing survey and found that there is demand for other items, such as phones, as well as for photocopying and printing documents. He sees this as the opportunity they need to grow the business. If they take out a loan, he has worked out that it will take just a few years to pay it back.



However, Jocelyn does not want to take out a loan and does not want to talk about it with her brother. Jason has asked you to help him find a way forward with Jocelyn.

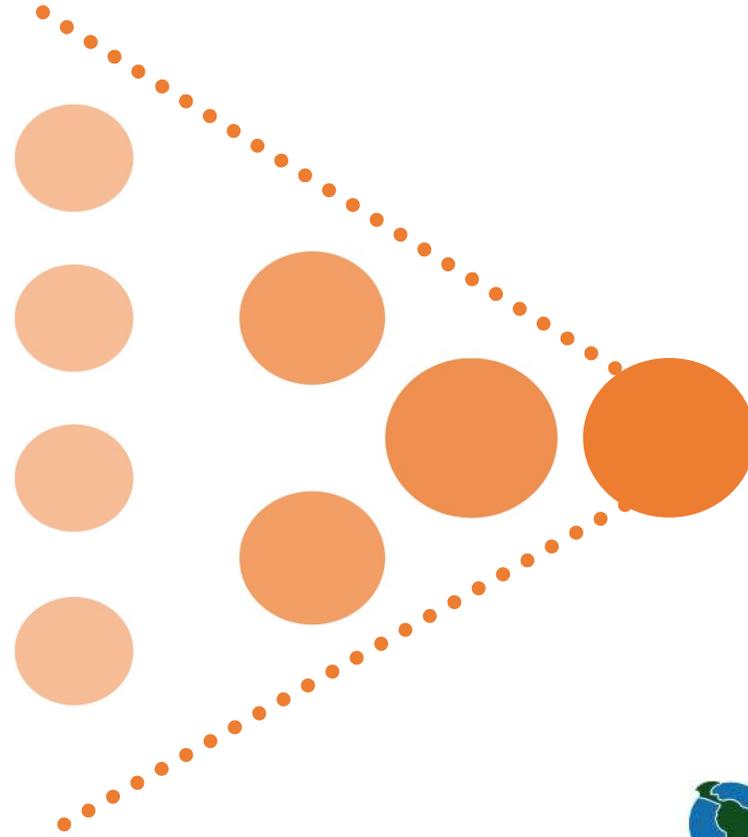
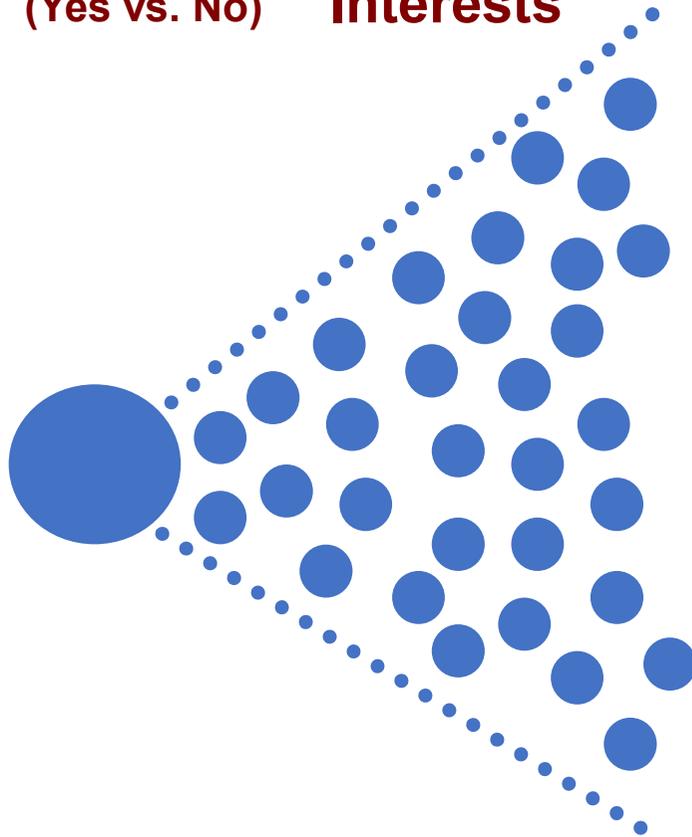
From OPPOSITION to AGREEMENT

Positions
(Yes vs. No)

**Needs and
Interests**

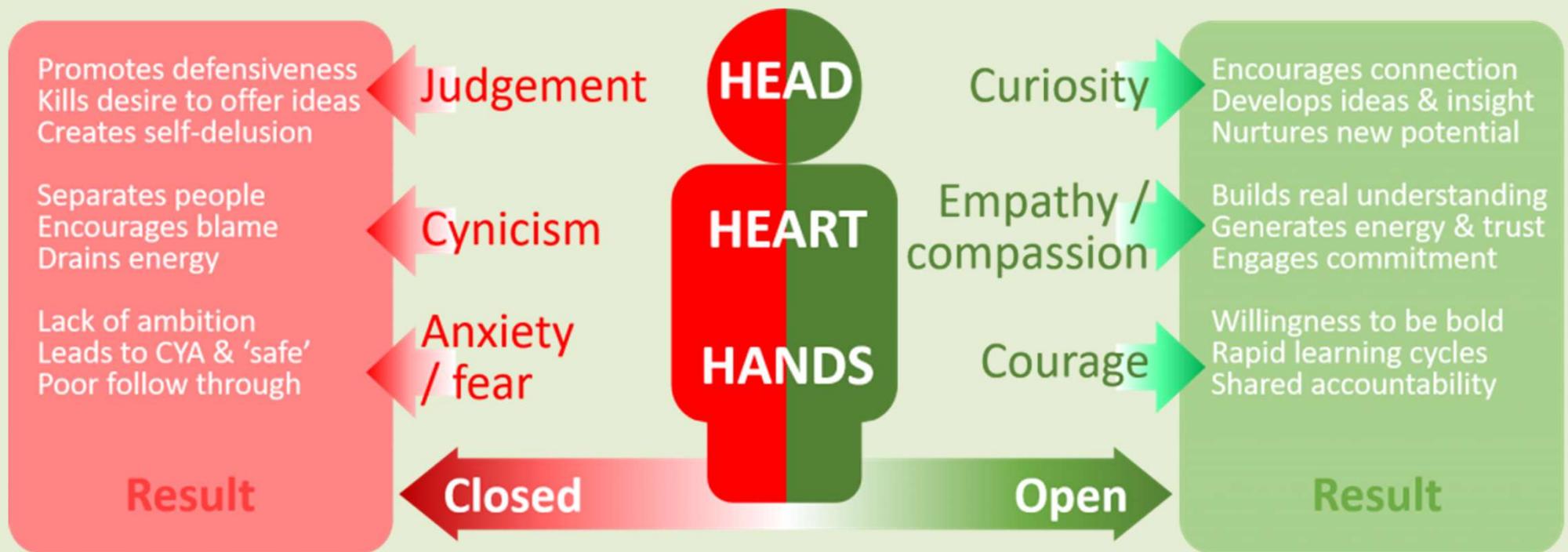
Options

Agreement



How open are we really to stakeholder engagement?

Deeper stakeholder engagement often depends on the “inner condition” of our team



Are you actually considering:

Stakeholder Management

or

Stakeholder Engagement?

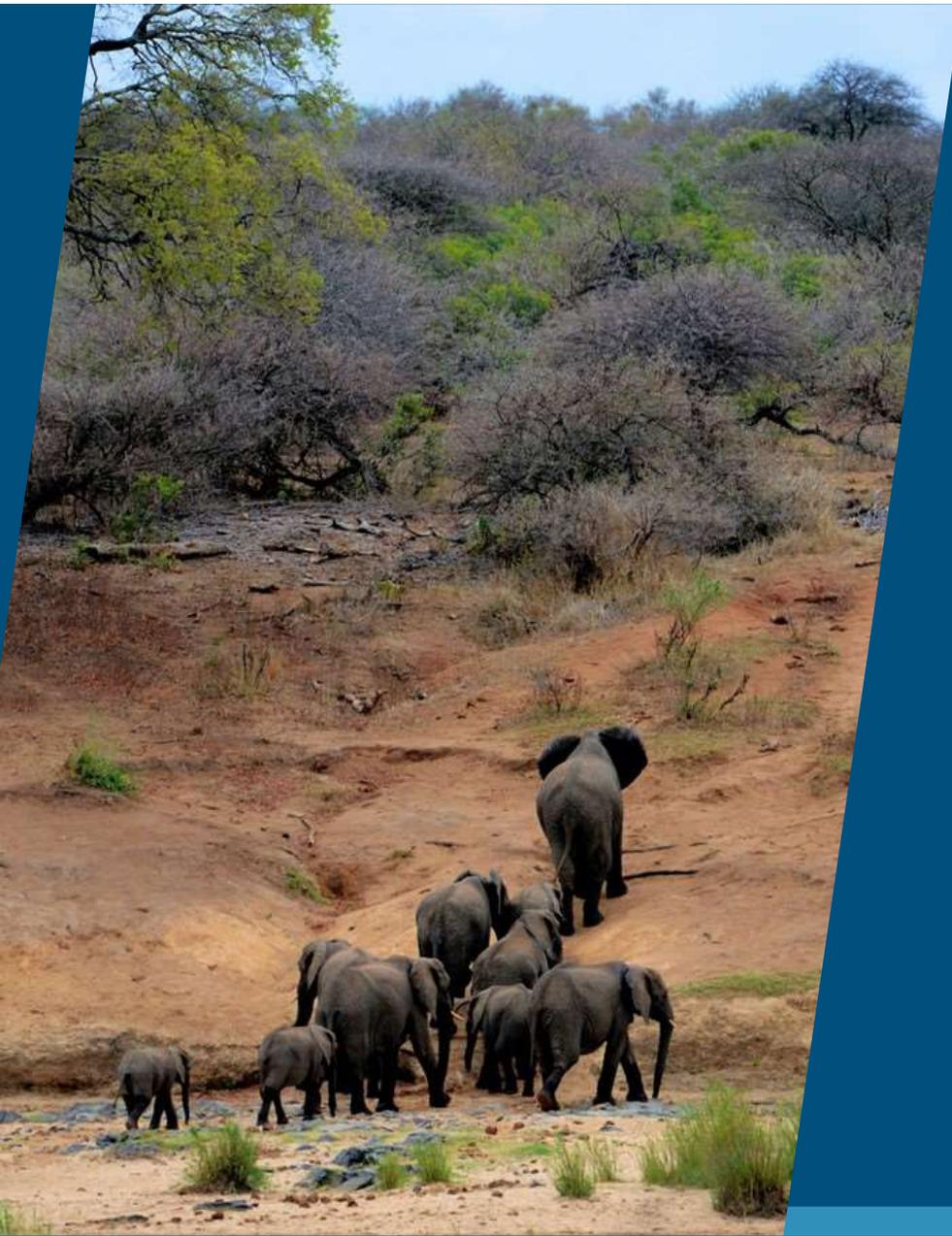
Figure 1: Differentiating Crisis Management, Stakeholder Management and Stakeholder Engagement

Crisis Management	Stakeholders Management	Stakeholders Engagement
Reactive	Proactive	Interactive
Vulnerable	Anticipate	Encourage
Episodic	Regular	Inclusive
Hostile	Defensive	Prepared to change



Who are Stakeholders?

Individuals or organizations with an interest or concern in something **who can affect a decision and/or are affected by decisions made about it**



Group Work

What is their 'STAKE' and motivation to engage?

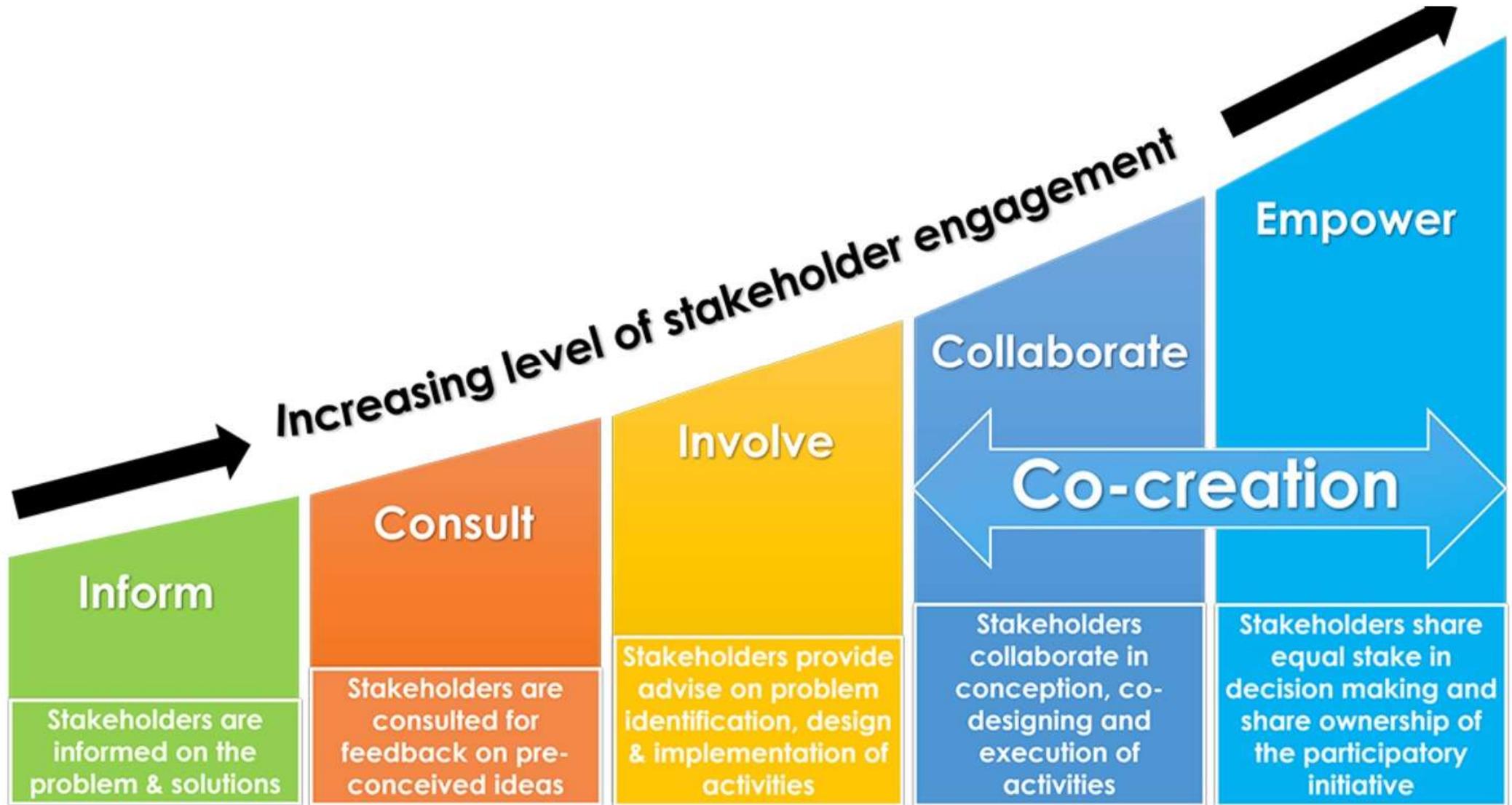
In your groups, write a short letter of invitation to participate in the NEA process to one of the following:

- Chair of Agroindustry Business Network;
- Minister for Planning and Economic Development;
- President, National Association of Women's Organizations.

The letter should:

- be no more than 2 paragraphs;
 - use language that speaks to them;
 - Motivate them to participate or send someone relevant.
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Clarify Purpose and Levels of Stakeholder Engagement

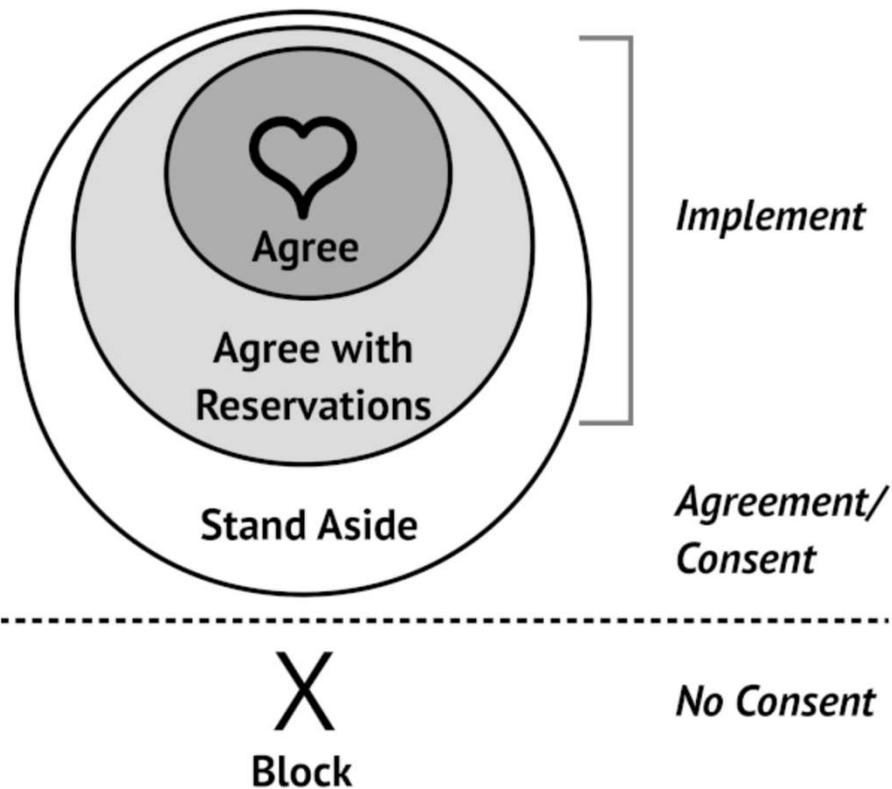


What are expectations of stakeholders for each level of engagement?

[Guide to Trialogues](https://bes-net.shorthandstories.com/trialogue-in-national-ecosystem-assessments/index.html)

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Reaching Agreement. Finding Consensus



"I fully support the proposal and am willing to be part of implementing it."

"I agree with the principle but have some problems with the proposal, but I'll go along with it. I can live with it."

"I can't support this proposal because... but I don't want to stop the process, so go ahead without me"

"I disagree with the core of the proposal because has not been resolved. We need to look for a new proposal."