

Multi- Stakeholder Action for Reform

Asian Development Bank Headquarters
Manila, Philippines
September 30 – October 3, 2014

This learning program is about development and change. We know that development cannot occur without change. And change initiatives can fail or fall short of its goals, unless the people whose lives will be affected by change, are an integral part of the process.

How can institutions that support change initiatives in the developing world take pragmatic steps to implement stakeholder engagement within a compressed time frame for project design? How can multi-stakeholder groups become allies and advocates for reform rather than uninvolved fence-sitters or disgruntled opponents?

This course offers operational staff, time-tested concepts, tools, and approaches that have been used in developing countries across the world, and applied in various sectors. Its effectiveness lies primarily in its application and adaptation to suit specific contexts and real world conditions.

LEARNING OBJECTIVES

The overall learning objective is to enhance participants' skills in navigating the reform process by mobilizing multi-stakeholder groups and engaging them in the task of creating pro-reform coalitions. Recognizing that reforms fail when stakeholder interests are not adequately satisfied and differences in beliefs, attitudes and mindsets are not addressed, the course is designed to help participants recognize political economy issues, differentiate technical from adaptive challenges, and use sound negotiation techniques that utilize the different perspectives of stakeholders to reach a durable agreement. Specific learning objectives include:

1. Differentiate technical from adaptive challenges.
2. Identify constraints to collective action that impede reform implementation.
3. Utilize stakeholder perceptions of reform, underlying interests, and motivational levers to enable stakeholders to value collective action over personal gain alone.
4. Describe stakeholder power and influence to either promote reform or derail progress.
5. Develop a communication and multi-stakeholder engagement strategy.
6. Evaluate communication and change interventions.

COURSE AGENDA

OPENING SESSION - Sept. 30, Tuesday afternoon

4:00 - 5:00

Welcome – Ramesh Subramaniam, Deputy Director General, Southeast Asia Department

Introductions - Gallery Walk

Course Overview

Learning Objectives

Group Norms

DAY ONE (October 1)

MORNING SESSIONS

9:00 – 10:15 Why Engage Stakeholders?

What does effective multi-stakeholder engagement look like? Engagement is key to any successful change intervention. Many examples exist but do we always aim for context and sector-specific approaches?

Group work: Teams will share examples of current practice in stakeholder engagement based on their own projects or others they know about.

10:15 - 10:30 *Coffee Break*

10:30 – 12:00 How a ‘Governance Lens’ Can Enhance Project Design and Implementation

Governance challenges surface in development programs worldwide, regardless of sector or country. According to DfID, “good governance is not just about government.. it is about how citizens, leaders and public institutions respond to each other in order to make change happen.” Critical to the success of any reform is the combined energies and single-minded commitment of the state, the institutions that provide services, and citizens -- to pursue the public good.

Group Work: Identifying Priority Challenges

Group Work: Case Scenarios - Bulgaria Tax Reform Orissa, India Public Enterprise Reform
Wenling City, China Infrastructure Reform

12:00 - 1:00 LUNCH BREAK

AFTERNOON SESSIONS

1:00 – 3:00 Introduction to Strategic Communication

Communication for development programs that fail to focus on behavior change as its ultimate goal achieve sub-optimal results. Influencing knowledge and attitudes in ways that make adoption of new behaviors feasible is the new benchmark.

Development objectives cannot be achieved unless people are willing, and able, to learn new information, change long-standing attitudes, and adopt new practices. In the age of 'information overload' communication needs to be targeted, strategic and more focused on helping people change, not only what they believe in, but more importantly, what they do.

Group Work: Different Perspectives on Reform

Lecture: Concepts

Tool: Five Communication Management Decisions

3:00 - 3:15 Coffee Break

3:15 – 4:15 The Rules of the Game

Reforms often get 'stuck' because stakeholder interests and the 'rules of the game' prevent collective action needed for reforms to move forward. How can reformers recognize the patterns that constrain collective action?

A short video animation tells the story of three tenants in an apartment building, and what they had to do to fix their broken elevator.

Plenary Discussion

Application: Identifying constraints to collective action in the Sarangaya case.

4:15-4:30 Recap for the day

DAY TWO (October 2)

MORNING SESSIONS

8:30 – 10:15 When Wills Collide : Introduction to Conflict Management

All negotiations involve an exchange of views about what is important for each of the parties. Too often, we believe we are in control of the trade-offs and that the outcomes we settle on, are rational and efficient.

Exercise: Blue and White

10:15-10:30 Coffee Break

10:30 – 11:30 Building the Arena for a Durable Agreement

Negotiations are effective when the parties reach a durable agreement and perform their part of the bargain. How can we prepare for effective negotiations? Where do we start? How do we close the negotiation?

Lecture

Fishbowl Exercise: The Bali Table

Tool: The Circle Model of Negotiation.

11:30 – 12:30 Stakeholder Analysis

There are several ways to conduct a stakeholder analysis. This tool goes beyond recognizing stakeholder positions on reform, to understanding power relationships and how this influences stakeholder behavior.

Lecture

Tools – Stakeholder mapping, Power-Interest Matrix, Targeting Strategies

Application: Stakeholder Analysis for the Sarangaya case.

LUNCH BREAK

AFTERNOON SESSIONS

1:30 – 4:30

Conflict Management sessions (3 parts)

Mastery resides in practice. This is your opportunity to participate in a 'live' negotiation.

Part One: Preparing by roles

Tool: The DRIVS Model. (Discovering the hidden interests of stakeholders).

Part Two: the Cocktail Hour conducted in 3 universes (in 3 separate rooms)

Tool: Practice using the DRIVS MODEL and interact with multiple stakeholders.

Part Three: the formal dialogue conducted in 3 universes (in 3 separate rooms, videotaped)

A debrief in each of the universes will be held at the end of the formal dialogue.

Tools: Negotiation Observation Tool, Personal Power Scan

Note: Within each universe, participants fill out the Personal Power Scan from the perspective of the specific role they are playing in the negotiation.

HOMEWORK: Each universe will designate a small team to edit video clips to use in the plenary presentation next day.

DAY THREE (October 3)

MORNING SESSIONS

9:00 – 10:30 Reporting by Universe; Q & A

10:30 – 10:45 *Coffee Break*

10:45 – 12:00 The Five Communication Management Decisions tool applied to the Sarangaya case.

Group Work

LUNCH BREAK

1:00 –2:00 Group Work completed followed by Group Reporting and Discussion

2:00-2:45 Recap of Workshop Content

APPLICATION: What can we do differently in project design and supervision of implementation?

2:45 – 3:00 *Coffee Break*

3:00-3:45 Written individual evaluation followed by plenary discussion with ADB Panel (Ramesh Subramaniam, Deputy Director General, Southeast Asia Department and Bruno Carrasco, Director Public Management, Financial Sector and Trade Division, South Asia Department).

3:45-4:00 Closing Session