

▶ Stakeholder Engagement in Public-Private Partnerships



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SKILLS FOR BETTER CROSS-SECTOR COOPERATION IN PPPs

Enhance and strengthen the implementation of PPP infrastructure projects in the SADC region with well prepared Stakeholder Engagement.

WHY **STAKEHOLDER ENGAGEMENT** IN PPPs?

Since the onset of the financial crisis in 2007, African infrastructure development is facing a major challenge in leveraging private sector and foreign direct investment. This is particularly true for ill-prepared projects, which create, for private sector funders and sponsors the perception that they are exposing themselves to increased risks.

Private and public co-operation holds great potential for sustainable development. In the last decade, various PPP projects have been successfully implemented in various Southern African countries. Well-prepared projects, access to greater private sector operational efficiency, finance, and open procurement processes have enabled these projects to succeed.

Stakeholder Engagement aimed at result-oriented dialogue and building long-term relationships with various stakeholders from various sectors is becoming an accepted standard. The ability to think together effectively is a vital building block for a successful project implementation process.

LEVELS OF IMPLEMENTATION IN PPPs

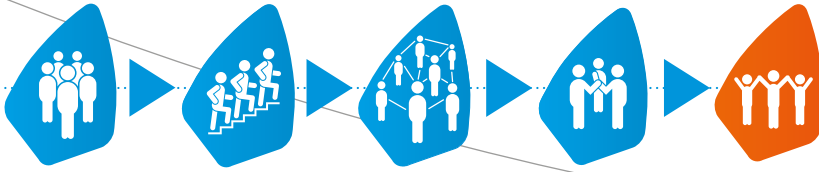
- ▶ **Policy development for PPPs** to create an enabling environment and to enhance the development of institutional frameworks
- ▶ **PPP Project development** – to increase the quality of projects moving from idea to implementation
- ▶ **PPP Project implementation** – to increase the efficiency and quality of implementation

THE TOP 3 BENEFITS OF **STAKEHOLDER ENGAGEMENT** IN PPPs

- ▶ Reliable Stakeholder Engagement is the missing link in the quality of infrastructure development
- ▶ High quality Stakeholder Engagement has a positive impact on the financial viability of projects (ROI is high, monetary value calculated)
- ▶ Governments, companies, municipalities, etc. can improve their governance and their fiscal performance by using a proven Stakeholder Engagement methodology

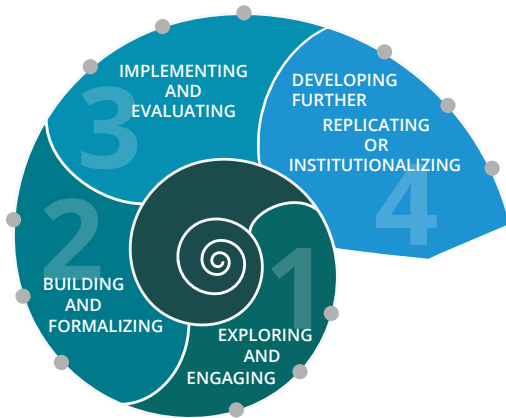
WHAT CHANGES WITH THE USE OF **STAKEHOLDER ENGAGEMENT** IN PPPs?

- ▶ Stakeholder Engagement uses the potential of collaboration to transform seemingly insurmountable differences and deadlocks into win-win situations.
- ▶ Stakeholder Engagement creates a framework for action that guides actors in implementation
- ▶ All stakeholders speak the “same language”, develop ownership for the PPP project
- ▶ Stakeholder Engagement offers a reference frame for a joint understanding of the importance of high quality engagement for successful project development and implementation
- ▶ Successful Stakeholder Engagement in one project makes the application of stakeholder engagement scalable to other projects



STAKEHOLDER ENGAGEMENT METHODOLOGY

AN INNOVATIVE METHODOLOGY:
THE **DIALOGIC CHANGE** MODEL



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Stakeholder Dialogues are based on the **Dialogic Change Model** (picture above), developed by the Collective Leadership Institute and proven over time.

It is based on the experience of successfully implemented Stakeholder Engagement.

The four phases guide you through complex processes with practical tools and help you to design more successful cooperation with stakeholders.



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Building Competence for Sustainability

HOW DOES **DIALOGIC CHANGE** IN PPPs WORK?

- 1** Creating resonance and mobilising positive feedback for investing into a PPP project development among crucial public sector players
- 2** Detailed stakeholder analysis, best practice review, gap analysis, pre-feasibility studies, understanding what is important for people affected, understanding differences in interest, conflicts, stakeholder relations management
- 3** Creating a committed core group of drivers that needs to work together for project development
- 4** Joint diagnosis of situation and joint future planning, identification of issues to be addressed, development of work-flows, action plans, etc.
- 5** Larger stakeholder workshop/forum meeting to obtain perspectives and input by a larger set of stakeholders
- 6** Consolidation of plans, setting up of working groups/task forces, time planning, milestones, allocation of responsibilities
- 7** Agreement on internal and external communication structure, ensuring communication flows
- 8** Harvest „low hanging fruits“, jointly review and report on progress, monitor milestones, publish results
- 9** Review M&E structures, establish feedback structure by important stakeholders
- 10** Build a core group for project implementation, consolidate learnings for replication of pilots
- 11** Set up steering committee, sounding board, and necessary governance structures that support long-term sustainability
- 12** Jointly find ways how to continuously integrate new developments and perspectives to scale up the impact of the PPP project

To learn more about dialogic change and how to make Stakeholder Engagement work, visit the online learning space and community:



www.StakeholderDialogues.net

WWW.COLLECTIVELEADERSHIP.COM