

3. STAKEHOLDER ENGAGEMENT

Module 3A : Introducing Stakeholder Engagement

LEARNING OUTCOME:

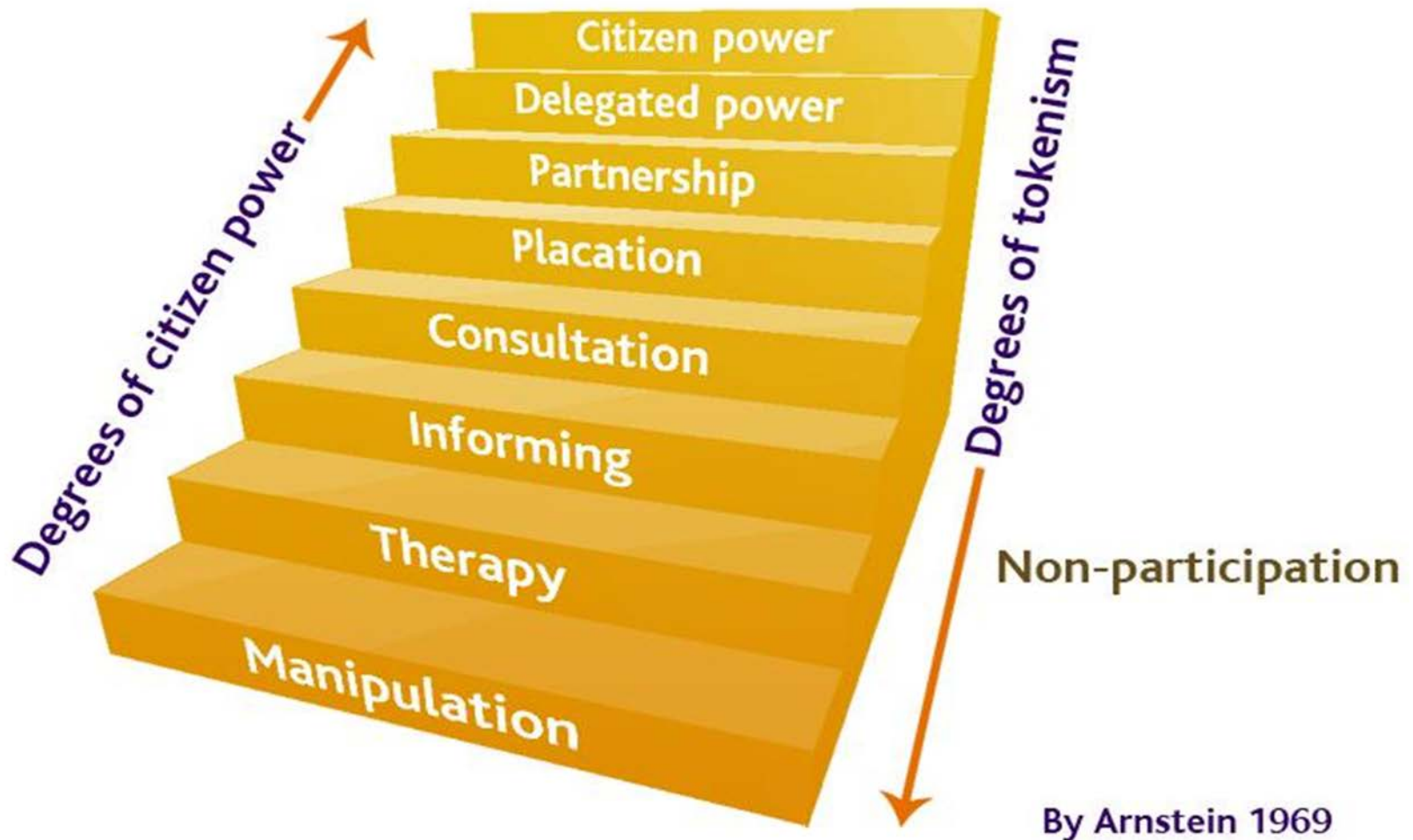
Participants are exposed to international benchmarks around stakeholder engagement

Participants have begun revisiting their own notions and understanding of participation, as they think about stakeholder engagement in their respective municipalities

UNDP's nine characteristics of good governance:

- 1. Participation**
- 2. Rule of law**
- 3. Transparency**
- 4. Responsiveness**
- 5. Consensus orientation**
- 6. Equity**
- 7. Effectiveness and efficiency**
- 8. Accountability**
- 9. Strategic (and shared) vision**

Introducing the LADDER OF PARTICIPATION



Where are our municipalities located in this continuum?

Indicators

1. Percentage of local people who are aware of our IDP/TDS
2. Local “ownership” of our IDP/TDS
3. Expression of different views
4. Level of open disagreements
5. Ability to list main stakeholders in your IDP/TDS
6. Number and relevance of activities in which local actors play an active role
7. Percentage of local people who derive benefits from initiative
8. Ability to manage conflicts

Warning flags

1. Local people/ stakeholders are generally not aware of IDP/TDS
2. Locals talk of initiative as “your IDP/TDS”
3. Poor attendance and participation in meetings, etc.
4. No/ limited disagreements
5. Unaware of key stakeholders
6. The initiative is run mainly by non-locals (!!!)
7. Many groups receive no benefits or are actually worse off
8. Emergence of new conflicts as a result of TDS!!!

3. STAKEHOLDER ENGAGEMENT

Module 3B : Sharing Participatory Processes to Date

LEARNING OUTCOME:

Participants from the various municipalities share their participatory processes including challenges, successes, failures

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Module 3B: Sharing Participatory Processes to Date

EXERCISE:

Each town planner / rep to give a short input on how each municipality engages their key stakeholders in their strategic planning process

To think about:

- How the process was done
- What worked very well – positive outcomes
- What has not worked so well – negative outcomes



3B : Sharing Participatory Processes to Date

How are stakeholders are engaged in our strategic planning processes? / how we plan on engaging them in future?

What works really well in this process? 😊

What are your challenges / what can be improved on? 😞

Blantyre

Newcastle

Hibiscus Coast

Richmond

Module 3C : Making Stakeholder Participation Happen: An interactive session

LEARNING OUTCOME:

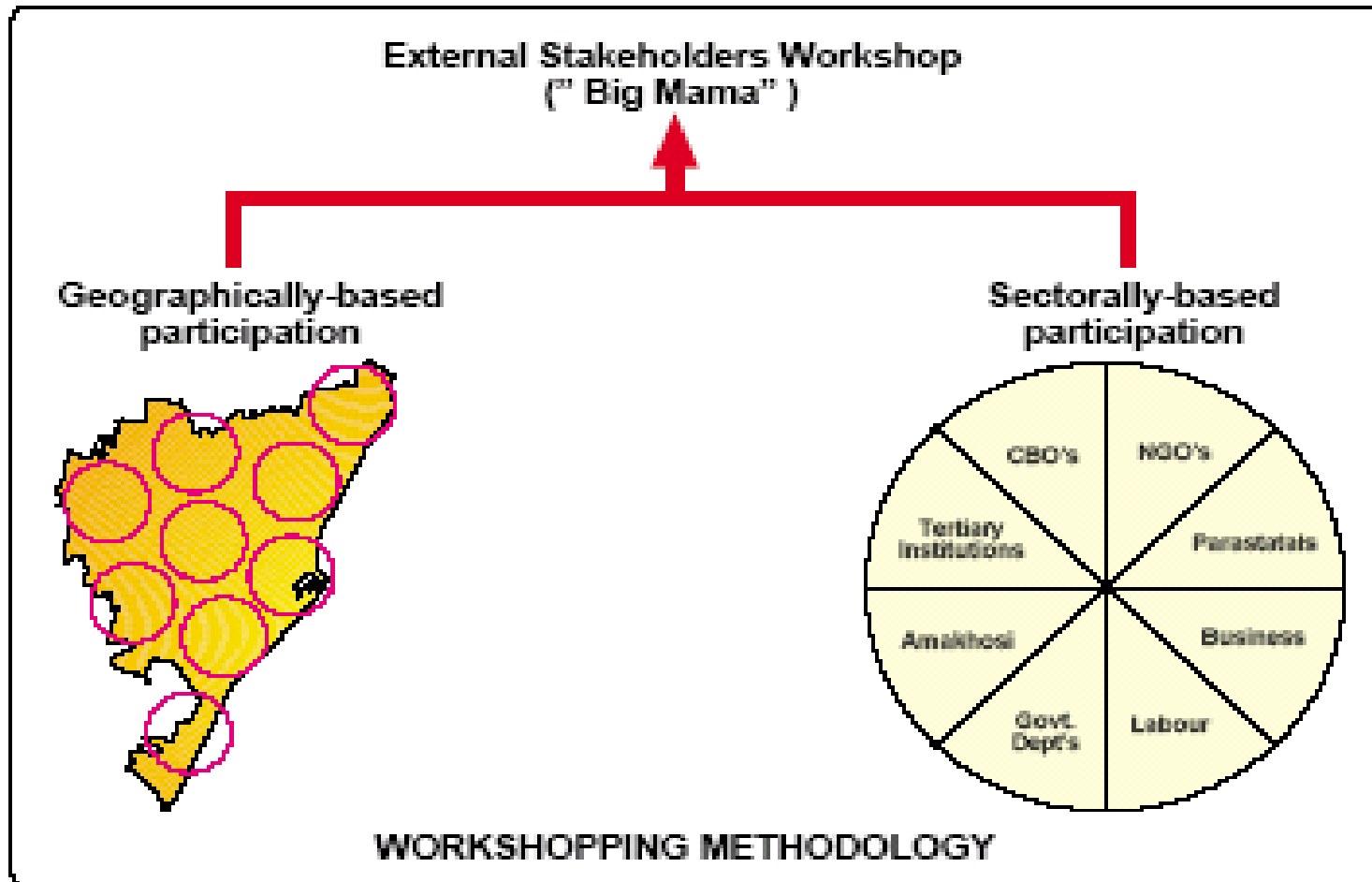
Participants are exposed to the eThekweni experience of stakeholder engagement

Using eThekweni as a reference point, participants are empowered to run their own tailor-made stakeholder workshop based on the unique needs of their municipality

WHY PARTICIPATION?

- **New definition of local government**
- **Participation fundamental to achieving our Vision**
- **Improving the quality of Service Delivery**
- **Helping to See the Bigger Picture**
- **Engendering a culture of taking responsibility**
- **Breaking down the barriers of “us and them”**

HOW PARTICIPATION?



WHEN PARTICIPATION?

- **engaging key stakeholders at critical milestones in the strategic planning process**
- **at a more critical level participation has been very erratic and event dependent**
- **during the lags between milestones, our stakeholders were not always in touch with the latest development or changes made in the strategy**
- **need for more SUSTAINED process!!!**



WHOSE PARTICIPATION?

- It is never possible to ensure that all the “right people” participate.
- Must ensure however that all the sectors interests are well represented
- Must also ensure that effective mechanisms are in place to ensure that the general public are fully aware of the process underway
- Inclusion of traditional leadership an important lesson in Durban

ON INTER-GOVERNMENTAL PARTICIPATION

- **eThekweni's greatest challenge: fostering greater inter-governmental relations**
- **need to move beyond Provincial Planning Forums**
- **explore in-depth bi-laterals**
- **involve departments from the outset!**

**Interactive session on how to design
an effective, responsive stakeholder
engagement process**