

Royaume du Maroc

Ministère délégué auprès du
Ministre de l'Énergie, des Mines,
de l'Eau et de L'Environnement,
Chargé de l'Environnement



Ministère de l'Industrie, du
Commerce, de l'Investissement
et de l'Économie Numérique



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**Sustainable Industrial Areas:
Be Part of the Climate Solution**
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Mrs. Sri Handayani Abdulah, Indonesia

How to approach people right – principles of facilitating stakeholder processes

How to approach people right – principles of facilitating stakeholder processes



Key Messages on Stakeholders Engagement

- Engaging stakeholders is not a simple task in the information rich environment as today
- Engagement cannot be forced, and the ideal is to tempt stakeholders into a relationship through providing **extra value and contributing to issues relevant to them.**
- Three different types of stakeholder relationships: the positively engaged *faith-holders*, the negatively engaged *hate holders*, and *fake holders* the unauthentic persona (Vilma Luoma-ah , 2015)

Success Factors of German Industrial Parks – Customer View



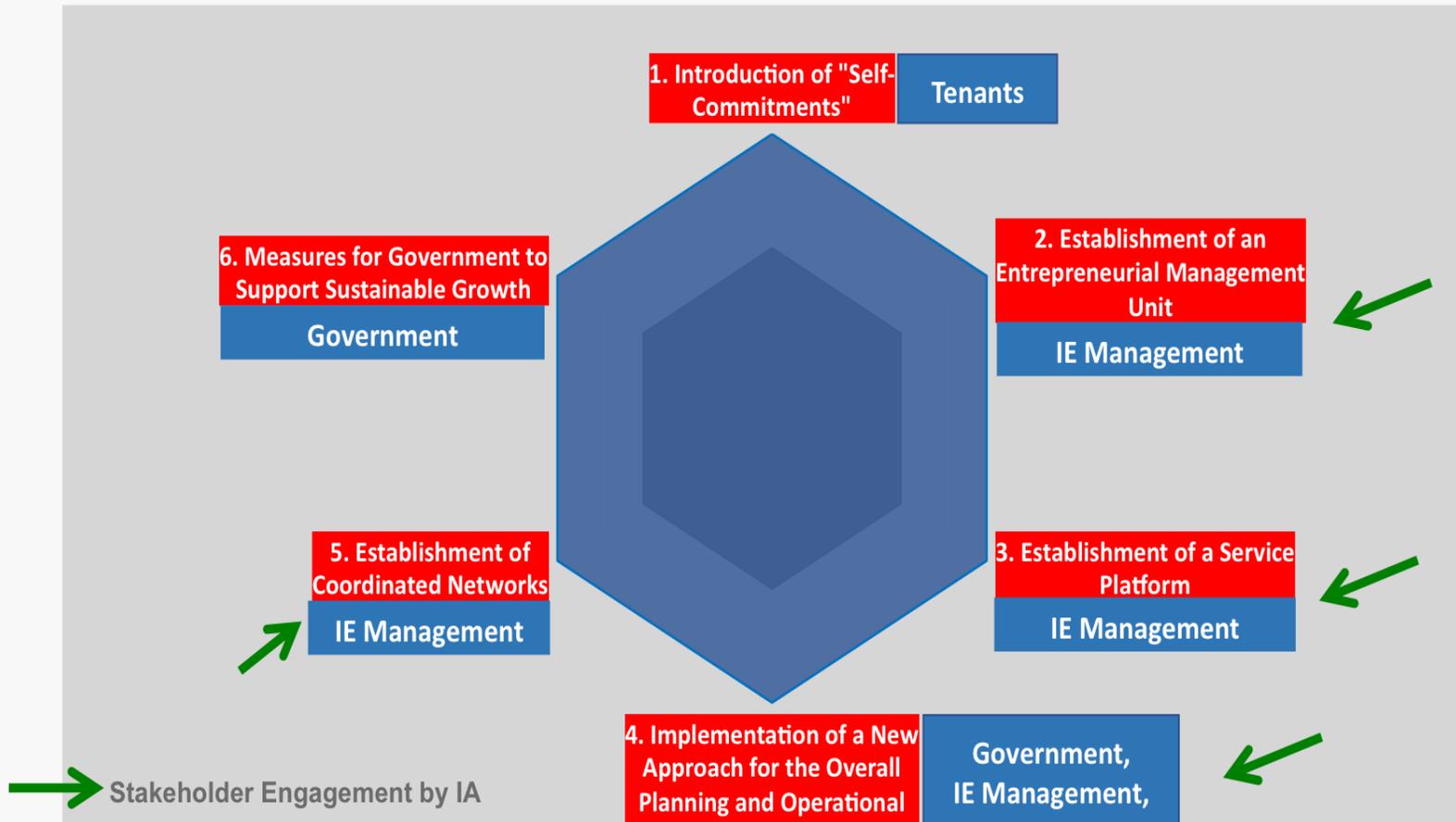
The Role of Professional Stakeholder Management in IA

- For the success of the Eco-Industrial Estate, it is necessary that stakeholders without any exception **have a good relationship** with each other and **solve common problems** together.
- To **provide awareness and common understanding** as well as the **acceptance** of responsibility.
- The Estate management is required to **change its relationship** to the companies on-site (tenants) and maintain a **partnership-based dialog**.



Role of IA Management in Stakeholder Engagement --

Roadmap for the new Eco-industrial Development



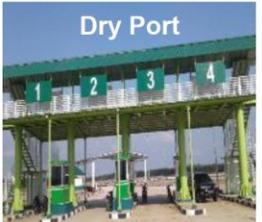
The value of engagement lies in its understanding of dialogue dynamics and enabled participation



Stakeholder Analysis

SEZ Seimangkei, Indonesia



Progress Pembangunan Infrastruktur di KEK Sei Mangkei			
No	Proyek Pembangunan	Progress Pekerjaan s.d. 22 Maret 2016	
	1. Pembangunan Tank Farm Kap. 2 x 3000 Ton (CPKO) dan 1 x 5000 Ton (CPO) (APBN-P, Kemenperin)	<ul style="list-style-type: none"> Realisasi : 100,00 % Rencana : 100,00 % 	
	2. Pembangunan Dry Port Tahap I : 2.160 TEUS (APBN-P, Kemenperin)	<ul style="list-style-type: none"> Realisasi : 100,00 % Rencana : 100,00 % 	
	3. Pembangunan Jalan Poros ROW 62 - 4,785 Km (APBN-P, Kemenperin)	<ul style="list-style-type: none"> Realisasi : 100,00 % Rencana : 100,00 % 	
	4. Pembangunan Fasilitas Jalur Kereta Api 2,95 Km (APBN-P, Kemenperin)	<ul style="list-style-type: none"> Realisasi : 98,60 % Rencana : 100,00 % 	
	5. WWTP Kap. 250 m3/jam (PTPN III)	<ul style="list-style-type: none"> Realisasi : 100,00 % Rencana : 100,00 % Tahap Commercial Test 	
	6. Pembangunan Gardu Induk PLN di KEK Sei Mangkei (PT. PLN)	<ul style="list-style-type: none"> Total Progress : 77,75 % Telah dilakukan Commercial Operation Date (COD) : 19 Feb 2016. 	
	7. Pembangunan Jalur Pipa gas dan Metering Gas di KEK Sei Mangkei (PT. Pertamina Gas)	<ul style="list-style-type: none"> Realisasi : 100,00 % Rencana : 100,00 % 	

No.	Area Peruntukan
1	Zona Industri Sawit
2	Zona Aneka Industri
3	Zona Sarana Pendukung Produksi
4	Zona Industri Karet
5	Zona Industri Elektronik
6	Zona Kawasan Komersial
7	Zona Kawasan Perkantoran
8	Zona Logistik dan Pergudangan
9	Zona Fasilitas Umum
10	Zona Perumahan
11	Zona Pariwisata
12	Zona Industri Listrik
13	Standard Factory Building
14	IRM
15	WWTP
16	WTP
17	Jalan ROW/Utilitas



Stakeholder Engagement Spectrum

	Inform	Consult	Involve	Collaborate	Empower
Stakeholder engagement goal	To provide balanced, objective, accurate and consistent information to assist stakeholders to understand the problem, alternatives, opportunities and/or solutions.	To obtain feedback from stakeholders on analysis, alternatives and/or outcomes.	To work directly with stakeholders throughout the process to ensure that their concerns and needs are consistently understood and considered.	To partner with the stakeholder including the development of alternatives, making decisions and the identification of preferred solutions.	To place final decision-making in the hands of the stakeholder.
Methods of engagement	<ul style="list-style-type: none"> • Fact sheets • Websites • Open houses • Newsletters, bulletins, circulars • Websites, external and edugate 	 <ul style="list-style-type: none"> • Public comment • Focus groups • Survey • Public meetings • Web 2.0 tools 	<ul style="list-style-type: none"> • Workshops • Deliberative polling • Web 2.0 tools • Forums 	<ul style="list-style-type: none"> • Web 2.0 tools • Reference groups • Facilitated consensus building forums for deliberation and decision-making • Experimental projects 	<ul style="list-style-type: none"> • Facilitation of direct dialogue between stakeholders and government • Local governance • Joint planning

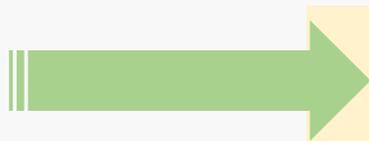
Source: Adapted from the International Association for Public Participation (IAP2) spectrum (2007). See www.iap2.org



Level of Stakeholder Engagement	Appropriate when	Not Appropriate when
Inform	<ul style="list-style-type: none"> ✓ There is no avenue for alternative forms of action (e.g. legal boundaries) ✓ You are reporting decisions or a course of action that doesn't affect others. ✓ It is used at the start of a process, with the promise of more opportunity to participate later. 	<ul style="list-style-type: none"> ✓ People want more active involvement. ✓ You are seeking to honor community interests and engage in discussion. ✓ There are alternatives available for broader stakeholder participation
Consult	<ul style="list-style-type: none"> ✓ You want to improve an existing service and need consumer feedback. ✓ You have clear plans for a project, and there appear to be a limited range of options for change. ✓ Local community interests can understand and relate to these options. ✓ You are able to use feedback to choose between or modify options. 	<ul style="list-style-type: none"> ✓ Feedback is not going to be integrated into the final decisions. ✓ You are seeking to empower community interests and engage discussion among a large range of stakeholders. ✓ There are not clear options already developed and you are seeking a range of ideas before developing options.
Involve	<ul style="list-style-type: none"> ✓ You need to tap into stakeholder skills and experience in order to carry out plans. ✓ Stakeholders have a strong desire to participate in the proposed work. 	<ul style="list-style-type: none"> ✓ You have little room for implementing broader input and participation. ✓ You don't have the resources or skills to carry out the proposal with stakeholders
Collaborate/empower	<ul style="list-style-type: none"> ✓ It is important that stakeholders 'own' the development and implementation processes. ✓ The various interests involved all get some extra benefit from acting together. ✓ There is commitment to the time and effort needed to develop a partnership. ✓ There is enough time. 	<ul style="list-style-type: none"> ✓ Time is very limited. ✓ The commitment to partnership is only superficial (e.g. One party holds all the power/resources and uses this to impose its own solutions.) ✓ Participants want to be part of making decisions, but do not share a long-term stake in carrying out solutions.

5 Guiding Principles When engaging with Stakeholders

- ① **Responsive and reciprocal** , a two-way process and appreciate the benefits of mutual learning .
- ② **Inclusive**, facilitate the involvement of those potentially interested or affected , including those that are harder to reach for reasons such as language, culture, age or mobility.
- ③ **Neutral and objective** , ensure information is accessible and objective and facilitate engagement with all stakeholders who have an interest, eg facilitated by **external party**
- ④ **Open, transparent and trusting**, provide information so stakeholders can participate in a meaningful way and will foster a culture of sharing ideas.
- ⑤ **Respect** , value stakeholders and use their input to improve policy and outcomes, actively listen to and understand stakeholder needs, seeking to understand how they want to be engaged, based on their particular circumstances.



to influence stakeholder thoughts, actions and emotions toward the objective

STAKEHOLDER ENGAGEMENT PROCESS MODEL

Align Your Purpose & Process

- Define results
- Create work plan and conditions for success
- Identify and analyze relevant stakeholders
- Document process

PHASE 2: INTERNAL ENGAGEMENT & CAPACITY BUILDING

Develop an Effective Guiding Body

- Identify and engage members
- Assess training and resource needs
- Create a group charter
- Develop communication materials
- Document process

PHASE 3: LISTEN & ENGAGE

Encourage Open Exchange & Mutual Learning

- Create and execute outreach plan
- Conduct engagement with identified constituents
- State clear next steps
- Debrief with Guiding Body
- Document process

PHASE 4: SYNTHESIZE & STRATEGIZE

Analyze Input & Create Strategies

- Synthesize data
- Share findings, identify priorities and develop strategies through co-design process
- Engage Guiding Body

PHASE 5: REFLECT & AFFIRM

Communicate & Review Proposed Strategies

- Communicate proposed strategy to stakeholders
- Engage Guiding Body and conduct reflective review
- Document process

PHASE 8: EVALUATE & IMPROVE

Review Lessons Learned & Refine Strategy

- Engage Guiding Body and stakeholders in evaluation design
- Evaluate results, process, and customer satisfaction
- Document process

PHASE 7: ADOPT & LAUNCH

Implement & Document Strategy

- Communicate strategy to stakeholders
- Implement strategy
- Engage Guiding Body
- Document process

PHASE 6: FINALIZE STRATEGY

Formalize Strategy & Plan of Action

- Articulate final strategy
- Engage Guiding Body and others in action planning sessions
- Document process

How to Facilitate the Mutual Meetings

Facilitation Techniques

7

Encouraging



6

Balancing



5

Making Space



4

Intentional Silence



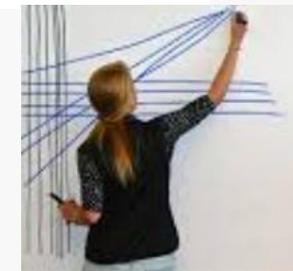
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Listening for Common Ground:



2

Drawing People Out



8

Tracking



9

Stacking



1. LISTEN
2. Restate MEANING in your words
3. CONFIRM understanding

Paraphrasing

1

Do's and Don'ts in Stakeholder Engagement in IA

- Provide informally as well as formal status updates. Tailor reports to suit the stakeholders' interests.
 - When they give feedback, listen to what they have to say.
 - Communicate with people in the way that best suits their style, not your style
 - Various stakeholders' interests are not only different, they may actually conflict
 - Pay most attention to those stakeholders who are powerful and/or influential, in a positive or a negative way, and to those who could be most affected.
- **Don't make any update meetings that waste everyone's time**
 - **Don't be blame**
 - **Don't assume everyone wants to communicate in the same way as your way**
 - **Don't ignore other conflicting issues, make it heard and participate in the decision making process**
 - **But don't treat them unequally, keep all stakeholders in mind and treat them with respect**

Do's and Don'ts in Facilitating Process for Stakeholder Engagement

Facilitator → manage meetings where participants feel valued and heard, results are accomplished and precious time and resources are not wasted. The facilitator's role is key to the success of the meeting.

- Mobilize the participants' creative energy and existing knowledge, and open space for the active interaction of all in a relaxed and informal atmosphere.
- Link the issues raised during the event to the participants' working situation and stated problems.
- Motivate by means of questions that stimulate curiosity and exploration
- Listen before you talk, in order to fully grasp the socio-cultural and professional background, the working situation, and the problems
- Facilitate the exchange of information and the solution of conflicts by means of dialogue,
- Always visualize questions for group work on a board or flipchart, explain them carefully and ask whether further clarifications are necessary.

- **Never change questions or a predetermined course of action without consulting the participants and asking for their approval**
- **Do not intervene directly.**
- **Does not try to push a personal agenda onto the group and tries to maintain objectivity**
- **Never ignore ideas by participants. Respect their ideas. Should the same idea be mentioned several times, find a way to notify and cluster in the same group (if it is written)**
- **Do not defend your procedures, but be self-critical in the use of moderation rules**

Why Stakeholder Engagement is important?

- **Access to critical information** on the past experiences, to strengthened relationships and trust, and a more positive view
- **Prevent Conflict**, improve communication between individuals, groups and organizations
- **Create ownership**, the opportunity to contribute to policy and program development, have their issues heard and participate in the decision-making process.
- **Have holistic view**, Improve risk management practices – allowing risks to be identified and considered earlier, thereby reducing future costs
- **Reduce resistance**, the earlier stakeholders are engaged, the more likely benefits will be realized
- **Mobilize resources**, identification of synergies between stakeholder and Government work, encouraging integrated and comprehensive solutions to complex policy issues

Lesson Learnt from Indonesia

- The multi-stakeholder approach shows an extra ordinary complexity.
- To change industrial area management from 'developer' to 'service provider' (entrepreneur management unit) faces a dilemma. Tenants expect better services but they have limited willingness to pay services.
- Role of facilitation by IA management and local/national government play significant contribution to implementation of dialogue platform by having neutral/external facilitators
- Effectiveness of the approach is diverse; CSR issue is a good entry point while for industrial symbiosis (waste heat transfer) is more promising but require a lot of harmonization in regulation
- The objective focus of any pilot project should be the sustainability within IA management, e.g develop the IE management system

Key Take Away

Key experience in Stakeholder Engagement :

- ✓ **WIIFM** (What's In It For Me?)
- ✓ Share the stakeholder's benefit/ interest → *Consideration of the social, organizational, and ethical benefits enhances the concept of open innovation that allows greater understanding and easier acceptance of the risks inherent*
- ✓ Elaborate the importance of their role
- ✓ Use their language

Major Challenge → hesitant to share information and experiences, and lack of investment capacity

Success factors

- ✓ Commitment and support from top management and staff
- ✓ Sector/topic oriented seems to be more active and coherent
- ✓ Clear focus on improvements
- ✓ Involvement of the different division within IA
- ✓ Define stakeholder analysis thoroughly

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