

Stakeholder Engagement:

Steps, actions and tools developed by Ministry for the Environment

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“Stakeholder engagement is about getting alongside the right people so that we clearly understand what we need from them, what they need from us, how we want the relationship to develop and how we can best engage with them.”

Dr Paul Reynolds, Chief Executive, Ministry for the Environment. July 2009.



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Agenda

- Background and context
- Stakeholder Engagement Toolkit
- Case study and workshop component
- Q&A



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Stakeholder Engagement Team established to:

- Provide guidance and tools to help Ministry staff involved in stakeholder relationships to develop a coordinated and consistent engagement approach
- Create greater opportunities for two-way communication and collaborative engagement with stakeholders
- Identify relationships with stakeholders and promote their development
- Developing and promoting use of contacts database and future CRM systems



Key messages

- Toolkit developed for the Ministry by the Ministry
- Toolkit developed for use by a broad range of internal stakeholders
- Toolkit components can be used individually or as a complete solution
- Organic development method allows addition of further content
- Methodology based upon best practice principles



Background and context

- Review of Ministry current engagement activities was undertaken August to October 2008
- Objective of review was to help the Ministry reach an “optimal future state of stakeholder engagement”
- Need for a comprehensive approach to stakeholder identification and engagement
- Culture change required within Ministry
- ‘Top hat and zipper’ approach required
- Toolkit launched within Ministry 1st September 2009



How do we see toolkit adding value?

- Toolkit identifies the strategic relationship objectives for priority stakeholders across the Ministry
- Toolkit method can be used for work project, work programme or Ministry-wide engagements
- Relationship owners concept proposed in key projects
- Stakeholder engagement promoted as a fundamental element of project management and critical to a successful project outcome
- Engagement plans provide valuable input to communications planning
- Building engagement capability across the Ministry through up-skilling and providing support and advice to Ministry staff



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Stakeholder Engagement Toolkit

- Introduction
 - Stakeholder engagement approach
 - Principles for stakeholder engagement
- 3 step toolkit process
 - Plan
 - Engage
 - Evaluate



Toolkit process

1 During the **PLAN** step, the organisation decides on the who, what, why and how of stakeholder engagement.



The **EVALUATE** step is critical for extracting value out of the engagement process.

2 The **ENGAGE** step is the design and execution of the interaction with stakeholders

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Step 1: Plan



- Purpose
 - Set objectives and parameters for the engagement
 - Identify and prioritise stakeholders to engage with
 - Develop an engagement plan to meet your objectives



Step 1: Plan



- Action

- Determine the project's outcomes
- Map, understand and prioritise stakeholders
- Establish strategic relationship objectives
- Determine engagement techniques
- Determine engagement timetable
- Confirm relationship owners
- Establish evaluation objectives



Step 1: Plan



- Tools
 - Stakeholder Engagement Plan Guidance
 - Stakeholder Engagement Plan



Step 2: Engage



- Purpose
 - Successfully meet objectives through delivering the engagement plan with stakeholders
- Action
 - Conduct engagement
 - Record engagement
 - Monitor engagement



Step 2: Engage



- Tools
 - Examples of Engagement Techniques
 - Engagement Technique Planning Tool
 - Meeting Planning Checklist



Step 3: Evaluate



- Purpose
 - Assess outcomes of engagement against specific evaluation objectives
 - Share and integrate experiences and knowledge gained



Step 3: Evaluate



- Action
 - Evaluate process and results
 - Record and apply engagement experience
- Tools
 - Stakeholder Evaluation Guidance Document



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Case study and workshop component

Review Case Study

The Millennium Dome Project



- Task 1 Identify high-level stakeholders 15 minutes
- Task 2 Map level of impact and interest 10 minutes
- Task 3 Map priority project stakeholders 10 minutes



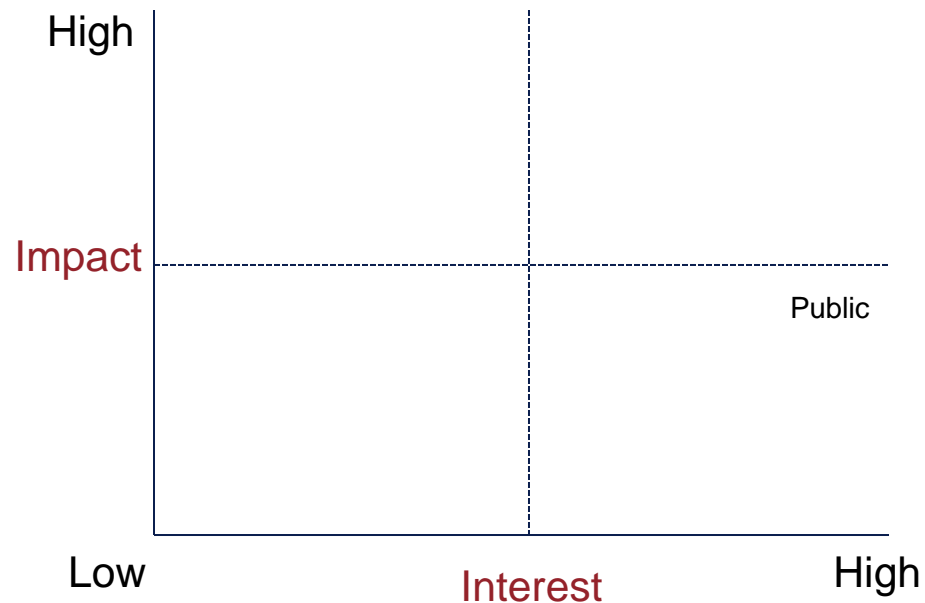
Task 1 - Identify high-level stakeholders (15 mins)

- Review case study
- Brainstorm and write down each project stakeholder using these standard categories for reference
 - organisations
 - groups
 - individuals



Task 2 - Map level of impact and interest (10 mins)

- Assess stakeholders' level of interest in the project
- Assess stakeholders' ability to influence or impact the project



Task 3 - Map priority project stakeholders (10 mins)

Stakeholder	Level of interest	Ability to influence or impact project	What we want from stakeholder	What stakeholder wants from us	Our strategic relationship objectives
Public	High	Low	<ul style="list-style-type: none"> ✓ Positive perception of the Festival of Britain ✓ Happy Greenwich residents ✓ Large visitor numbers 	<ul style="list-style-type: none"> ✓ Reclamation of the entire Greenwich Peninsula ✓ Clean up of contaminated site ✓ A major exhibition celebrating the beginning of the third millennium 	<ul style="list-style-type: none"> ✓ Consultation regarding design and future use of “dome” ✓ Positive financial benefits to South East London ✓ A world-class landmark ✓ Successful Festival



Next steps: Stakeholder Engagement Activity

- Engagement Purpose
- Engagement Frequency
- Engagement Technique
- Date
- Location



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Agenda

Q&A



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Thank you!

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