



Implementing Stakeholder Dialogues in a Result-Oriented Way:

The Dialogic Change Model

Dominic Stucker, CLI
with support from Puja Doshi

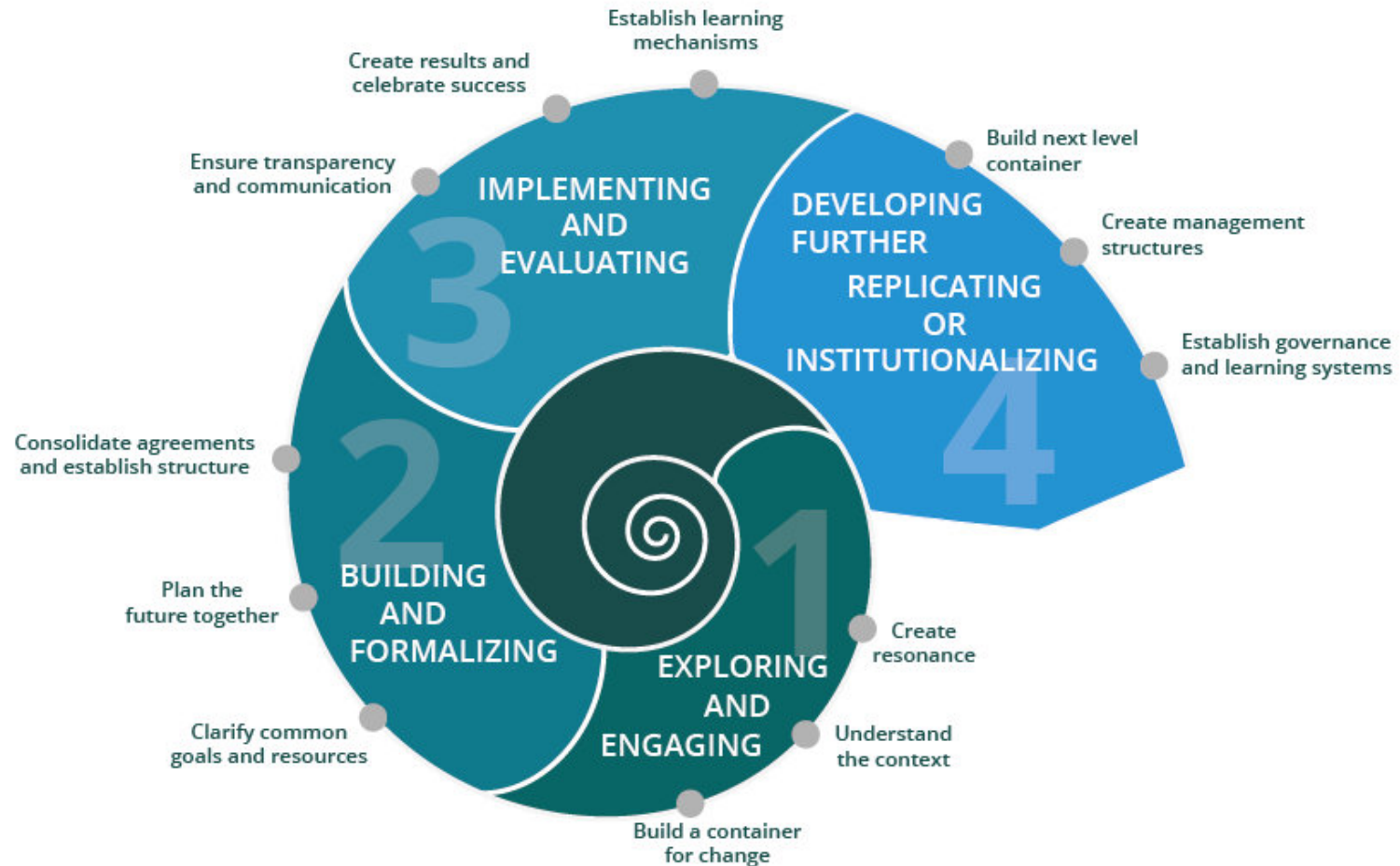


This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



German Water
Partnership

THE DIALOGIC CHANGE MODEL

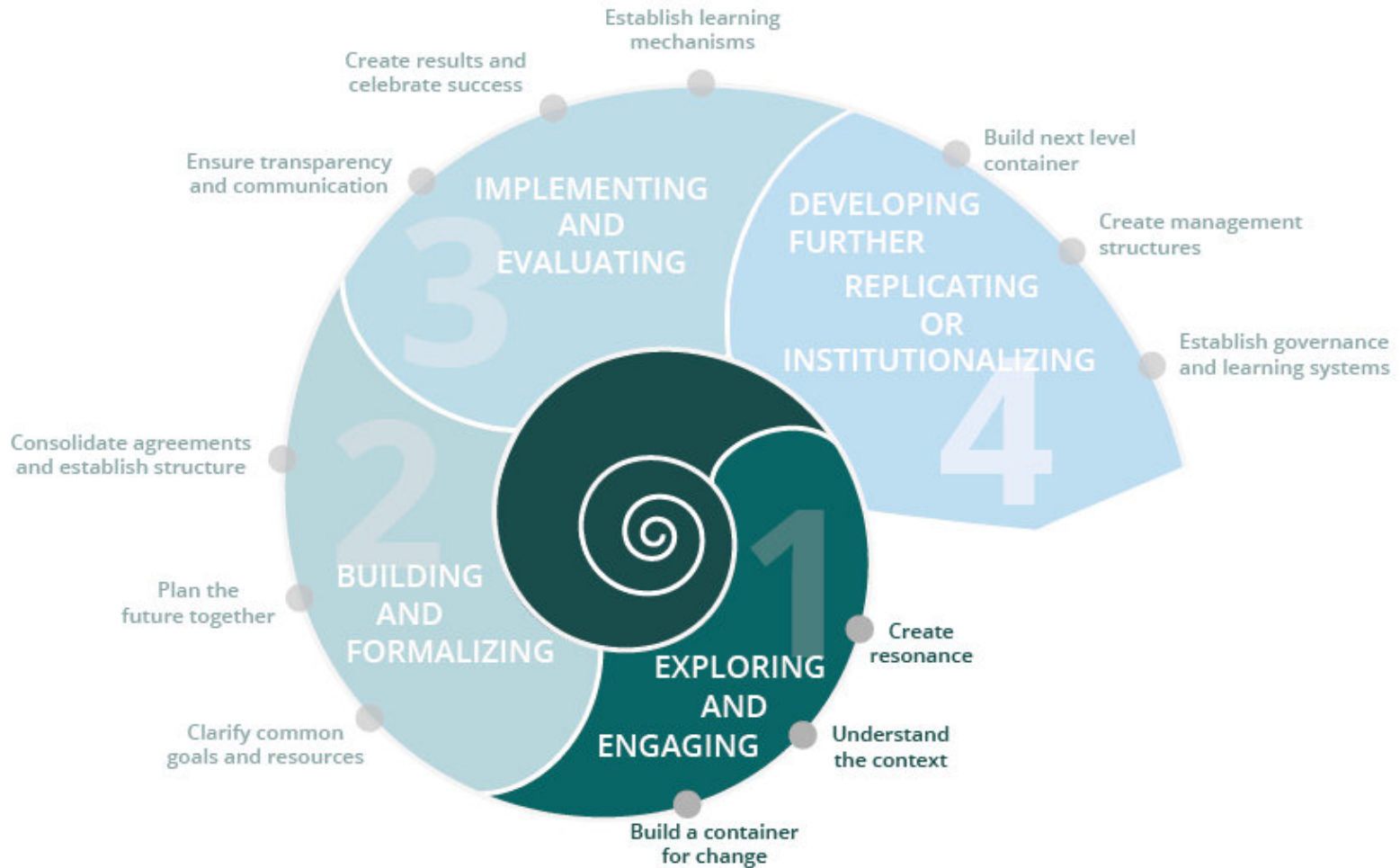


This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



German Water Partnership

PHASE 1: EXPLORING AND ENGAGING



This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



German Water Partnership

PHASE 1: EXPLORING AND ENGAGING



Objectives	Understanding the context, the different viewpoints of stakeholders, engaging them into preparatory conversations , raising energy for action, building the case for change
Duration	From minimum 2 months for singular Stakeholder Dialogue events to over a year for Stakeholder Dialogues focusing on collaboration for implementation
Expected results	<ul style="list-style-type: none"> • Trust among key stakeholders • Explicit resonance for the dialogic initiative or change process • Credibility for implementation • Participating stakeholders identified • Context and external influencing factors explored



This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



German Water Partnership

PHASE 1: EXPLORING AND ENGAGING



Most common difficulties or mistakes

- Insufficient Container building (**absence of committed core group** to carry the process)
- **Lack of ownership** of key stakeholders due to lack of involvement in project/initiative design
- **Neglecting important additional actors** in the field of operation
- Insufficient context analysis
- Hurrying into agreements without real commitment of stakeholder partners (lip-service commitment)
- Actors and participating institutions do not understand the requirements/cultures and decision-making structures of the different stakeholder groups well enough

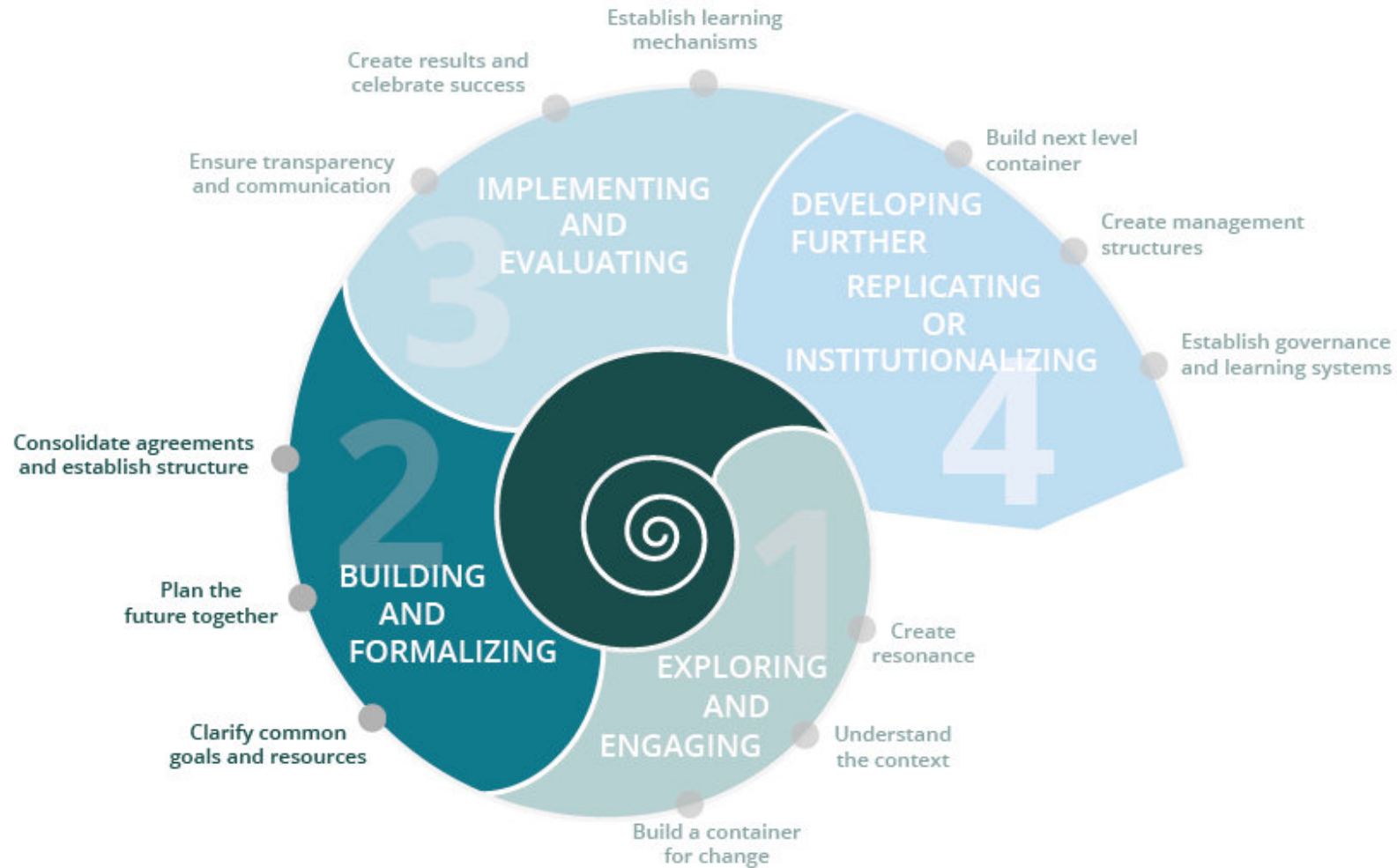


This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



German Water Partnership

PHASE 2: BUILDING AND FORMALIZING



This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



German Water Partnership

PHASE 2: BUILDING AND FORMALIZING



Objectives	Clarifying goals and commitment , establishing resources, creating formal agreements, planning process and joint implementation
Duration	From 1 day (workshop) to several months (sequence of workshops), characterized by meetings/workshops/conferences with all relevant stakeholders
Expected Results	Depending on the form and purpose of the Stakeholder Dialogue anything that shows commitment and gives structure to move forward, e.g. <ul style="list-style-type: none">• Agreement to collaborate• Joint assessment of reality• Formal structures to steer the process (e.g. committees, expert working groups, etc.)• Agreements on implementation procedures



This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



German Water Partnership

PHASE 2: BUILDING AND FORMALIZING



Most common difficulties or mistakes

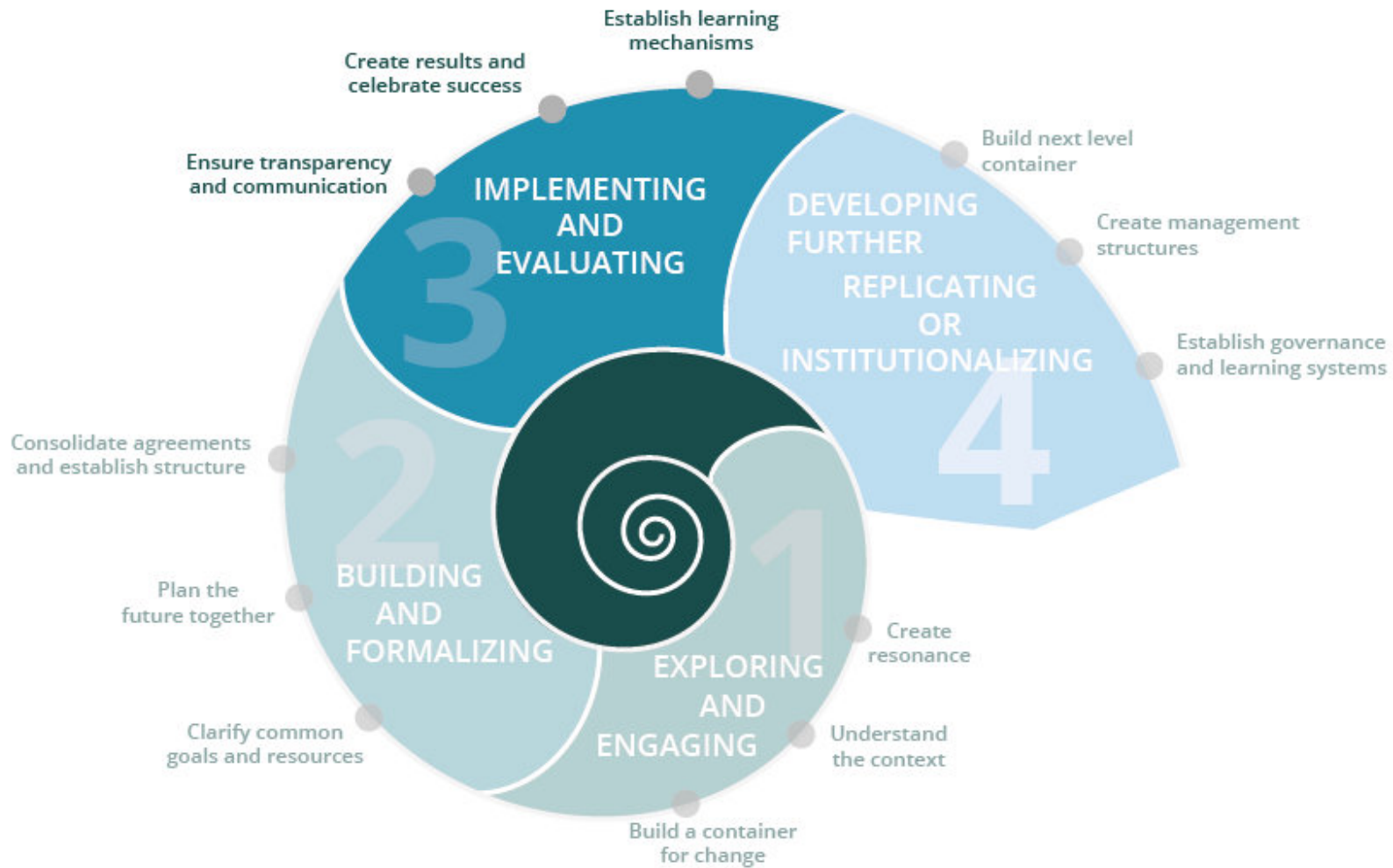
- **Process design not jointly agreed** on but determined by one party
- **Too much focus on technical/legal/structural issues** instead of on building collaboration and dialogue
- Rushing into signed agreements and road maps without proven operational commitment of stakeholder partners
- Absence of joint problem- or situational diagnosis as a basis for joint process planning
- Insufficient taking into account of existing rules, regulations and procedures



This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



PHASE 3: IMPLEMENTING AND EVALUATING



This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



PHASE 3: IMPLEMENTING AND EVALUATING



Objectives	Implementing agreed upon or recommended activities, creating showcases for change, evaluating progress and outcomes
Duration	From several months to years, depending on the issue, characterized by regular review meetings with all relevant stakeholders
Expected Results	Depending on the form and purpose of the Stakeholder Dialogue and area of implementation: <ul style="list-style-type: none">• Showcases of success• Public communication and media coverage• Established monitoring systems• Achieved milestones• Project implementation reports



This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



German Water Partnership

PHASE 3: IMPLEMENTING AND EVALUATING



Most common difficulties or mistakes

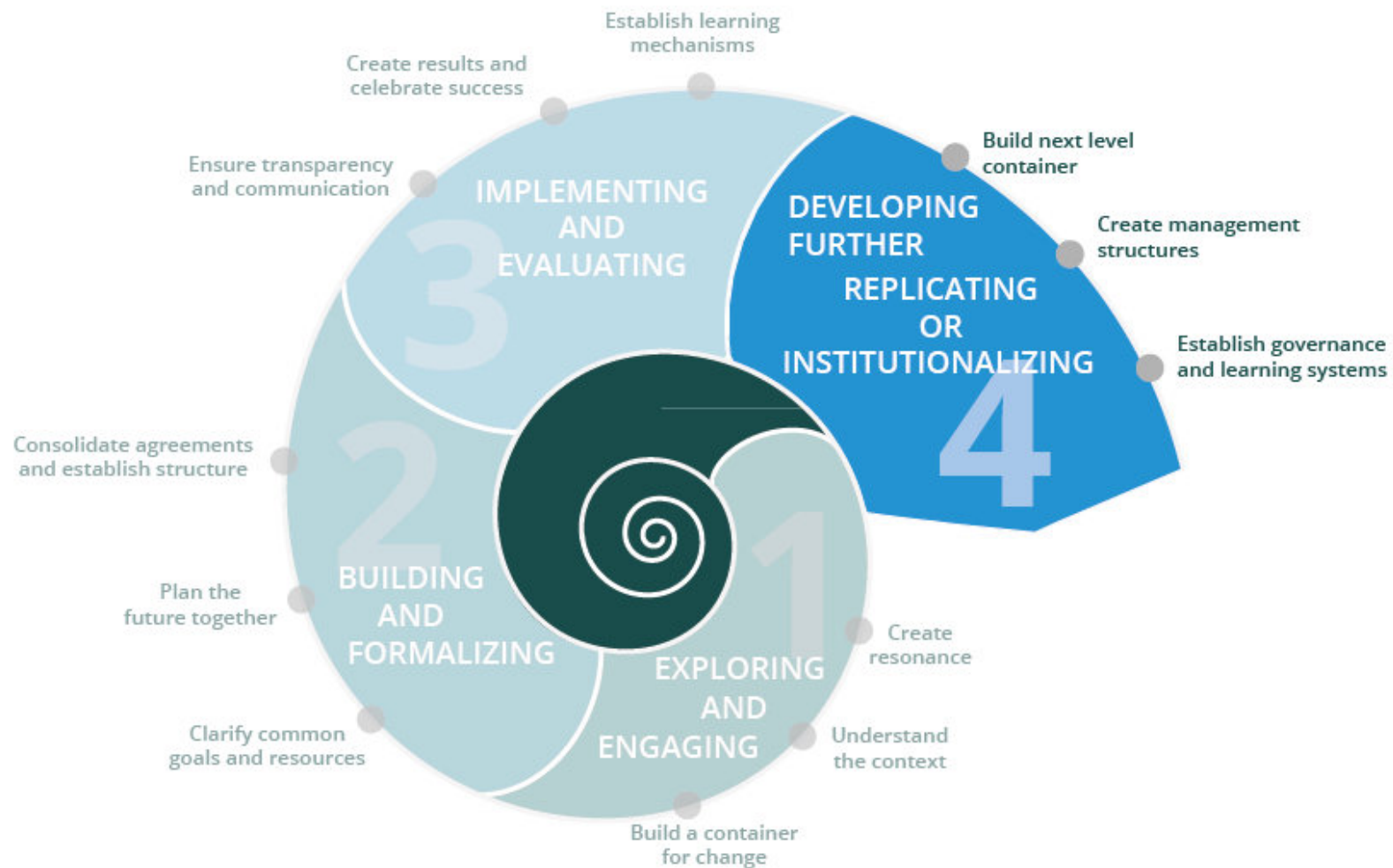
- Implementation plans that are **too ambitious**, instead of focusing on smaller, achievable successes
- Uncoordinated implementation (lack of proper process management)
- **Insufficient communication** between partners or implementing stakeholders
- Lack of transparency in the communication and decision-making process
- **Too little focus on** maintaining the **core group's** commitment or on keeping **participating partners** motivated



This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



PHASE 4: DEVELOPING FURTHER, REPLICATING OR INSTITUTIONALIZING



This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



PHASE 4: DEVELOPING FURTHER, REPLICATING OR INSTITUTIONALIZING



Objectives	Bringing the dialogue to the next level, expanding or replicating dialogue activities , creating long-lasting structures for change
Duration	Unlimited, depending on issues at stake, purpose and structure
Expected Results	Depending on the form and purpose of the Stakeholder Dialogue and area of implementation: <ul style="list-style-type: none">• Extending the goal and stakeholder participation• Institutionalizing a successful dialogue form• Using the experience gathered in dialogue in another process



This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



German Water Partnership

PHASE 4: DEVELOPING FURTHER, REPLICATING OR INSTITUTIONALIZING



Most common difficulties or mistakes

- Insufficient attention to the **need for institutionalized and professional management structures**
- Insufficient **adjustment of strategies** to a new situation
- Insufficient Container-building for scaling up, replicating or institutionalizing
- Insufficient investment into integrating the goal/content/objectives into stakeholder institutions



This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



German Water Partnership



THANK YOU!

Please write any questions you may have in the chat box.

Rami will now offer a case study at the basin level that applies the Dialogic Change Model.



This project is funded by the European Union's Non-State Actors and Local Authorities programme for "Strengthening the Capacities of Non-State Actors - Actions in partner countries (Multi-country)"



German Water Partnership