



Dar Al Riyadh Insight #29

Stakeholder Management in Large Complex Programs – Stakeholder Engagement Best Practices

Dar Al Riyadh Insights reflect the knowledge and experience of our Board, executives and staff in leading and providing PMC, design and construction management services. Dar Al Riyadh believes in the importance of broadly sharing knowledge with our clients and staff to improve project outcomes for the benefit of the Kingdom of Saudi Arabia.

Stakeholder Engagement Best Practices

Good stakeholder engagement programs are characterized by:

- **Timely and Comprehensive Information Disclosure**
 - factual information
 - earliest possible disclosure
 - understand timing related risks
 - readily accessible
 - respect for sensitive information
 - structured to facilitate engagement
- **Early and Ongoing Stakeholder Consultation**
 - founded on well developed and communicated plan
 - consultation well defined
 - purpose
 - any pre-conditions for consultation
 - affected stakeholders
 - issues prioritized
 - carefully selected engagement methodologies
 - clearly identified responsible individuals both within the program and project levels
 - document consultation process, feedback and actions and feedback to stakeholders



Stakeholder Engagement Best Practices
Emphasis placed on those stakeholders most directly affected by the program or respective projects
Early engagement fosters key issue identification and assessment of the impacts they could have on both overall program outcome achievement as well as project objective accomplishment
Early dissemination of fact based, comprehensible information
Information context, language and methods of display reflect appropriate cultural sensitivity
Engagement is conducted as a two-way process fostering exchange of information and views
Active listening is practiced
Gender inclusive approaches are utilized, reflecting different needs, concerns and views
Recognize that all communication is local and reflect local communication methodologies, language, context, real or implied hierarchies
Recognize a different "sense of time" may exist at each of the various program locations

- **Stakeholder Negotiation and Building of Partnerships**
 - well defined framework for determining when negotiation is appropriate
 - involvement of empowered representatives
 - engagement free of intimidation
 - mutual agreement on key issues
 - full disclosure of complete relevant information
 - participatory not adversarial negotiation approach
 - negotiating style focused on building partnerships
 - sufficient time for decision-making
 - sensitivity for cultural differences
 - flexibility, consideration of multiple options
 - commitment to compromise
 - agreed to and documented outcomes
 - establish basis for strategic partnerships
- **Timely Concern or Conflict Management**
 - well established process discussed with stakeholders before issues arise
 - process formalized, documented and communicated
 - provisions for third party involvement
 - timely
 - transparent



- documented and reported back to stakeholders
- preserve legal remedies
- **Stakeholder Involvement in Program and Project Monitoring**
 - promote participatory monitoring of program activities related to key issue areas
 - evaluate use of third party monitors to add credibility to program actions
- **Feedback to Stakeholders in the Principal Areas of Interest to Them**
 - pre-identified (and agreed to) information, format and frequency
 - report on overall stakeholder management program
 - consider international standards for reporting stakeholder engagement

International Standards For Reporting Stakeholder Engagement
AA1000 Stakeholder Engagement Standard
Dow Jones Sustainability Index
FTSE4Good Index Series
Global Reporting Initiative (GRI)
Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises
SA 1000
UN Global Compact