



Community- Stakeholder buy-in

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Introduction

- A stakeholder is any person or group, that affects, or is affected by, a particular project.
- Stakeholders may be existing or potential customers or end-users of the product, employees or those that define policies or have financial leverage.
- Stakeholders are not homogenous: diverse mix of individuals

Introduction cont...

- Gaining partners acceptance is an important part of any project, as it allows the partners to accept the deliverables that have been produced.
- Sharing the plan with the partners and working around that plan to involve the partners



Steps involved in community/stakeholder buy-in

Step 1

- Identify and list all possible stakeholders. Evaluate the scope of your project to assess what people and departments might be affected by both the project and its favorable outcome.

Steps cont...

Step 2

- Organize stakeholder list. Some stakeholders have more influence and their buy-in becomes crucial to the success of the project. Establish a hierarchy of stakeholder importance to focus your management efforts.

Steps cont...

Step 3

- Involve key stakeholders early in the project. Meeting with internal stakeholders may reveal previously unknown roadblocks or opportunities.

Steps cont...

Step 4

- Establish expectations for both stakeholder participation and updating, and stick to expectations.
- Loss of trust will erode stakeholder confidence. Recognize that stakeholder buy-in is not a one-time event and must be maintained.

Steps cont...

Step 5

- Communicate the good with the bad. Do not focus on only benefits from your project. Describe compromises and potential negative outcomes.

Factors affecting buy-in

These factors are prioritised differently in different communities.

- Social
- Economic
- Political
- Cultural
- Environmental
- Personal/Spiritual

Factors influencing buy-in cont...

Social aspect

- Service delivery – community identify a need for a service or a structure, a more detailed study of the problem.

Economic aspect

- Will this initiative contribute to economic development of the community: municipality has LED which deals with supporting emerging entrepreneurs

Factors influencing buy-in cont...

Political aspect

- Power and how it is distributed, maintained and exercised. It involves community's established structures that enable them to operate and make decisions.
- Governance structures have procedures for making decisions, developing rules etc.

Factors affecting buy-in cont...

Cultural aspect

- Provides community with a sense of identity. In rural areas, traditional leaders are the custodians of culture. Need for cultural awareness and respect.

Patriarchal

Factors influencing buy-in cont...

Environmental aspect

- Increased awareness of the importance of environment. Availability of natural resources.

Personal/spiritual aspect

- Self respect, recognition-reward
- Faith communities

Risks

Every activity carries risks and working with stakeholders can be unpredictable. Good risk management requires that potential risks are considered from the start:

- Reputations – willingness to participate and willingness to abide by the results
- Resources – participation costs money and takes time

Risks cont...

- Failure to deliver on promised outcomes – Refusal to accept results by decision makers
- Political hijacking – buy-in could be used to front political agendas
- Relationships – bad participation can damage relationships and undermine confidence

Benefits of Stakeholder buy-in

- Objectives will be achieved
- Gain support
- Ensure establishment of a good working relationship
- Formation of new formal partnerships
- It helps to observe protocols
- Improved corporate image as an org.
 - Help raise the profile of the org.

Benefits of buy-in cont...

- Improved personal and working relationships
- Improved communication channels
- Agreement on purpose and direction of a project
- Early identification of potential issues, conflicts and benefits
- Improved services for people

Challenges of buy-in

- Increased expectations
- Misperceptions that org. is there to stay and put house in order
- Transformation concerns – comfort zones

Conclusion

- **Projects are not identical – vary in timescales, funding. Replication of the buy-in processes may not work. Learning from the lessons of similar projects but recognising where there is room for improvement.**

References

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