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A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



PROJECT STAKEHOLDER MANAGEMENT & ENGAGEMENT: THE SUBJECT DRIVERS OF AN EVOLVING DISCIPLINE

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2018 Project Management Symposium



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AWARENESS

COMPLEXIFICATION

CSR

ADVOCACY

***DEVELOPMENT
SECTOR***

***Project
Stakeholder
Management
&
Engagement***

EMPOWERMENT

ICT

MEDIA

***STAKEHOLDER
THEORY***

9 'DRIVERS' OF AN EVOLVING SUBJECT DISCIPLINE



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Experience on Projects



Documentation & Research



Education, Training, Events



Media & Internet

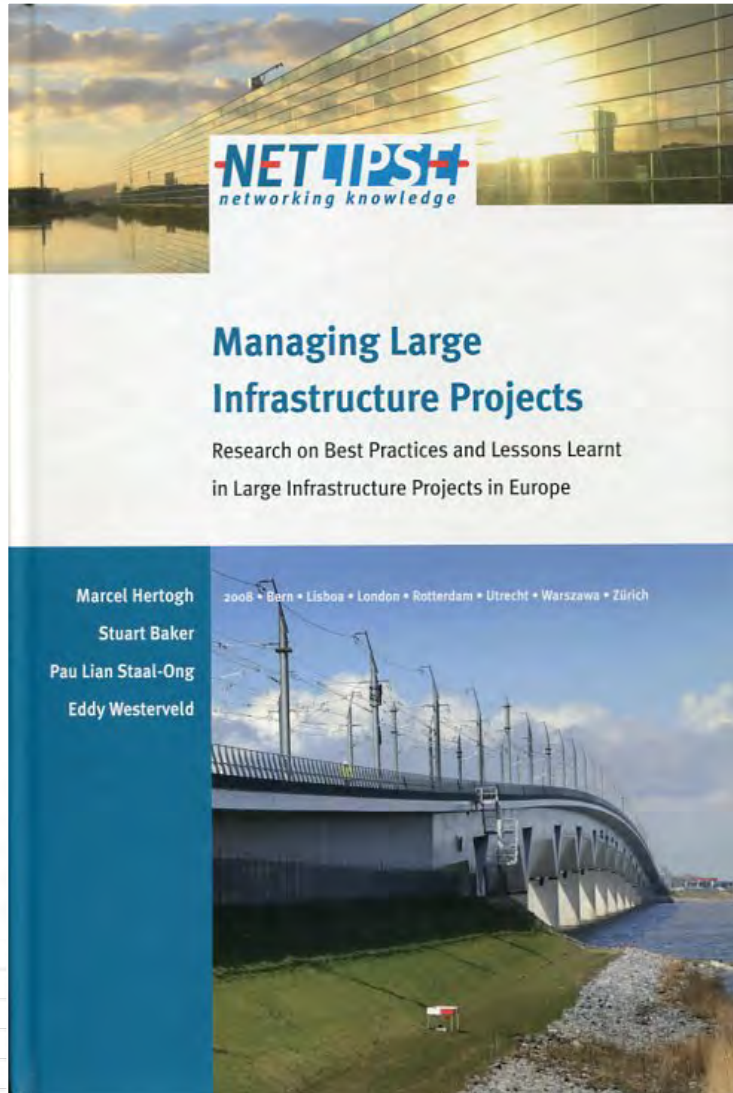




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***NETLIPSE →
Network for Knowledge
Dissemination on the Management
and Organization of Large
Infrastructure Projects in Europe.***

NETLIPSE is a consortium of eight organizations from five European Union states.

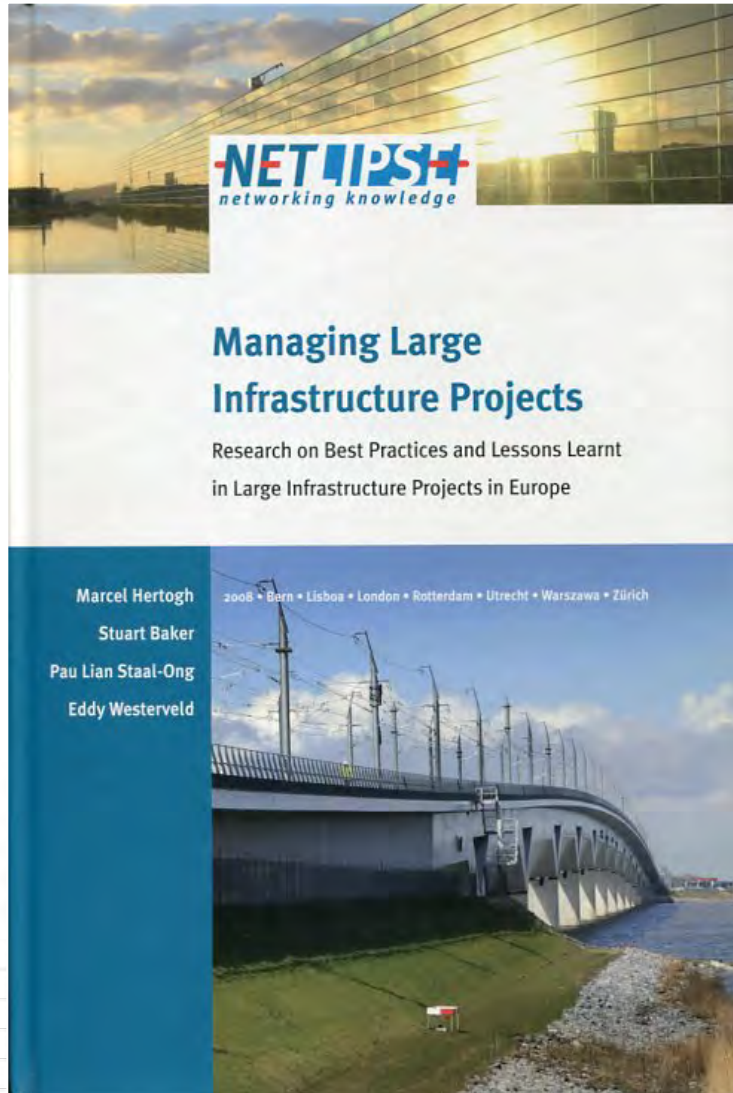
This publication (2008) analyzed 15 large transportation projects in the EU, highlighting the lessons learned from their planning and execution.



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NETLIPSE revealed that:

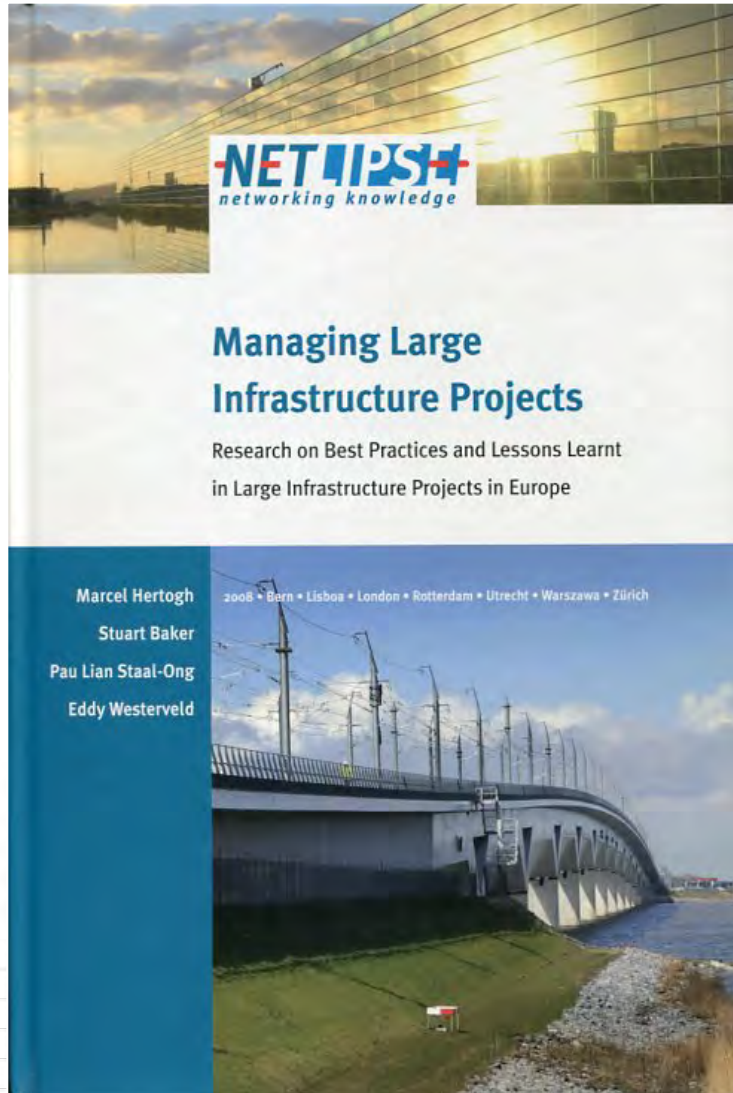
“Stakeholder Management in a project is critical ... the need for continuing the dialogue with stake-holders at a meaningful level, once consents are given for construction, has however been rarely appreciated ... sustaining the relationships and measuring the effectiveness of communication with stakeholders can yield strong benefits for a disproportionately low amount of time and expenditure”.



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“The essential lesson learnt in the NETLIPSE project is that dialogue, communication and cooperation are as useful as focusing on technique, contracts and other internal concerns ...

When comparing the NETLIPSE projects, it seems that those projects which dealt with stakeholders on an ad hoc basis experienced far more problems with their stake-holders than those projects which developed a stakeholder strategy early on in the project.



(Ext.) Environmental Complexity

- Project environments have become increasingly complex over time
(→ globalization, market competition, cost/ time/quality considerations, product life-cycle compression, consumer empowerment, and other external influence factors)

Transformational Complexity

- Intra-organizational changes in response to environmental complexity
(→ org. restructuring & culture, improvement in project process, informational and



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Slide 8

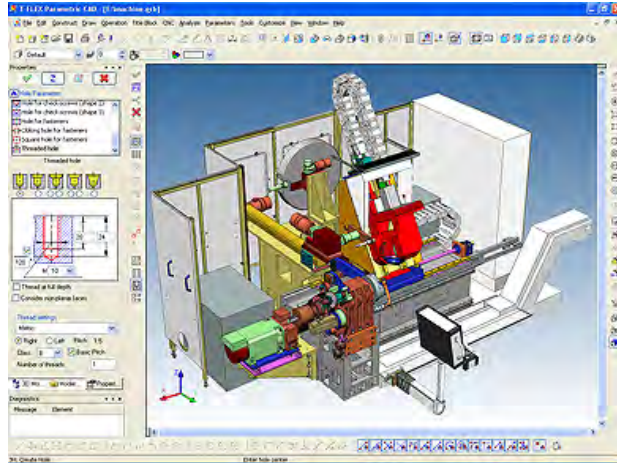
Associational Complexity

- Building, consolidating, sustaining project-based relationships between organizations
(→ mergers & acquisitions, (intern.) joint ventures, strategic alliances, PPPs, full or major outsourcing of project phases or key activities/functions. Communication, cultural, legal and numerous other hurdles).



Project-Level Complexity

- Increasing technical and managerial complexity of contemporary projects
(→ Mega-projects, specialized human,



ICT has profoundly influenced the way stakeholders interact both with projects as well as between themselves:

- Quantity, Diversity, Portability & Transferability of Data
- Project Design, Planning & Monitoring
- Modelling/Visualization (CCID-projects)
- Collaboration (e.g. Virtual Teams)
- PMIS, LANs etc.



The biggest
communication problem
is we do not listen to
understand.

We listen to reply.

ICT sometimes also poses challenges for projects and their stakeholders which must be adequately addressed:

- Information Quality, Safety & Privacy
- Communication Shortcomings: Over-, Under-, Non- & Miscommunication, etc.
- Tendency to Over Rely on ICT
- Consistent Use (Primary Stakeholders)





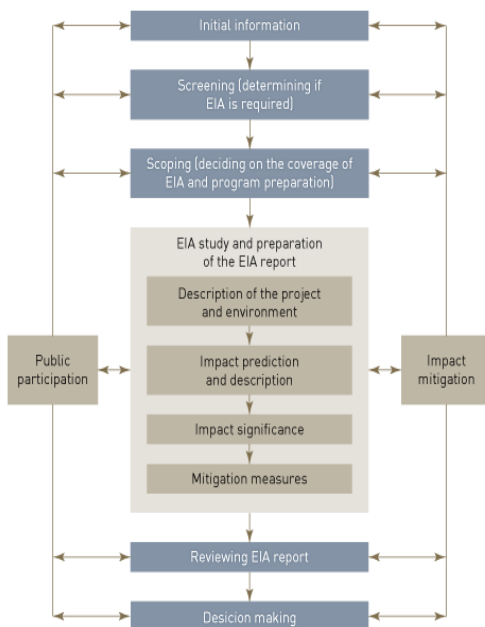
Corporate Social Responsibility
→ The recognition that commercial organizations do not exist and operate in a vacuum but are tightly embedded in social and natural environments (stake-holders in the broader sense) whose well-being is considered important and for which they bear some responsibility.

The Triple Bottom Line (3 P's): Profit-People-Planet.

Corporations worldwide spend
countless billions annually on CSR



THE EIA PROCESS



Huge sums are also spent annually by a multitude of institutions/agencies on 'development interventions' (programs, projects) in developing countries.

- Broad recognition now that stakeholder involvement crucial for success & sustainability of development interventions.
- Many participation modes; beneficiary participation pre-requisite for providing funding / technical assistance



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Slide 13





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USAID
FROM THE AMERICAN PEOPLE



European Commission
External cooperation programmes



Canadian International
Development Agency Agence canadienne de
développement international

Canada



Australian Government
AusAID



Japan International Cooperation Agency

DFID Department for
International
Development

gtz



SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

ORGANISATION
FOR ECONOMIC
CO-OPERATION
AND DEVELOPMENT



Irish Aid

Department of Foreign Affairs
An Roinn Gnóthaí Eachtracha



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



Norad

KOICA

한국국제협력단

KOREA INTERNATIONAL COOPERATION AGENCY

MINISTRY OF FOREIGN AFFAIRS OF DENMARK
UDENRIGSMINISTERIET



Austrian
Development Cooperation

nzaid
New Zealand's International
Aid & Development Agency



LUX-DEVELOPMENT

Luxembourg Agency for Development Cooperation



iceida

ICELANDIC INTERNATIONAL DEVELOPMENT AGENCY
ÞRÓUNARSAMVINNUSTOFNUN ÍSLANDS



Advocacy Groups have evolved over time into a powerful negative influencing force, especially on CCID-projects. Many projects severely affected.

Focus: Thematic areas (e.g. protection of the natural environment, indigenous people, human rights), resistance to specific organizations or projects.

Some Advocacy Groups have an inter-national outreach; others (the majority) are localized. To challenge projects temporary alliances or coalitions are often formed to



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Slide 16





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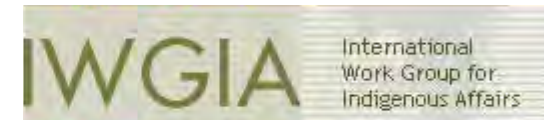
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FOREST ETHICS



The Center for International
Environmental Law



protestbarrick.net



MAC: Mines and Communities



Forest Peoples Programme
supporting forest peoples' rights



NATURAL RESOURCES DEFENSE COUNCIL
THE EARTH'S BEST DEFENSE



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Slide 18



**International Council on
Monuments and Sites**

**Conseil International
des Monuments et des Sites**







- Public influence over politicians (many politicians reluctant or unwilling to endorse controversial projects)
- Greater consciousness among stakeholders of their rights than they had in the past and powerful emboldening forces (e.g. advocacy groups, media, ICT) to assist them uphold their rights in relation to CCID-projects.



Consequence of increasing community & citizen empowerment → projects must adequately engage their



The media is often the first and - for many if not most stakeholders - possibly the only source of information about projects affecting them.

Negative media reporting about projects can breed public suspicion & hostility and invite unwanted critical attention (e.g. public administration, politicians, courts).



Social media → cheap, simple, accessible, less controllable tool for quickly mobilizing stakeholders for/against projects.

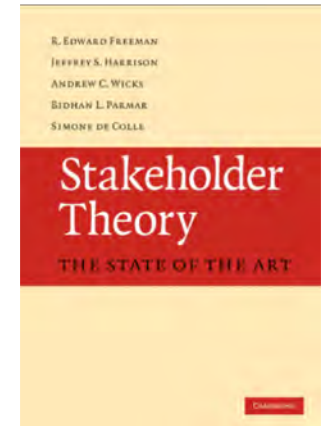
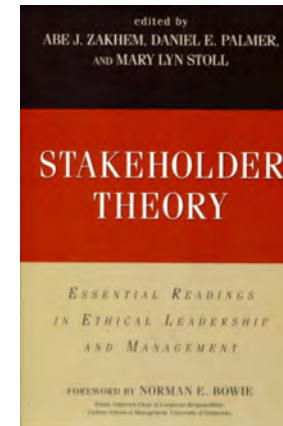
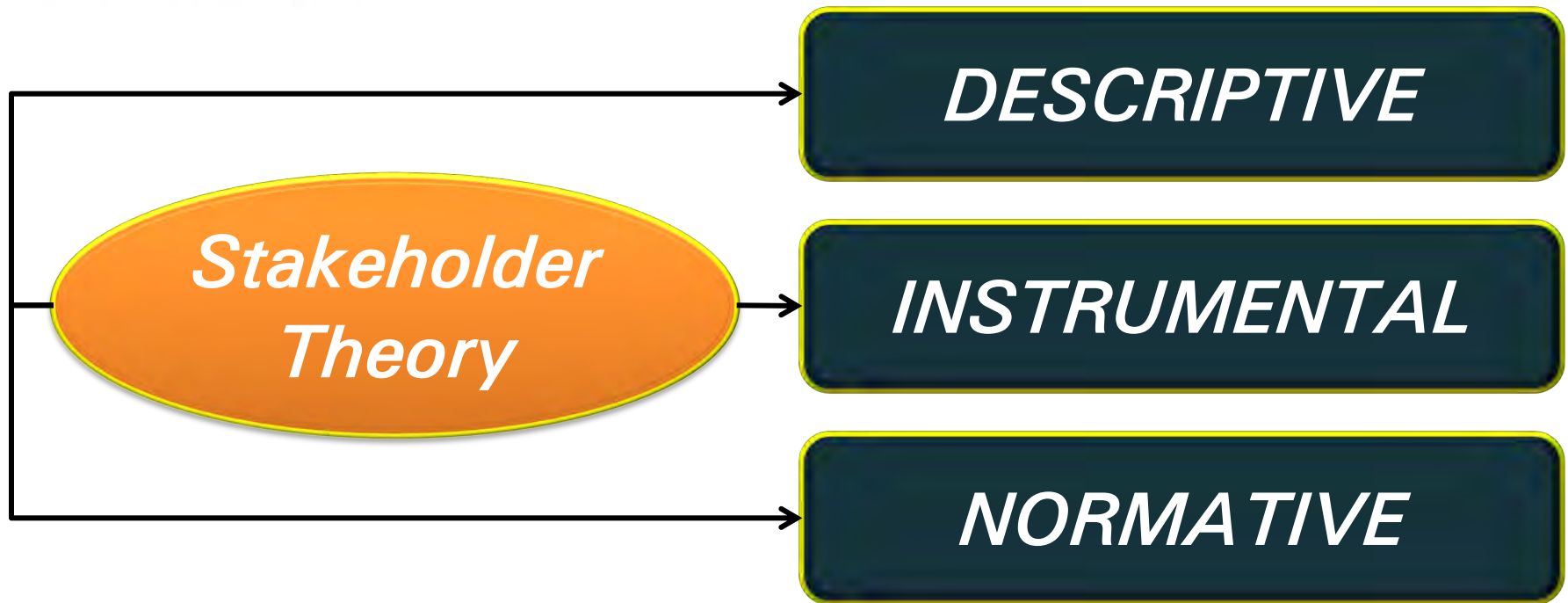
Projects are becoming increasingly conscious of media influence and need



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THANK YOU!



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QUESTIONS & COMMENTS

