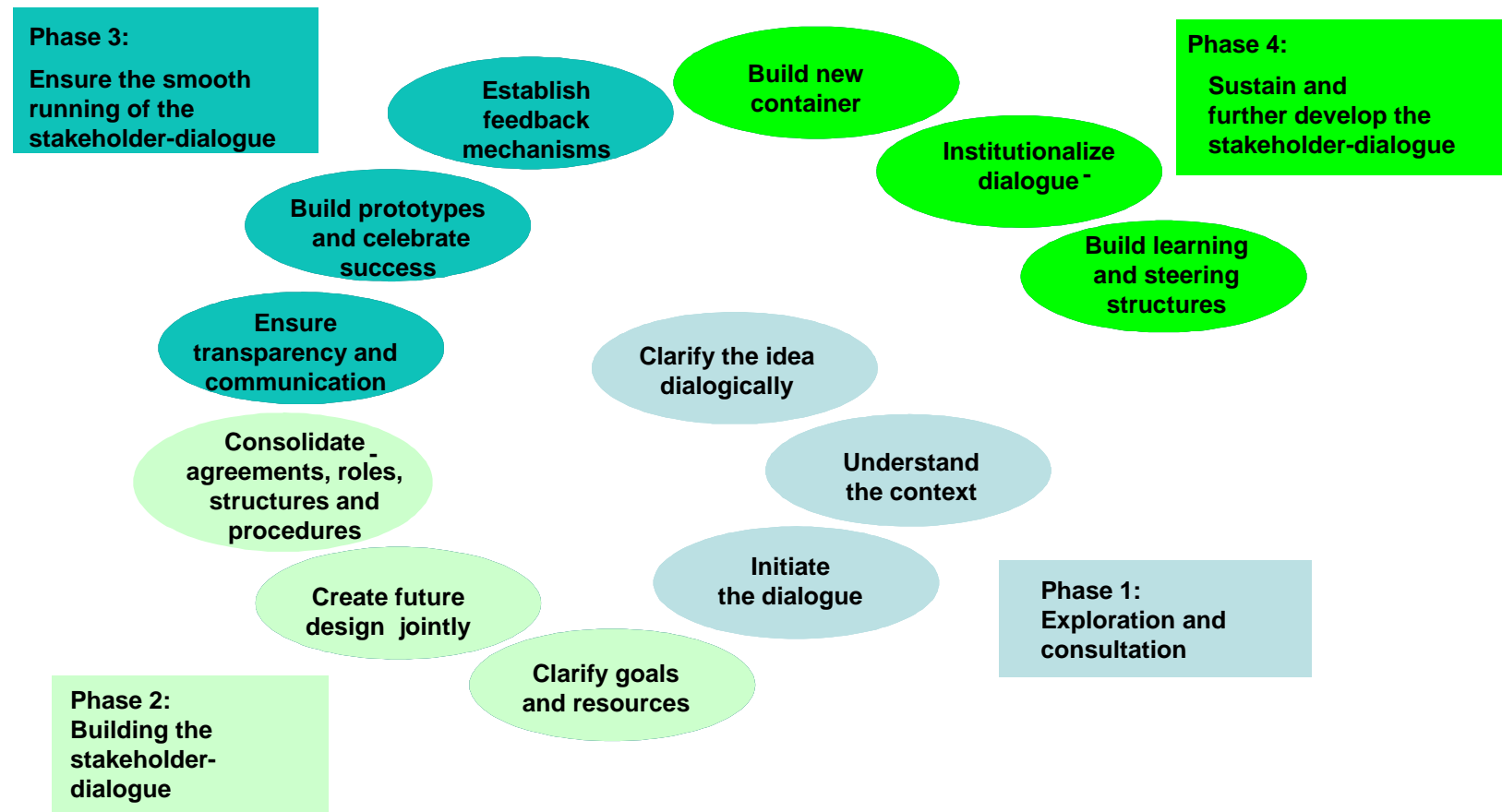


# The Development Cycle of Multi-Stakeholder-Dialogues



# Phase 1: Exploration and Consultation

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- **Clarify the idea dialogically**
  - Promote the idea and test the common ground
  - Create first resonance, identify common goals, build a group of ‘promoters’ or develop a small community of people who share the common goal and are prepared to go a long way to achieve these goals
- **Understand the context**
  - Explore and exchange with potential partners and stakeholders, identify competencies and potential of possible dialogue-partners and clarify different interests and motivation, be aware of potential areas of conflict.
  - Conduct a stakeholder analysis
  - Understand the wider field: research, feasibility studies, benchmarking, etc.
  - “get the system into a conversation with itself”
  - Be aware of potential areas of conflict
- **Initiate the Multi-Stakeholder-Dialogue**
  - Generate first structured dialogue, get commitment by as many participants as possible
  - , build ,container’ for change: create a setting where people can take ownership of the results and the process
  - Hold official meetings on the issue

## Phase 2: Building the Stakeholder-Dialogue

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- **Clarify goals and resources**
  - “going life” with the multi-stakeholder dialogues: creating a dialogic setting in which goals can be shaped together
  - Structured listening to stakeholder concerns and proposals
  - Ensuring transparent documentation
  - Enabling stakeholder participants to feel ownership
- **Create the future design jointly**
  - Make common and individual goals transparent
  - Allow the space to “invent” the desired future
  - schedule follow-up meetings
- **Consolidate agreements, roles, structures and procedures**
  - Document and consolidate agreements
  - Create a detailed action plan
  - Assign tasks, apply timing
  - Develop and agree on implementation structure, procedures,
  - In a structured dialogue, confirm the goals, resources, roles and tasks

## Phase 3:

# Ensure the smooth running of the stakeholder-dialogue

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- **Ensure ongoing transparency and communication**
  - Implement action plan and evaluate regularly
  - Keep all stakeholders involved sufficiently informed
  - Stick to agreed upon procedures and time planning
  - Schedule review meetings
  - Ensure quality communication
- **Build “Prototypes” and celebrate success!**
  - Focus initial implementation attention where success can be harvested more easily
  - Make ,Good practices‘ transparent and known
  - Create positive PR, announce success, collectively celebrate achievements
- **Establish feedback mechanisms**
  - Allow for feedback/evaluation on a regular basis
  - Adjust the implementation strategy if necessary
  - Potentially allow for external feedback / evaluation
  - Create a learning atmosphere among stakeholders
  - Openly discuss failures, but also generate learning from achievements

## Phase 4:

# Sustain and further develop the stakeholder-dialogue

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- **Build a new ,container', if appropriate, involve new stakeholders**
  - With success and progress, reconsider strategies and implementation design
  - Prepare for scaling-up or replicating
  - Possibly involve new stakeholders and build a new committed community of stakeholders
  - ,Take it to the next level'
- **Institutionalize dialogue**
  - If appropriate to the situation: Develop structure and form for the ,survival' of the current results, ensure sustainability, e.g. establish regular fora, conferences, dialogues, or consultation systems
  - Facilitate project implementation by stakeholders
  - Ensure sustainability of the results through ongoing support and capacity building
- **Build learning and steering structures**
  - e. g. establish governance-systems
  - Create systematic learning structures, possibly involve research
  - Partner with educational, research institutions
  - Ensure internal regular learning and establish knowledge management systems
  - Share learning with outsiders, bring in new expertise
  - Measure success