

# Designing projects we *all* want

Successful outcomes through  
**Smart Stakeholder Engagement**



# Stakeholders can help you or stop you. Engaging them is a process for management, not a task to be delegated.

Just like in a rock concert, your organisation is performing on society's stage: some people perform with you, some watch you from a distance, and the closest to the stage need to be true fans and strong enough to catch and lift you up as you take a deep breath and jump into the crowd.

Have you done what is needed for them to support you, your project, your product, your mission? In today's world, a successful performance is one:

- in which all key stakeholders are appropriately engaged,
- that has a locally recognised Social Licence, and
- that contributes optimally to Sustainable Development.

Smart Engagement helps organisations and communities achieve their goals by unlocking the transformative power of inclusive win-win partnerships: within their own teams, and with those who are impacted by, or can impact, their activities, goals or mission.

Project-based **Smart Engagement** is designed and executed in partnership with the proposed project's stakeholders. It provides a **Framework through which impact assessments, planning and permitting yield the most meaningful, trusted and successful results.**

For many, this is a journey. To ensure no one is left behind, team coaching, capacity building, and the co-analysis & creation of projects is often needed.

Projects that benefit from Smart Engagement include natural resource developments, pipelines, ports, transmission line corridors, windfarms, airport, bridges, dams, bypasses, agroforestry, agriculture, tourism, and urban, rural, energy, etc., development plans.

Smart Engagement enables innovative transformations that status quo or going with the flow can no longer achieve: it joins individual efforts into a powerful force able to generate projects with **Social Licences** - ones we call Smart Projects - ones which are Technically and Financially successful, Environmentally compatible and Publicly supported.

An overview of this process is outlined in the following pages, starting with the end result – a **Smart Project**



Making it work together



# smart project

**Successful projects are those that get the job done. Obviously.  
AND in a way that enables those around them to feel in control and happy to host  
the project. This is challenging.**

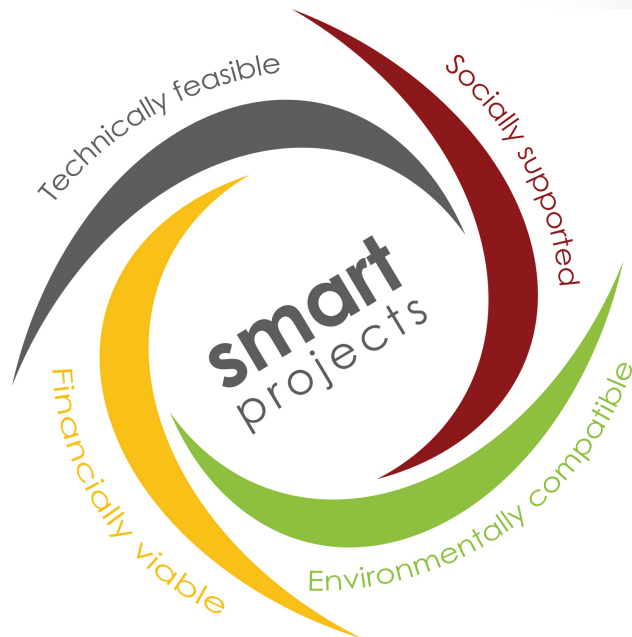
Focusing on just doing the job often leaves a dangerous gap for mis-information, mis-understanding, mis-perceptions, etc... and a lot of missed opportunities in general. In some cases, it leads to opposition with project delays or even failure.

**Smart projects result from a systematic and structured process that acknowledges and addresses concerns, fears, needs, expectations and opportunities in an inclusive, responsive and meaningful way.**





# co- design



**For everyone to feel happy and in control, projects often need to be designed in inclusive partnerships. This requires building bridges between project realities and people’s everyday lives. It requires enabling those who hold the different pieces of the puzzle to work together so that everyone can make informed decisions in what concerns them.**

The opposite would be like planning a journey with several friends, where you have personally taken all the decisions: where to go, on what dates, what places to visit; then you booked the flights, made all detailed arrangements and expect all people to come, enjoy and thank you at the end for doing that for (to?) them. To make this even more realistic, replace “friends” with “strangers”, and “journey” with “future”.

**Co-design provides a framework and facilitation to ensure all material issues and opportunities are identified and addressed in time.**



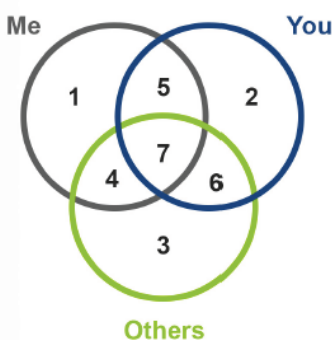
# What is needed to enable genuine engagement?



## engagement capacity

**Making decisions in partnership (especially with others you might not initially know or trust) can be tough. Building the will, relationships and capacity to engage with one another is key to enabling people to build trust and work together.**

Building engagement capacity is an on-going requirement in any project development in today's more and more complex world.



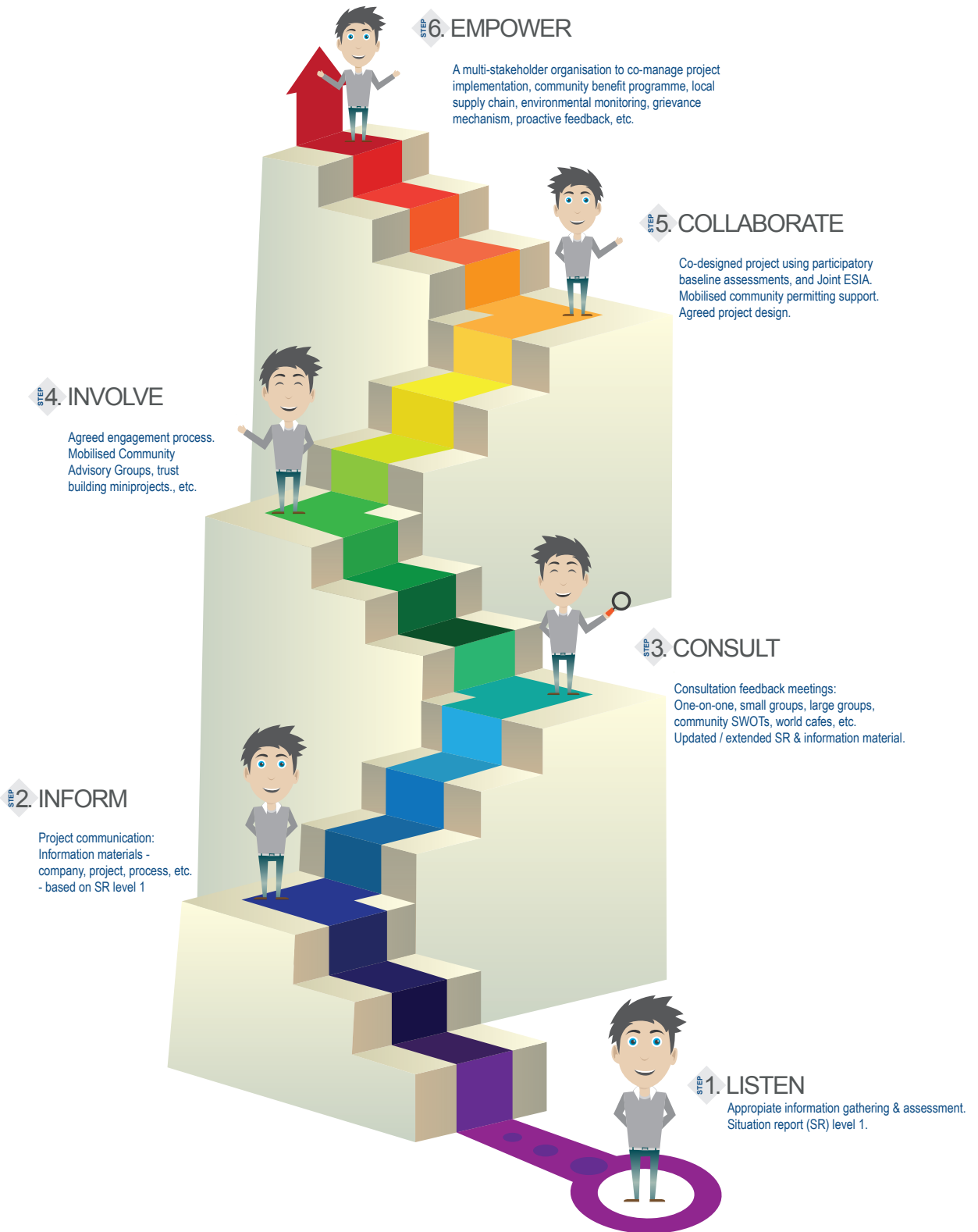
The **7 Zones Model** of decision ownership – part of the process

But Engagement capacity building is complicated. Its requirement for tailored trainings, coaching and facilitation for all concerned should not be underestimated.

**Engagement capacity is a large part of the foundation on which to design and build successful projects.**

# THE SMART ENGAGEMENT SPECTRUM

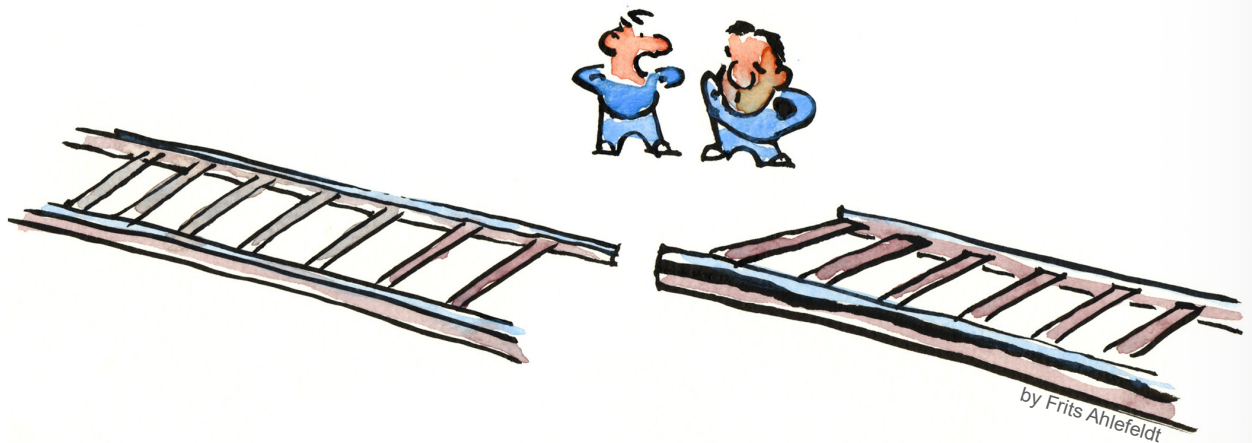
(BASED ON IAP2 & AA1000SES STANDARDS)



## How much change does this require?

This depends on the distance between an organisation's current engagement model & what's needed to mitigate a project's society / community risks. Once the triggers of the risks involved are fully understood, the smart engagement process needs to be applied with the same rigour and strategic management as the organisation applies to other core business areas. The difference is the change required.

# How does your strategy support your Social Licence?



## joined strategy

**Yet before people decide to invest their time in cooperation, questions such as ‘are our paths aligned?’, ‘do we agree on what the final product will look like?’, and ‘is it in our interests to arrive there?’ will be asked.**

Undertaking a relatively stress-free journey towards a shared destination often requires a road map. One that needs to be agreed between all the travellers and to answer questions along the way such as: ‘Do we have all the information we need?’, ‘Have we mapped risks and opportunities?’, ‘Do we know who can help or hinder and how?’

Like many parts of Smart Engagement, a joined strategy has in its DNA an understanding of the ancient proverb:

‘Tell me, I will forget;  
Show me, I will remember;  
Involve me, I will understand.’

**A joined strategy clarifies the need for your project and how it fits into local development.**





1

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3

4

5



# focused team

**And finally, before setting off on an agreed path, is your core team seeing and agreeing clearly enough where they are, and what are your organisation's destination(s), obstacles and opportunities ?**

It might sound superfluous to say that we need to know where we are and where we are going before deciding on a path with others – which is why this is often taken for granted. Yet teams are made of diverse people with similarly diverse perceptions; and many of the stresses along the way (both internal and external) are a consequence of project team members wrongly assuming everyone is aligned to their own thinking.

**A focused team is one with a shared clarity on where it is going and how it plans to get there. It is proactively acutely aware of its stakeholders and their concerns; and the challenges needing to be address to enable win-win.**

# What our clients say

*"These solutions should be incorporated by every company before investing and maintained throughout the process."*

Vassillios Carellas, CEO Ortac Resources, UK



*"We have worked with astoneco to help us identify, assess and manage our stakeholder-related risks for one of our sustainable production projects (Urлађi). This enabled us to economically meet or exceed our company standards and project timelines."*



Ramona Brad, Director External Affairs, Procter and Gamble Romania and Balkans

*"If you want to have a profitable, efficient and long-term business, it is vital to build relationships with your communities of operation, to ensure what we call a social license to operate. Especially in the extractive industry. And, although building these relationships might sound like a simple thing, in the business reality it is not. It is a skill set astoneco helped us all to learn."*



Mona Nicolici, Head of Sustainability, OMV Petrom, Romania

*"Stakeholder Engagement and Community Relations are of specific importance for our business's social license to operate. Through this programme with astoneco, we gave our people the tools to develop successful projects, which support our business and which support also our stakeholders."*



Dipl.-Ing. Dr. Sonja Böhme, Head of Corporate Sustainability, OMV, Austria

*"The astoneco team excels at empowering both companies and communities to address pressing business sustainability challenges through effective stakeholder engagement. This is essential to ensure a common sense approach to managing social risk and opportunity."*



Hugh Attwater, Head of Social Performance, Petrofac Services Limited, UK

*"astoneco is one of the most experienced and qualified professional teams in the sustainability field I have worked with. I trust their ability to deliver high quality results in sustainable business development, capacity building and conflict prevention and resolution to name a few."*



Mircea Mocanu, Head of Socio-Economic Section, UNDP Romania



Smart  
Engagement  
has already been  
successfully  
applied to over 20  
projects in 10  
countries

**To examine options to tailor this to your project, contact**

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[www.astoneco.com](http://www.astoneco.com) | [www.ThinkWinWinProject.com](http://www.ThinkWinWinProject.com)

**Our vision:** Organisations, communities, authorities and individuals are successful whilst contributing to a prosperous and sustainable society.

**Our mission:** To build clarity, capacity and partnerships within and between organisations, communities and authorities to ensure successful outcomes for all concerned.




Our services are delivered where needed. Workshops are arranged at one of our Engagement Centres or at a location preferred by you.



**focused team | joined strategy | engagement capacity | co-design | smart project**

**Co-creating your social licence**

Smart Engagement fulfils the relevant requirements of leading responsible investment standards including the OECD Guidelines, IFC Performance Standards, Equator Principles, ISO26000, UN Global Compact, UN Sustainable Development Goals , AA1000SES, Principles for Responsible Investment, Aarhus and Espoo Conventions, Impact Assessments, GRI and the IIRC's Framework.