An Introduction to

STAKEHOLDER ASSESSMENT & THE ONE TEXT PROCESS

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- **An information-gathering exercise that produces recommendations regarding:**
  - **Who** has a stake in a proposed consensus building effort, conflict, or negotiation
  - **What** issues matter to the stakeholders
  - **Whether** it makes sense to proceed, given the institutional, financial, and other constraints; and
  - **How** – Under what circumstances the key parties will agree to participate

(Susskind, Thomas-Larmer, 1999)

WHAT IS A STAKEHOLDER ASSESSMENT?

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- **A stakeholder assessment enables leaders to:**
  - Identify stakeholders, map their interests, and begin to scope areas of agreement and disagreement
  - Explore parties' incentives and willingness to negotiate in good faith (i.e. interests, BATNAs, capabilities)
  - Help those who will draft the One Text understand what matters most to the parties
  - Build relationships between stakeholders
  - Provide the parties with an impartial map of their underlying conflicts, structural challenges (i.e. institutional, legal, etc.) that would need to be addressed

WHY STAKEHOLDER ASSESSMENTS MATTER

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- **Initiate an assessment**
  - Choose a credible assessment team
  - Assessment team prepares a preliminary interview list
  - Assessment team invites stakeholders to participate

GETTING STARTED

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Information Gathering

Analysis

Report & Recommendations

STAKEHOLDER ASSESSMENT: 3 STEPS

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- **Assessment Team:**
  - develops interview protocol
  - arranges confidential interviews
  - explores key interests and options
  - assesses willingness of parties to participate
  - identifies additional stakeholders to include and interview

INFORMATION GATHERING

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- **Assessment Team:**
  - summarizes interests
  - maps areas of common and differing interests
  - identifies opportunities for mutual gain and obstacles to reaching agreement
  - estimates potential of One Text, Consensus Building, another process, or suggests situation is not ripe for negotiation/consensus building

REPORT & RECOMMENDATIONS

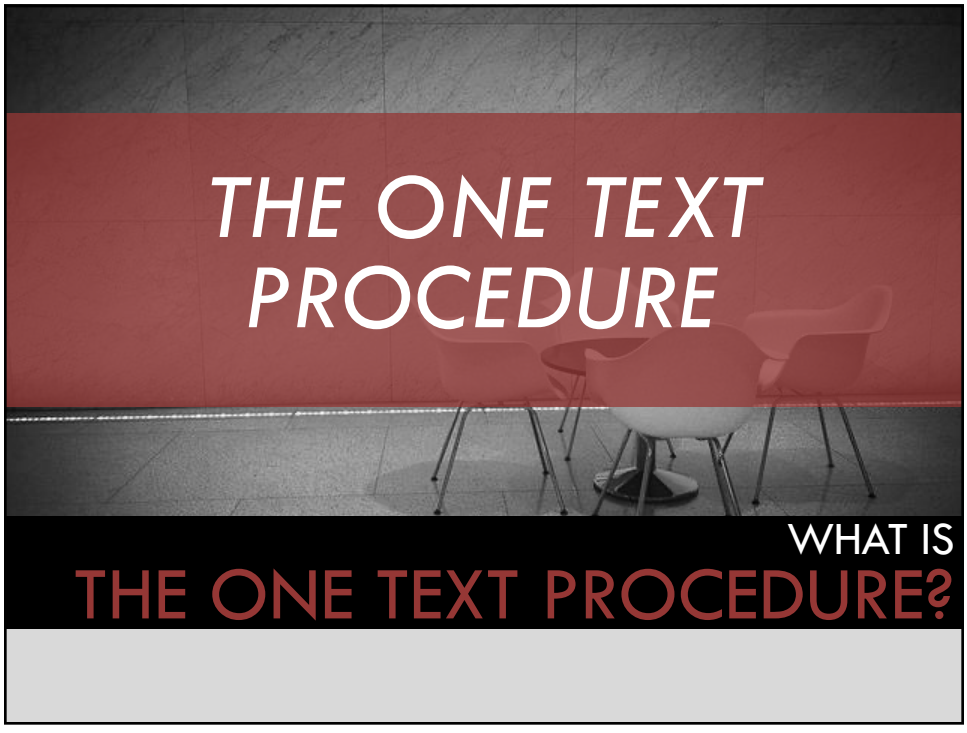
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	Issue 1	Issue2	Issue 3	Issue 4
Stakeholder 1	•Interests •Concerns •Obstacles •Challenges			
Stakeholder 2				
Stakeholder 3				
Stakeholder 4				
Stakeholder 5				

STAKEHOLDER MAP: SAMPLE

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WHAT IS THE ONE TEXT PROCEDURE?

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- **A process to facilitate joint problem-solving and negotiated agreement that avoids the problem of competing drafts and strives to identify an outcome that maximizes meeting stakeholders' interests (i.e. captures joint gains)**
  - **A single drafter or drafting team** is charged with developing a single draft that meets the interests of the stakeholders and avoids the downsides of multiple, competing drafts
  - **Stakeholders** offer criticism of the One Text to the drafters who then re-circulate drafts iteratively
  - **Stakeholders** are then invited to commit to the final draft having clarified all reasonable alternatives.

WHAT IS THE ONE TEXT PROCEDURE?

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- **The One Text Procedure allows leaders to**
  - Encourage an agreement based on parties' *interests* and not their *positions*
  - Keep the focus on interests and creating value instead of concessions and hard bargaining behaviors
  - Avoid the downsides of "competing" or "warring drafts"
  - Take advantage of people's natural willingness to criticize

WHY THE ONE TEXT PROCESS CAN BE USEFUL

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- **Initiate the One Text Process**
  - Choose a credible drafter/drafting team
  - In a case where there has been a stakeholder assessment as part of the process, the assessor(s) can become the drafters; at times, additional drafters may be added at this stage or a decision can be made to invite a new team to draft
  - Drafting team invites parties to participate in the One Text Process

GETTING STARTED

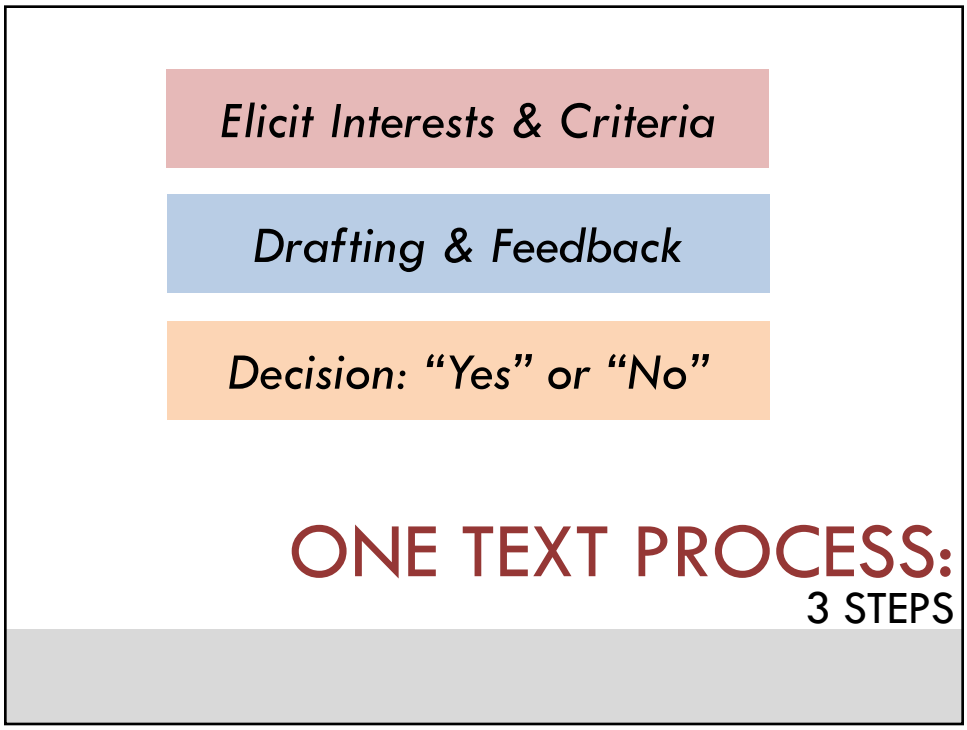
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- **Factors for choosing drafting team:**
  - Individuals who are widely respected & trusted
  - Individuals with strong listening and facilitation skills
  - Individuals who have no direct stake in the decision but who understand the context sufficiently
  - ***Consider:*** a team composed of representatives from major constituencies but who can put on a "drafting" hat instead of an "advocacy" hat

SELECTING DRAFTERS

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- **Drafting team:**
  - Produces initial draft that is responsive to interests and impartial.
    - The draft can start more as an 'outline' instead of a detailed draft
    - The draft can also include several "choices" around certain issues
  - Invites feedback:
    - What is wrong with this?
    - What interests are not met?
  - Drafting team takes feedback and circulates new draft for feedback and repeats…

DRAFTING & FEEDBACK

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- **A draft will be presented as final when:**

- (1) Drafters feel they are unable to optimize on the interests of parties, i.e. "This is the best we can do."

- (2) Drafters believe that the benefits of further incremental improvement are not worth the cost in time and effort.

- (3) A hard deadline (action forcing event) for making a decision has been reached.

DECISION: "YES" OR "NO"

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- **Parties respond either "yes" or "no" to the final "one text" draft**
- **IF YES:** Move to implementation
- **IF NO**: Parties revert their BATNA (no agreement alternative) and can no longer use the services of the drafter or drafting team

DECISION: "YES" OR "NO"

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QUESTIONS?

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