

A Multi-Stakeholder Dialogue Event for the Tripartite Alliance on Employment Injury Scheme in Bangladesh

Participant Session Guidelines and Instructions

Participant Name

5-6 June 2023

facilitated by

Collective Leadership Institute



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PROGRAMME OUTLINE

Event Goals

Concrete Goals:

- Agree on communication products, content, and target audiences for the EIS Pilot.

Relationship Goals:

- Strengthen the relationships and cohesion within and between EIS Pilot key stakeholders.

Process Goal:

- Agree on a communication products implementation roadmap and timeline.

Sunday, 04 June 2023

| Time | Session |
|-------|---|
| 17:30 | Check-in, tea, and setting of the scene |
| 18:00 | Review of Dialogic Practices |
| 18:45 | Short video and review of Action Modes |
| 19:30 | The session ends with dinner |

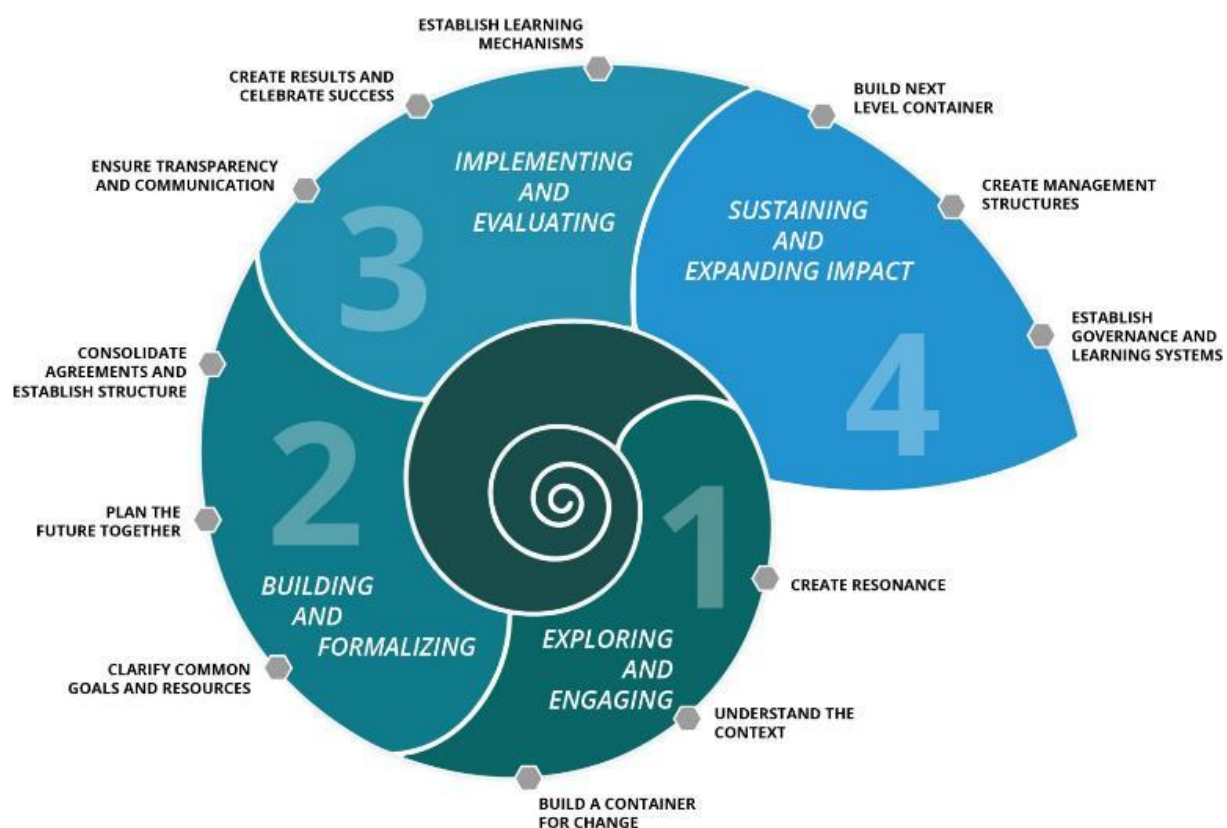
Monday, 05 June 2023

| Time | Session |
|--------------|---|
| 9:00 | Welcome and introductions from GIZ and CLI |
| 9:15 | Technical introduction on the EIS Pilot - GIZ |
| 9:30 | Check-in of all participants |
| 10:00 | Review of Dialogic Practices and group reflection Process |
| 10:15 | Coffee and tea break |
| 10:45 | Architecture recap and collaboration norms and values |
| 11:30 | Visioning |
| 12:30 | Lunch |
| 14:00 | Visioning continued |
| 14:45 | Vision presentations and convergence |
| 15:30 | Coffee and tea break |
| 15:45 | Technical input by GIZ and ILO |
| 16:00 | Group discussion: How will communications products contribute to the common vision? |
| 16:30 | Communications joint planning introduction for Day 2 work |
| 16:45 | Check out |
| 17:00 | End of the workshop day |

Tuesday, 06 June 2023

| Time | Session material Day 2 |
|--------------|---|
| 9:00 | Check-in |
| 9:30 | Discussion on joint communications planning |
| 10:00 | Beginning of discussion on shared communications brochure |
| 10:30 | Coffee and tea break |
| 11:00 | Pulling out key messages from the shared communications brochure |
| 12:30 | Lunch |
| 14:00 | Joint communications planning finalized and consensus on tasks, roles, communication channels, and responsibilities |
| 15:30 | Coffee and tea break |
| 16:00 | Joint agreement on process roadmap, timelines, and next meetings |
| 16:30 | Check-out |
| 17:00 | Closing |

THE DIALOGIC CHANGE MODEL



The Dialogic Change Model (DCM) is based on the ancient human knowledge of dialogue. It structures the design and implementation of transformative change into four distinct phases that help actors design and implement multi-stakeholder collaboration most effectively. In that way, it supports and observes the emergence of the underlying principles of co-creating, maintaining, and safeguarding systems' aliveness. Beneath the surface of the four phases of multi-stakeholder collaboration is a wealth of knowledge about transformative interaction and communication processes (Kuenkel et al., 2011; Kuenkel, 2015, 2019).

DIALOGIC PRACTICES

Dialogue is known as '**the art of thinking together**'. In our working groups, it helps to keep some key inter-related principles in mind:

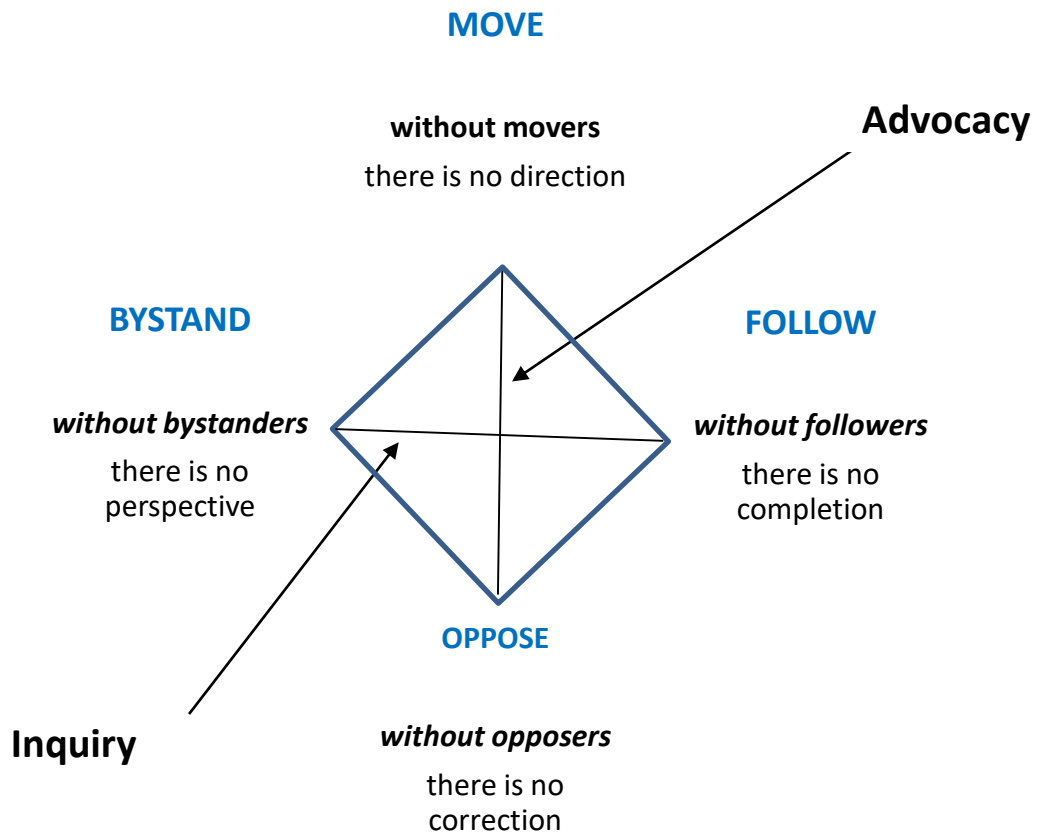
Voice – ensure that all voices are heard. Be willing to give your opinions clearly and briefly with your reasoning and examples.

Listen – give the speaker your full attention, listening to what is said (and not said); be genuinely curious about what they are saying. Ask open questions to get a richer understanding of their perspective.

Respect - if we want to generate open dialogue, it is essential to hold an inner intention of 'respect' towards others – irrespective of whether their views and style are like yours or not. Asking questions with this intention helps to introduce new perspectives and to explore assumptions.

Suspend/inquire – dialogue benefits from a high level of self-awareness; notice when you are judging the statements of others (positively or negatively) as this often stops us from listening; suspend your agreement and disagreement until they have finished what they have to say. Non-interruption is key here! Then inquire to build understanding.

ACTION MODES



(Inspired by and adapted from David Kantor 2012)

Action mode: move

The action mode *move* shows up in the form of people making proposals, initiating something, suggesting solutions, or pushing decisions. Its underlying intention is the setting of direction. If stakeholders or institutions in the stakeholder landscape are weak in this action mode, other stakeholders might dominate them. If, in a collaboration ecosystem, one stakeholder (group) is constantly in “*move*” mode, e.g., pressing for fast decision-making or wanting to control outcomes, the multi-stakeholder collaboration will become unbalanced, because other stakeholders feel that the direction is influenced by one actor.

Action mode: oppose

The action mode *oppose* has as its underlying intention in correction. It hints at the unsaid or unseen and reminds powerful stakeholders of what they neglect or ignore. It often brings a different way of seeing things to the surface and the attention of all stakeholders. Unheard or

ignored, it can turn into fierce opposition. If continuously ignored, this may turn into violent opposition. In multi-stakeholder collaboration, this action mode in its mild form is reflected in any action that seeks to counteract stakeholder positions, suggests different routes to take, blocks the process, or threatens to exit the collaboration ecosystem.

Action mode: follow

The action mode *follow* aims at consensus, and integration, and is most often shown through confirming addition or agreement. Its underlying intention is completion. Without this action mode, multi-stakeholder collaborations cannot succeed, as consensual agreements are the cornerstone of success. However, if a continuous pattern of *move/follow* develops in a collaboration ecosystem, this might be as detrimental to the overall process in the long run. It is time to ask whether all-important aspects are truly being addressed. *Move/follow* patterns seem to be effective and fast in the short term, but they usually lack the different perspectives and corrective views necessary for quality decision-making.

Action mode: bystand

The action mode *bystand* has as its underlying intention of bringing in a different perspective. It is more than just observation, but an active search for perspective and collective wisdom, often as an attempt to inquire into the situation and the interests of participating actors, or to describe observations that can take the conversation forward. When this action mode is missing, participants in multi-stakeholder collaboration cannot look from a distance and assess their joint progress.

But if well developed, regular reflection becomes part of the process. If a stakeholder group's tolerance for differences of opinion is low, or if it has little patience for dealing with different opinions or mindsets, it can be difficult to create an atmosphere of mutual respect.

NAVIGATING DIFFERENCES WITH THE COLLABORATION NORMS AND VALUES



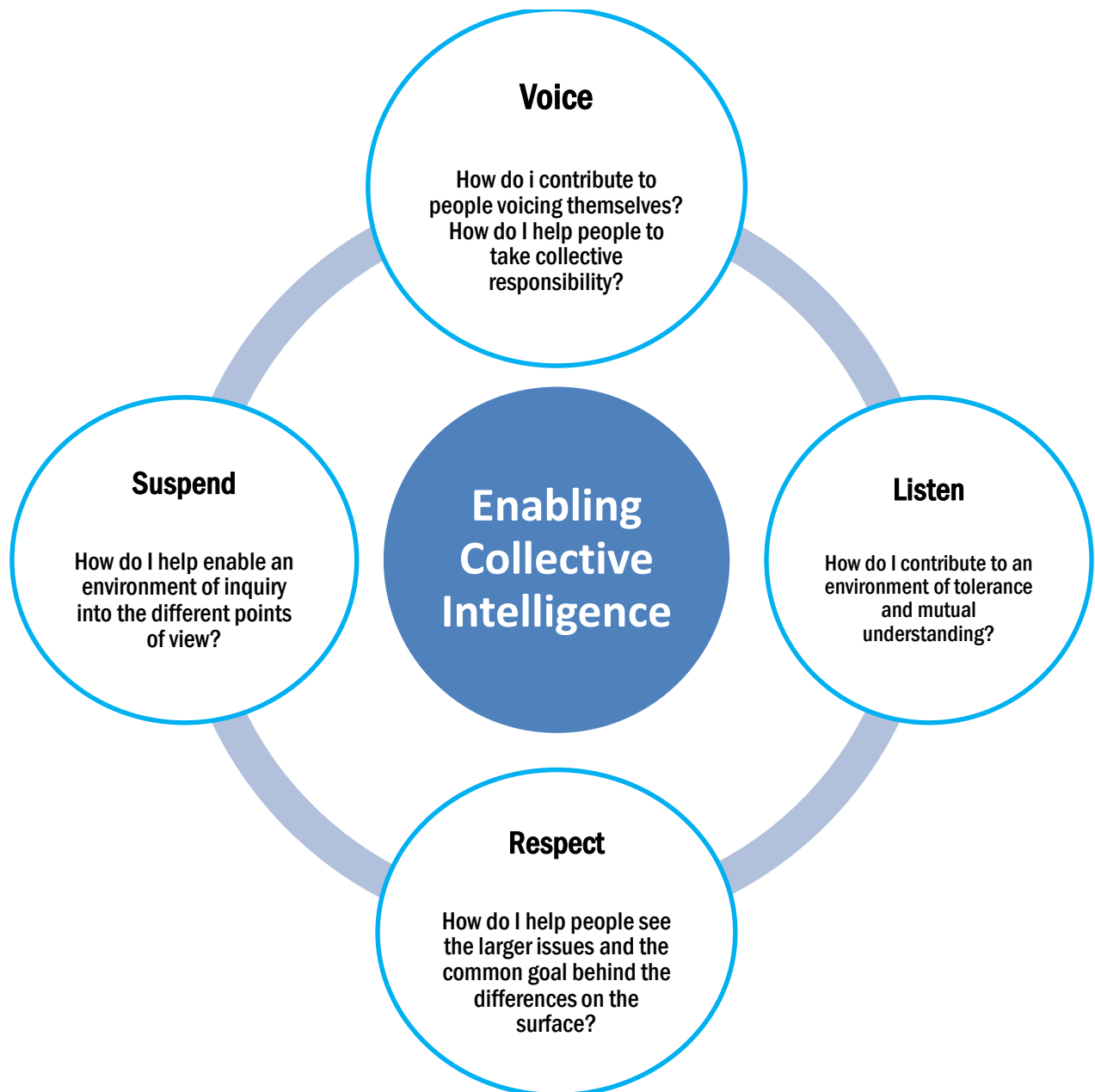
| Stakeholder group | Rationale | Decision-making and organizational culture | Motivation to engage in multi-stakeholder collaborations | Potential risks for engaging in multi-stakeholder collaborations |
|-----------------------|---|--|---|---|
| Public sector | <p><i>Guard the rule of law, ensure access to resources, and deliver services.</i></p> <ul style="list-style-type: none"> • Rights orientation of law and order • Access, Information, Stability, Legitimacy • Designing and enforcing rules and regulations • Service delivery • Acting on behalf of the common good | <ul style="list-style-type: none"> • Slow, bureaucratic, hierarchical, political • Internal consultation processes are key • Loyal to law and order • Keeping to traditions, processes, procedures, structures • Not necessarily innovative • Protocol important | <ul style="list-style-type: none"> • Opportunity to establish broader platforms to promote and implement regulations or voluntary behaviour for the common good (i. e. standards, codes of conduct) • Greater efficiency in the implementation of government regulations, public services, the management of public resources, or large infrastructure projects • Opportunity to create a broader base for necessary regulations or restrictions | <ul style="list-style-type: none"> • Danger of loss of reputation when talking to more radical groups, or by supporting certain private-sector companies too much • Withdrawal of mandate for engagement in multi-stakeholder collaborations from the hierarchy |
| Private sector | <p><i>Grow and seek business opportunities</i></p> <ul style="list-style-type: none"> • Profit orientation, loyal to the business case | <ul style="list-style-type: none"> • Fast, short-term, impatient decision-making • Participatory or hierarchical, depending on the organizational culture • Loyal to the business model | <ul style="list-style-type: none"> • Advocacy for enabling the business environment • Reputation management • Compliance management • Customer relationship management | <ul style="list-style-type: none"> • Danger of not being able to argue the business case • Danger of being accused of lip service if nothing follows from the multi- |

| | | | | |
|----------------------|---|---|--|---|
| | <ul style="list-style-type: none"> • Guided by company strategy. • Depending on performance indicators, stock-exchange analysts • Efficiency and strategic purpose at the forefront | <ul style="list-style-type: none"> • Innovative • Differences between business associations and individual companies; between businesses in developed and developing countries; between privately owned and public companies | <ul style="list-style-type: none"> • Long-term or short-term market development • Risk management | stakeholder collaborations |
| Civil society | <p><i>Ensure social and environmental rights, development</i></p> <ul style="list-style-type: none"> • Reacts to injustice and concerns of overall society, provokes attention • Ethical orientation, value orientation • Advocacy on behalf of voiceless (vulnerable) groups, the environment, etc. • Exposing perceived misbehaviour of other sectors (private, public), watchdog, whistle-blower • Campaigning | <ul style="list-style-type: none"> • Slow, participatory (due to heterogeneity, participatory approach, and few resources) • Analytical: research as a core element of decision-making • Loyal towards the values and principles of the organization • Loyal towards constituencies | <ul style="list-style-type: none"> • Influence the private sector and government – beyond campaigning and charity • Additional opportunities for advocacy • Higher efficiency and effectiveness in implementing organizational goals (social, developmental, environmental, human rights, etc.) | <ul style="list-style-type: none"> • Danger of losing reputation among constituencies for talking with the enemy' • Loss of face, being perceived as sell-outs by members • Internal conflicts • Loss of rationale: campaigning, advocacy • Danger of co-option • Loss of financial support |

Focusing on the business case for EIS:

1. What does the act of Navigating Differences look like for the tripartite alliance?
2. What measures can we put in place to counter the differences that may hinder our road to consensus?

Dialogic Practices



Source: Inspired by and adapted from Isaacs, 1999

Please agree (1) on a timekeeper, (2) who will moderate the group, (3) who will document results (flipchart or pinboard), and (4) who will report back in plenary.

GOAL

- Review Dialogic Practices in preparation for the development of the communication strategy.

TASK

Step 1: Individually, take a few minutes and read through pages 7 and 10 of this workbook and refamiliarize yourself with the Dialogic Practices covered in the previous workshops.

Step 2: In a group led by your moderator, reflect on the following questions about the Dialogic Practices:

- a) What do you think of these Dialogic Practices? Do you remember them?
- b) How do you think we can use them over the next couple of days as we are putting together draft communication strategy pillars?

Please use pinboards or flipcharts for the groupwork documentation.

Group work, 30min
Presentation, 6min

SESSION 2: REVIEW OF THE ACTION MODES

Please note that this will be a plenary exercise, instructions will be projected for all participants on 05 June 2023.

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SESSION 3: VISIONING

Please agree (1) on a timekeeper, (2) who will moderate the group, (3) who will document results (flipchart or pinboard), and (4) who will report back in plenary.

Visioning Session (Part 1)

Just Imagine...It is the year 2030 and Bangladesh is recognized worldwide not only for its beautiful waterways but also for its renowned and sustainable manufacturing of Ready-Made Garments (RMG) that follow international standards.

There is a group of international visitors coming to learn from your experience and to see the **environmental, social, and economic benefits** of this process.

You are the group that will tour them around the country. Please describe what you will show them and where. **Paint a picture of a healthy and sustainable Bangladesh RMG sector in 2030.**

Visioning Session (Part 2)

Following the visit, you are invited to an international conference to tell the story of how Bangladesh achieved the goal of improving the quality of workers' conditions and use of sustainable material in the manufacturing of ready-made garments which has led to improved economic growth.

- a) **List 3-5 concrete steps that led to this success.**
- b) **Describe how you arrived at your concrete steps.**
- c) **What made arriving at these concrete steps possible?**

SESSION 4: DISCUSSION ON THE VISION AND COMMUNICATION PRODUCTS

Please agree (1) on a timekeeper, (2) who will moderate the group, (3) who will document results (flipchart or pinboard), and (4) who will report back in plenary.

The concrete goals for this multi-stakeholder dialogue event are to:

1. Discuss communication products and timelines for EIS Pilot partners.
2. Agree on a communication timeline and next action steps.

Step 1: Before diving into the details of the communication products, first, you are invited to reflect together for **15 minutes** on the following questions:

1. How will these communication products contribute to the common vision that you articulated earlier today?
2. What is the main objective of these communication products?

Step 2: Following this preliminary reflection, take another **10 minutes** to write down some first ideas for the following questions:

1. Who are these communication products for?
2. Who will take responsibility for implementing communication?
3. What kind of learning processes should be integrated into the implementation of the communications products?

Consensus on these preliminary points will guide the more detailed work for Day 2 of the event.

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Following yesterday's end-of-day consensus, today you are invited to discuss in plenary and in smaller groups the necessary actions needed to co-create communications products and implement their dissemination.

Step 3: The recommended points for discussion, task assignment, and decisions are as follows:

1. Consensus of brochure content

Today's first session will be focused on gaining consensus around the brochure content. You will have **30 minutes** to agree on brochure content in the plenary.

2. Key messages

In the second session, in smaller groups, you will have **1 hour** to pull out key messages from the brochure sections and begin to formulate a new and straightforward communications product.

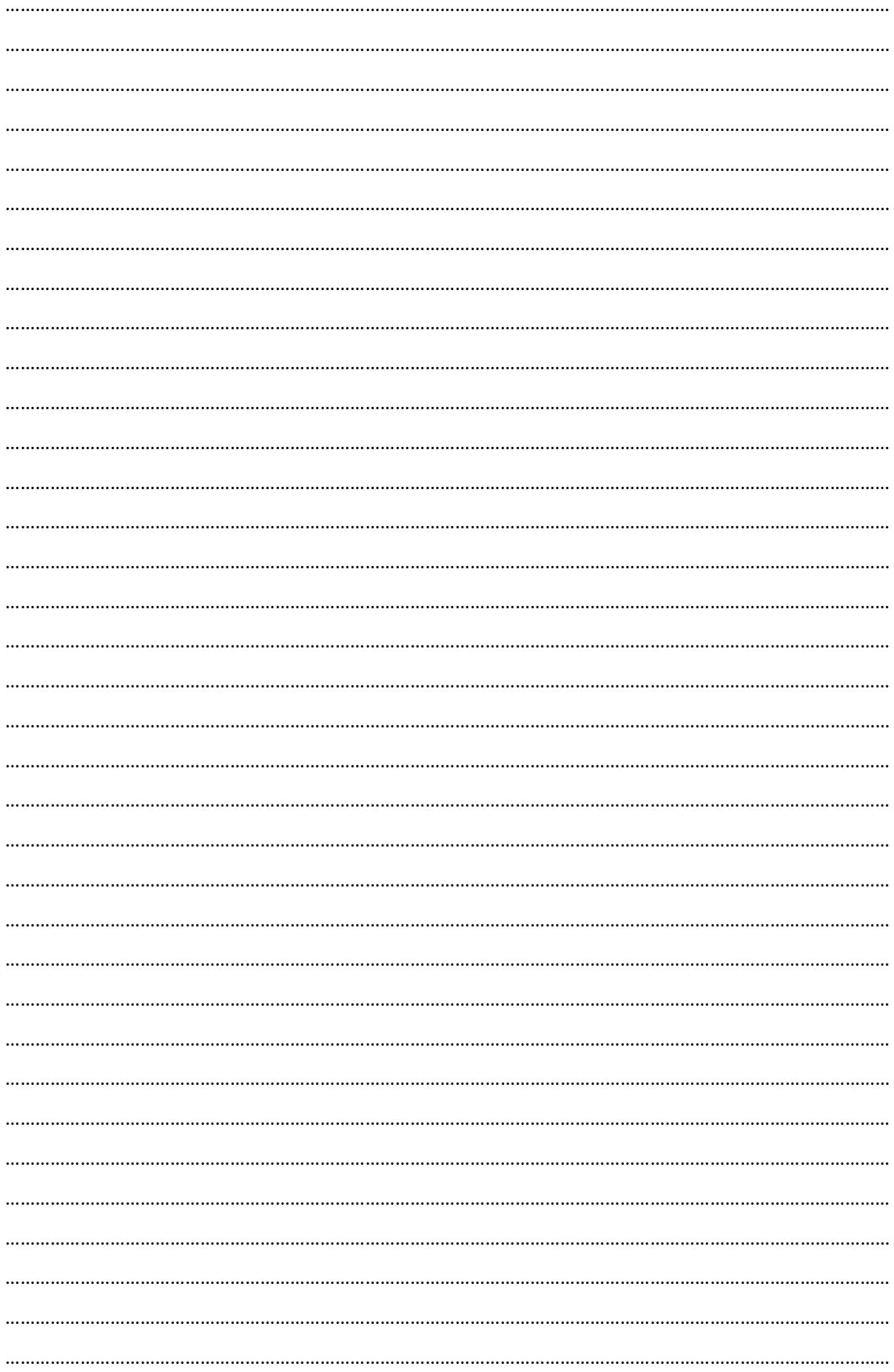
3. Tasks, roles, communication channels, and responsibilities

In this third session of the day, you are asked to agree in plenary to the different EIS Pilot partners' tasks, roles, and responsibilities, as well as how you will communicate among yourselves. You will have **90 minutes** to complete this task.

4. Process roadmap and timeline

Finally, you will have 30 minutes to focus on the future process. You should here agree to the next meeting of the EIS Pilot partners and establish a frequency of meetings for the foreseeable future.

You will have guidance from CLI, GIZ, and ILO for all of these sessions. The co-creative process must seek to be inclusive and respectful. Please, keep the Dialogic Practices in mind.



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