



UGANDA
COMMUNICATIONS
COMMISSION

Connected Uganda 2030



Stakeholder Engagement Framework

26th October 2023

The Uganda Communications Commission (UCC), established under the Uganda Communications Act, 2013, is mandated to regulate the communications sector in Uganda, including telecommunications, data communications, radio communications, postal services, and broadcasting. Central to the effective execution of this mandate is meaningful and structured engagement with stakeholders across the sector.

In recognition of the evolving regulatory landscape, changing stakeholder dynamics, and emerging business and technological developments, the Commission undertook a comprehensive review of its Stakeholder Engagement Framework. This review was informed by the Commission's Strategic Plan, newly developed regulatory tools, and an assessment of the framework's continued relevance and effectiveness.

The review process involved an evaluation of UCC's stakeholder engagement practices, including stakeholder mapping and issue analysis aligned to the Commission's strategic objectives. It assessed the level and quality of stakeholder participation in the planning and implementation of policies and strategies, identified risks and constraints affecting stakeholder relationships, and proposed mitigation measures.

The revised Stakeholder Engagement Framework incorporates key recommendations aimed at strengthening inclusivity, responsiveness, and effectiveness in stakeholder engagement, and will guide the Commission in fostering productive relationships that support the attainment of its corporate objectives.

1. RATIONALE, BENEFITS AND PRINCIPLES OF STAKEHOLDER ENGAGEMENT

1.1. Rationale for Stakeholder Engagement

Further to its mission and vision, however, UCC needs to effectively engage its stakeholders to be able to deliver on its key strategic objectives. This calls for a wellconsidered stakeholder engagement framework that can enhance the Commission's internal capability to establish and manage strategic relationships with its key stakeholders elicit their enthusiastic support for the organisation's projects and programs. The stakeholder engagement framework will:

- Enable UCC to adopt a proactive approach to stakeholder relationship management
- Stimulate positive response from various stakeholders as UCC communicates and implements its strategic plans and projects
- Provide UCC with a framework for evaluating its stakeholder relationship efforts and investments as it seeks to deliver on its mandate
- Clarify the objective of UCC's stakeholder engagement and increase effectiveness and efficiency in stakeholder relationship management.

To begin with, the stakeholder engagement framework will assess the current situation and identify opportunities for future improvement. It will likewise define the implementation plan for proposed stakeholder engagement framework and mechanism for its monitoring and evaluation.

1.2. Benefits of stakeholder engagement

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The Commission will however require a clear process that includes measurement and tracking of the engagement outcomes, if the potential benefits are to be consistently realised.

BENEFITS OF STAKEHOLDER ENGAGEMENT	
Consumers & public <ul style="list-style-type: none"> • Increased awareness of regulatory requirements • Reduced vulnerability to fraud & exploitation • Enhanced usage of telecoms services • Progress towards "an inclusive digital economy" 	Service operators <ul style="list-style-type: none"> • Enhance understanding of regulatory policies • Improved compliance with UCC standards • Improved service delivery to consumers • Efficient resolution of ... competitive disputes
Civil <ul style="list-style-type: none"> • Improved society & appreciation of media UCC's policies • Positive engagement with UCC & conflict resolution • Reduced negative publicity for the sector • Reduced resistance to regulatory policies & initiatives 	Policy makers & International bodies <ul style="list-style-type: none"> • Better appreciation of UCC's policy & strategies • Improved quality of policy formulation for the sector • Greater involvement of UCC in policy processes • Greater support for UCC positions in global fora

1.3. Principles of Effective Stakeholder Engagement

The following elements are critical for the effective development of the stakeholder engagement framework. The Consultants have applied them together to attain the desired results for the assignment:

i. The Purpose

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ii. The Players

Even where the purpose is clear, stakeholder engagement must be undertaken at the right level and with the right persons for it to deliver the desired results. This calls for the establishment and maintenance of comprehensive stakeholder registers at the project, department and organisation levels.

iii. Method of Engagement

Be it the setting, message or channel, the choice of tools and techniques for stakeholder engagement is critical to its effectiveness. This may be direct or indirect depending the purpose and players in the engagement. While some stakeholders must be engaged individually and in person, there are a number of stakeholder groups that the Commission can sufficiently engage as a collective.

iv. Responsibility for Engagement

To avoid duplication of efforts and conflicting messaging, it is important that the commission establishes a clear line and hierarchy of responsibility for stakeholder engagement. While the Executive Director with the support of the Directorate of Corporate Affairs, shall hold overall responsibility for Stakeholder Engagement, other Heads of Departments and project managers may exercise delegated authority in carrying out certain aspects stakeholder engagement including the monitoring and evaluation to ascertain the impact of stakeholder engagement on project sustainability.

v. Inclusivity

The Commission will seek to identify relevant stakeholders and make it easy for them to engage. The engagement process needs to identify and enable the participation of people and organisations who contribute to, influence, or are affected by our work. This includes those that may be harder to reach for reasons such as language, culture, age or mobility. UCC will further provide its stakeholders with the information they need to meaningfully participate

vi. Timing

UCC will involve stakeholders from the start and agree on when and how to engage. The Commission will clearly identify and explain the engagement process, and negotiate with stakeholders, where possible, as to timelines. This includes meeting schedules, and response times for information requests or feedback.

vii. Transparency

UCC open and honest in our engagement and set clear expectations. The Commission will provide information so stakeholders can participate in an informed way. UCC will

UCC open and honest in our engagement and set clear expectations. The Commission will provide information so stakeholders can participate in an informed way. UCC will clearly identify and explain the engagement process, the role of stakeholders in the engagement process, and communicate how their input will inform the project.

viii. Respect

UCC acknowledges and respects the expertise, perspective, and needs of stakeholders. The Commission understands that engagement is a two-way process. UCC will endeavour to be open to alternative views and to listen as well as speak. The Commission recognises the different communication needs and preferences of stakeholders and will endeavour to meet these wherever possible.

The stakeholder engagement framework takes the above principles into consideration to arrive at the stakeholder engagement framework here in.

2. THE VISION OF STAKEHOLDER ENGAGEMENT

To realise the UCC vision of an inclusive digital economy its overarching goal of communications services for all by 2030, the commission will need the enthusiastic support of key stakeholders. This calls for an effective framework that will guide the commission's efforts and investments in its stakeholder engagement activities. By extension, the vision for UCC's stakeholder engagement framework is summarised as follows:

A highly competent and well coordinated team working with the most effective tools to deliver results through effective stakeholder engagement

In seeking to be the next practice in stakeholder engagement, UCC will constantly work towards improving its stakeholder engagement framework so as to keep up with a constantly changing world.

2.1. Objectives

In general, the stakeholder engagement framework seeks to establish a point of reference for the stakeholder engagement efforts and investment at UCC. This requires a clear understanding of the current situation in regard to stakeholder engagement, together with the challenges and opportunities for improvement. Among others, the stakeholder engagement framework will seek to attain the following objectives:

- Identify priority stakeholders for the Commission
- Identify gaps in the current stakeholder engagement efforts
- Define ideal approaches to stakeholder engagement
- Define roles across the organization in regard to stakeholder engagement
- Develop internal capability for stakeholder engagement

While not exhaustive, the attainment of the above objectives will significantly enhance the state of UCC's stakeholder engagement and enable the Commission to better involve its key stakeholders in the formulation and execution of the organization policy and strategy.

2.2. Stakeholder Engagement Policy

The Commission shall undertake its stakeholder engagement activities as guided by the stakeholder engagement policy. While it will be subject to periodic reviews, the following parameters define UCC's stakeholder engagement policy:

i. ORGANISATION POLICY

UCC shall promote effective stakeholder engagement across its projects. Stakeholders are key to the effective implementation of policy and strategy. The Commission will therefore establish and maintain a comprehensive stakeholder engagement program backed by the right systems and skill sets

ii. CAPACITY DEVELOPMENT

UCC will build internal capacity for effective stakeholder engagement. In a constantly changing world, training and development are key to effective stakeholder engagement. For better performance, the Commission will provide the necessary training and skills development for the core stakeholder engagement team and other lead executives in other directorates.

iii. SYSTEMS

UCC will develop appropriate systems and tools for strategic stakeholder engagement. Effective stakeholder engagement requires the right systems and tools. The Commission will invest in the right systems and tools including but not limited to stakeholder register, stakeholder relationship management (SRM) systems and social listening tools for better online stakeholder engagement.

iv. INFORMATION

UCC will provide its stakeholders with industry information on a timely and insightful manner. Awareness is critical to effective stakeholder engagement. The Commission will collect, organise and disseminate industry information to keep stakeholders abreast of the telecommunications sector. Besides keeping them informed, UCC will directly and indirectly involve its stakeholders in policy matters by way of public participation.

v. COORDINATION

UCC will ensure that its stakeholder engagement programs are deliberate and well coordinated. To be effective, stakeholder engagement needs to be purposeful and linked to the organisational objectives. The Executive Director will take the overall charge of stakeholder engagement with the support of the Directorate of Corporate Affairs (DCA). Working in liaison with the DCA, other members of the Senior Management Team will oversee stakeholder engagement activities within their directorates.

To ensure that it remains relevant, UCC will review its stakeholder engagement policy every year and update it where relevant. Such update of the policy will need to be initiated by or with the involvement of the Directorate of Corporate Affairs and approved by the Executive Director.

2.3. Key Stakeholders

Stakeholder engagement for UCC may vary depending on the objective and the prevailing circumstances. In general, however, the Commission's engagement efforts will target four main stakeholder groups, namely:

i. Consumers and public

These include the users of various services regulated by the Commission and the general public.

ii. Service operators

Include service providers that are regulated by UCC such as telecom operators, Internet Service Providers, courier & postal services, broadcasters and value added service providers.

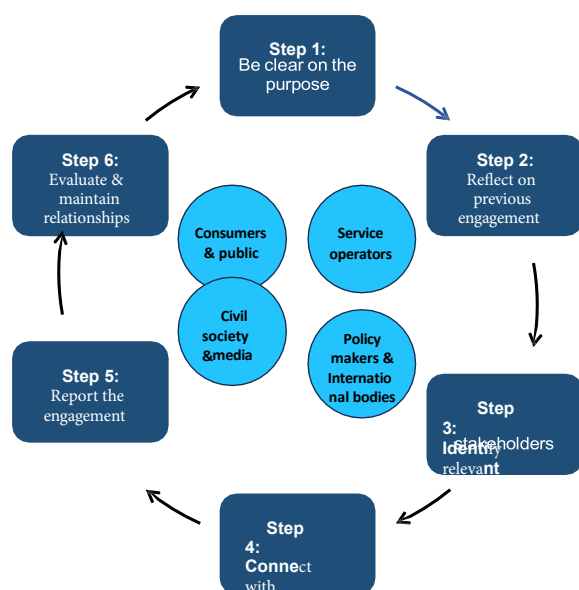
iii. Policy makers and international bodies

The policy makers range from legislators, government ministries, departments and agencies such as the Ministry of ICT, Ministry of Finance and Economic Planning, URA, NSSF. The international bodies include GSMA, The International Telecommunications Union (ITU), among others.

iv. Civil society and Media

Civil society organisations represent and voice the interests of the masses and even special groups. Owing to the size and dynamism in the telecommunications sector, the local and international press take a keen interest in the affairs of the Commission

3. THE STAKEHOLDER ENGAGEMENT PROCESS



As illustrated in the diagram above, a step by step process is recommended for effective stakeholder engagement. Of the models considered, this process is simple yet comprehensive and therefore suitable for the stakeholder engagement in a sizeable institution such as UCC. For greater effectiveness, the process has further been customised for the Commission's circumstance. It is thus recommended as a general guide for all stakeholder engagement programs within the Commission.

Different steps in the process may be more relevant for a project depending on the objective, nature, form of engagement. Step 2, may for instance not be necessary where the Commission may have not had any previous engagement with the stakeholder in question.

The user is therefore advised to work with the framework as defined by the needs of the specific project, circumstance or stakeholder group. That said, the quality of the final output of the process significantly depends on the work one puts in at each stage.

Step 1: Be clear on the purpose

Depending on the purpose, stakeholder engagement may be oneoff, continuous or a combination of both. A oneoff engagement may apply where the support of the stakeholder in question is required for a single activity or project. Continuous engagement is called for where the Commission requires the support or involvement of the respective stakeholder over multiple activities or programs.

Having clarity on the purpose of the engagement will help the respective individual, department or project team to design the appropriate mode of engagement. You may opt for either a direct or indirect interaction with the target stakeholder. While direct interaction may be held face to face or virtually, indirect interaction come in the form of mass media communication either through paid for media (print, electronic or social media) or owned media (website or the Commission's social platforms)

As explained below, your purpose for the engagement will likewise help determine the level at which you should engage with the target stakeholder:

i. The Highest Leadership level

- | | |
|---------------------------|-------------------------|
| i. Banking | ix. Professional bodies |
| ii. FinTech | x. Political leaders |
| iii. Energy | xi. The media |
| iv. Local government | xii. Service operators |
| v. Pension organisations | xiii. Tourism sector |
| vi. Government Ministries | xiv. Regulatory bodies |
| vii. Consumer protection | |
| viii. Academia | |

For instance with the Cabinet Minister, political leaders of a target community or the chair of the board of directors of your target organisation. Please note that while they may hold significant sway, the highest leadership level may not control the day to day decisions

ii. The Controlling level

You may alternatively want to engage at the technical control level at which many of the decisions are shaped or made. These may be the level of the Permanent Secretary of Commissioner with ministries or Senior Manager in a target organisation.

iii. The Influencing level

Besides the leadership and controlling levels, it might be prudent to engage at the influencing level. Players at this level may not control but can significantly influence the decisions by providing the appropriate information.

iv. The Contributing level

Players at this level provide valuable perspectives, views, feedback, opinions and experiences that shape the final decision of the stakeholder organisation.

v. The Receiving level

This is the lowest level of stakeholder engagement. Players at this point receive information about the project or initiative, its progress or final decision.

While the decisions or support that you need may come from the highest leadership or controlling level of the target organisation, there is need to be mindful of the fact that other lower levels can be a source of contextual information that may be useful in the pitching our policy proposals to the decision makers. The optimal level ultimately depends on our purpose for the engagement.

Step 2: Reflect on previous engagements

After outlining the purpose for stakeholder engagement, it may be beneficial to reflect on previous and/or current engagement with stakeholder in question. Considering past successes and challenges will help inform future engagement effort. Some questions to consider are:

- i. What has worked well in previous stakeholder engagement?
- ii. Did we fulfil our objectives?
- iii. What challenges were encountered in previous stakeholder engagement?
- iv. What could we do differently to use resources effectively and maximise impact?
- v. Did past engagements inadvertently undermined inclusion, for example by ignoring some stakeholder group?

As you reflect on challenges faced in past engagement, consider the possible role that inadequate capacity may have played in the failed engagement. Capacity is likely to vary between project teams or departments and may differ depending on the demands of the target stakeholder and the issues at play.

Be aware of potential limits on your capacity for undertaking stakeholder engagement, to ensure that you can initiate stakeholder engagement, act on stakeholder input and manage the relationships you develop sustainable. That said, you should not be discouraged if capacity is low; the stakeholder engagement framework is designed to increase stakeholder engagement within current capacity.

You are encouraged to aim for a level of engagement you can feasibly achieve with the resources you have, learn from the experience, and think about longterm stakeholder engagement goals and develop plans and budgets to achieve them. With limited resources, you might decide to work with multiple stakeholders but by way of a less involving method such as an online survey or a virtual meeting. You may alternatively seek to have a more involving engagement but will fewer stakeholders.

When considering capacity, it may help to anticipate level of impact stakeholder engagement is likely to yield on the project compared to anticipated level of effort from project team or department and the stakeholder in question. Note that ranking should be based on the results which stakeholder engagement could produce and stakeholder engagement work should be planned to achieve these results.

EFFORT	High	Major project	Time waster
	Low	Quick win	Fillin project
		Low	High
		IMPACT	

Step 3: Identify the relevant stakeholders

At this stage, you need to identify relevant stakeholders to engage in your project or initiative. As a project team or department, you will need to proactively identify and engage stakeholders, rather than wait for stakeholders to come to you.

This step is likely to differ depending on whether you are aiming to identify individuals to involve in a specific project or more generally, to identify organisations that may be relevant to your project. When identifying stakeholders, it is first important to consider which stakeholder groups you want to engage. You can do this by selecting sectors or organisations that match the needs of your project.

Whether you want to focus your efforts on one or more stakeholder types will be driven by your project needs and your capacity. There is often overlap between stakeholder types and roles may not be tidy and structured, for example a policy maker may be a service operator. If you are aiming to find a stakeholder to represent a certain stakeholder type (e.g. consumer activist and service operators), it is important to remember that whilst this can be established, each individual brings a unique set of experiences and cannot be expected to represent all views within a stakeholder group.

Please consider the following questions in regards to each of the stakeholder groups to decide if it is important to involve them in your project:

- What decisions do they make?
- How are they affected by your work?
- What is the number of people you would like to and can realistically engage (considering budget and time)?

Once you have decided on the stakeholder types, you can work on finding them. It may be useful to create a list of stakeholders to connect with. Stakeholder mapping can help visualise your key stakeholders and can be useful if you aim to map out organisations. It is important to keep your stakeholder map up to date if they are to be used again, as stakeholder information and relevance of stakeholders to your project or department is likely to change over time. As illustrated in the diagram below, there are three techniques that you may use in identify your target stakeholders, namely 1). Purposive, 2). Snowballing and 3) Open call:

1 Purposive	
2 Snowballing	
3 Open Call	Use public forum (e.g. social media to advertise for stakeholders)

Purposive selection” or the use of known contacts may be useful if you are aiming to identify a few key individuals to work with, for example to be involved in a specific oneoff project. You may wish to think about organisations or individuals relevant to your work and speak to colleagues to find mutual connections.

In the case of “Snowballing” you may start with an initial group or individual stakeholder who may recommend other stakeholders that would be appropriate to engage. Continue with this process till you reach your target number of stakeholder engagements. If you already have a few stakeholder connections then it may be helpful to reach out to them at this stage - not necessarily to pursue their specific involvement but because they may add insights to your stakeholder identification method and suggest individuals or organisations you would otherwise not have considered.

The “Open call” option is suitable for mass stakeholder groups and may be more efficiently conducted online.

With your stakeholder clearly identified, you are ready to assess them and plan your engagement accordingly. The goal of stakeholder assessment is to ascertain the current state or mindset of the stakeholder. As the chart below illustrates, the stakeholder matrix is a good tool to use in understanding the mindsets of the stakeholder in question

vi. The Stakeholder Matrix

The Stakeholder Matrix plots your target stakeholders across columns depending on the attitude towards your project. At the lowest level of the matrix, your target stakeholder is Unaware of your project or initiative.

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3					
...				CD	
Stakeholder n					

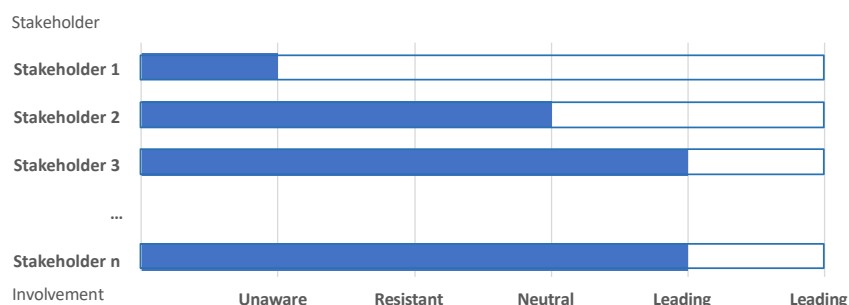
Example of stakeholder engagement assessment matrix with desired (“D”) and current (“C”) levels of engagement per stakeholder.

At the second level, the stakeholder is Resistant to the project and your goal is to move him to “Neutral” through persuasion. From “Neutral”, the next level in the stakeholder attitude is “Supportive”. You ultimately want your stakeholders at the highest level, namely; “Leading”.

vii. Stakeholder Chart

As illustrated below, the stakeholder matrix may likewise be represented in a graphical form that is referred to as the Stakeholder Chart. You may therefore use the stakeholder chart interchangeably with the stakeholder matrix

Example: Graphical Presentation of Stakeholder Engagement Matrix



Step 4: Connect with the stakeholders

Step four involves connecting with stakeholders. Completing steps 1-3 of this process ensures you are equipped for this stage as you will likely have identified stakeholders, have an accompanying list of objectives you wish to achieve through your engagement, an idea of the mode and level of stakeholder involvement you are seeking.

Consider where you will find your stakeholders and be able to connect with them, rather than waiting for them to come to you. To directly connect with influential individuals, you may need to get introductions from their acquaintances either from within or outside the Commission. To indirectly connect with other stakeholder groups, you may consider online and social media forums Twitter, LinkedIn or Instagram. To reach closed social groups such as the Uganda Sports Press Association (USPA) or "Mama Tendo", consider approaching the admin of the group who will have a relationship with the members and can advise on the suitability of your request and practicalities of how to engage their group.

Faith based institutions or organisations can likewise be accessed through religious leaders who would be willing to guide you on how to connect with their members if you approach them.

As you seek your target stakeholders, please remember to:

- Document your attempts. Keep track of when you have reached out to stakeholders and responses received. Follow up on your initial correspondence if you don't get an answer.
- Be persistent with contact to maximise your chances of getting a response, but after 2 or 3 chasing emails, know when to stop
- Be clear from the outset on what the project is, what you are expecting from the stakeholder, what you will offer in return, timelines, and any other relevant information.
- Building rapport is a critical part of the process. Be flexible with formality. It can be a barrier to engagement.
- Understand the mode of involvement of your stakeholder (i.e. leading, controlling, influencing, contributing, or receiving)
- Acknowledge stakeholder input and give some feedback to stakeholders throughout the engagement. This should include what you have learned from them, what specifically you appreciated, how they have helped.

Step 5: Report on the engagement

This stage involves reporting stakeholder engagement. Remember to update the stakeholder register with any additional information gained including your assessment of the outcome of the engagement. Besides the contacts details and identity of the stakeholder, please record whether the stakeholder has shifted his/her stance relative to the starting point.

Recording allows evaluation of stakeholder engagement. Future stakeholder engagement work may benefit from previous reporting, as it will allow you to critically assess impact and success. The key components of stakeholder engagement report should include:

- Information about who was involved.
- Methods of stakeholder identification and recruitment.
- Level of involvement (i.e. leading, controlling, influencing, contributing, or receiving)
- Stance of the stakeholder as compared to where the stakeholder stood at the beginning (i.e. whether unaware, resistant, neutral, supportive or leading)

Step 6: Evaluate and maintain relationships

Having clearly defined the purpose for engagement, outlined the specific objectives for engagement with each stakeholder, and reported engagement, you can develop ways of understanding whether your objectives have been met. Evaluative indicators need not be complex. Regular and informal feedback from the stakeholder may be sufficient to understand whether both parties feel engagement is working.

It is helpful to ensure that your stakeholders know you are open to receiving feedback and for you to be aware of subtle expressions of uncertainty which may indicate discontentment in your stakeholder. Some stakeholders may be eager to give feedback, but for others would rather not. You will need to work with your stakeholder to identify their preference for this step and may want to consider finding ways of gathering feedback whilst providing anonymity or without the need for blame. The following questions may be useful to consider:

- Has the engagement added value to your work?
- Has it been deemed successful by your stakeholders?
- What difference did it make?
- Has the engagement resulted in mutual learning?
- What did it change?
- Has the engagement had a positive impact on the Commission's policy or strategic initiative?

More formal evaluation can be conducted through widely used evaluation techniques such as focus groups, semistructured interviews, or surveys.

4. THE STAKEHOLDER ENGAGEMENT TOOLS

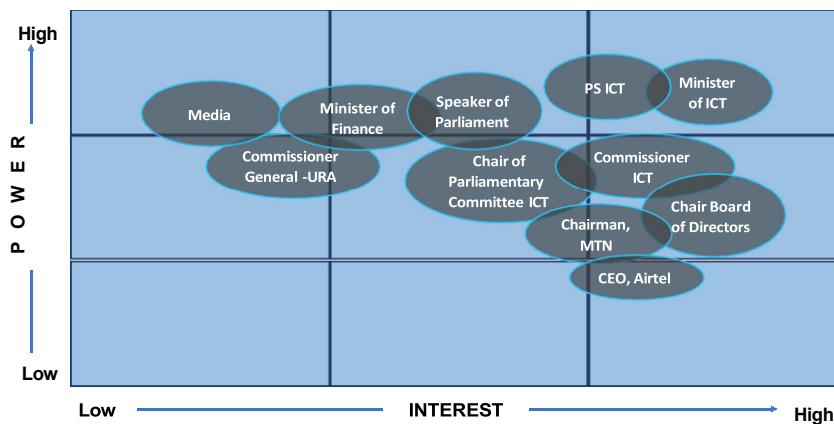
It is important to choose the right tool or technique that is appropriate for the format and stage of your stakeholder engagement. Direct engagements may require a different set of tools from indirect engagement. That said, direct engagement may either be with a single individual at a time or multiple persons in one seating. Either way, your set of tools and techniques need to be situation appropriate.

4.1. Tools and Techniques for the Planning Stage

The first task at the planning stage is to undertake stakeholder mapping. This helps enhance your preparedness and ensure that you get the desired outcome from the engagement. The following tools are useful for stakeholder mapping. You may use them in isolation or in combination, depending on your specific circumstance

i. Stakeholder Mapping:

Well thought out stakeholder mapping can be a great guide on the ideal approach to stakeholder engagement. As the figure below illustrates, this tool visually places key stakeholders on a 9box grid, based on the their degree of influence and interest in the project or initiative in question.

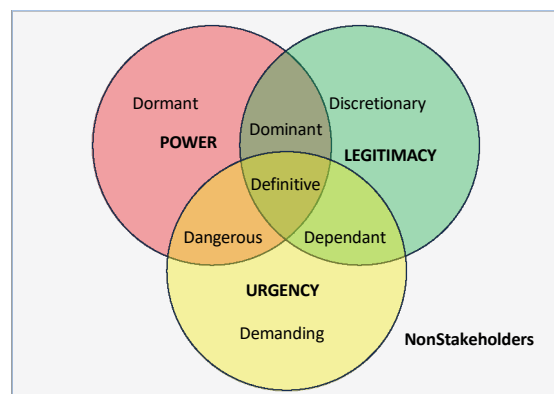


Stakeholder mapping should not be generically undertaken. To begin with, list all the stakeholders that you would like to engage as may be relevant to your project or initiative. You may map the stakeholder groups if you opt for indirect engagement. Mapping individual stakeholders is however more effective for direct engagement.

With the stakeholders well mapped, you are ready to apply the stakeholder salience model to analyse where your stakeholders stand and determine the right course of action.

ii. Stakeholder Salience Model

As the diagram below illustrates, the salience model defines stakeholder engagement options on the basis of three attributes, namely; power, legitimacy and urgency. The Commission may adapt its stakeholder engagement strategies to the classification of its stakeholder per the following seven categories:



a. Latent stakeholders

These stakeholders typically have only one attribute. They therefore receive less attention. Examples of latent stakeholders include the dormant, discretionary, and demanding stakeholders.

Dormant stakeholders

These stakeholders have low legitimacy, high power, and low urgency. Owing to their high power, they can impact your project. You need to carefully manage them. For example, a senior government stakeholder from a top ministry does not take part in meetings. He has no interest in your project. However, you need to keep this stakeholder close as they have power and you never know when they will change their mind.

Discretionary stakeholders

These stakeholders have high legitimacy, low urgency, and low power. Although they have low power and low urgency, you will fulfil their requirements because of their legitimacy. NGOs or charitable organisations are examples of discretionary stakeholders. They do not have power or urgency, but they are legitimate stakeholders.

Demanding stakeholders

These stakeholders have high urgency, low power, and low legitimacy. They are usually vocal and can influence other stakeholders if their requirements are not met. These stakeholders want attention and need to be managed carefully. An example is when your project is in a public place, and residents from the neighbourhood show interest in your project and ask for information.

b. Expectant stakeholders

These stakeholders combine two attributes: they have expectations of the project and are actively engaged. Some examples of expectant stakeholders are dominant, dangerous, and dependent.

Dominant stakeholders

These stakeholders have high legitimacy and high power but low urgency. As these stakeholders have a legitimate interest in your project, you need to closely manage them. Since the urgency is low, their rank is below the core group. For example, you are formulating a universal access policy where the Ministry of Education and Sports is a key stakeholder. Though they may not have urgent issues with your project, you will work with them closely as they have both power and legitimacy.

Dangerous stakeholders

These stakeholders have high power, and high urgency but low legitimacy, and this makes them vulnerable. They can be violent and can create trouble for your project. You will manage them cautiously. For example, if you are working in a remote area of the country, a group of unruly local youths can turn out to be dangerous stakeholders. The security of your team members is paramount. You must identify these stakeholders and mitigate the threats they pose.

Dependant stakeholders

These stakeholders have high legitimacy, high urgency but low power. Since these stakeholders have little power, you are likely not to feel the need to pay as much attention. For example, the community living and working around the Commission's premises or institutions can be an example of dependent stakeholders. There is need to keep a watch on these stakeholders because of their legitimacy and high urgency. They may form a group or associate with powerful stakeholders and create trouble for the organization if their requirements are not met.

c. Definitive stakeholders

These stakeholders have three attributes and require the most attention. You need to closely manage them. An example of definitive stakeholders is group of political rally participants in their stronghold. They are also referred to as Core Stakeholders. The top management of the organization can fall into this category.

d. Nonstakeholders

These are not stakeholders of your project, so you will not need to manage them.

Owing to the complexity, effort and costs of stakeholder engagement, it is important to effectively classify and identify priority stakeholders. This will enable efficient use of resources and greater effectiveness in stakeholder engagement.

4.2. Tools and Techniques for the Planning Stage

At the actual engagement stage, the goal is to not only influence but also understand the stakeholders, their perspectives, interests, fears and what they have to offer. Different stakeholder engagement tools and techniques may be appropriate depending on the form and objective of the engagement:

i. Stakeholder register:

The stakeholder register is critical tool for stakeholder engagement. The Commission will at any time maintain up to date stakeholder registers at three levels, namely:

a. The organization level

This is the master stakeholders register and shall be developed and maintained by the Directorate of Corporate Affairs. The other stakeholder registers shall feed into the master register. They in turn shall draw from it from time to time.

b. Department level

Each department shall maintain its own stakeholder register for ease of access by members of the department in their stakeholder engagement activities. The departmental register shall be continually updated from each stakeholder interaction. On a monthly basis, each department shall submit its updated stakeholder register to the Directorate of Corporate Affairs for incorporation into the master stakeholder register.

c. Project or program level

Each project, program or initiative shall have its own stakeholder register. At this level, the register should be customised to serve the specific objectives of the project, program or initiative. Project stakeholders are likely to fall into three categories. These include; internal stakeholders that encompass employees and members of the project team, external stakeholders that encompass beneficiaries and financing stakeholder that include both internal and external providers of the necessary project resources. Though the specifics may vary, your stakeholder register should have the elements illustrated in the example below:

Name of stakeholder	Contacts (email address & phone number)	player/Keep		Power/ Influence (High/ Low)	Interest (High/ Low)	Needs and Wants of the stakeholder	Concerns	Mode of Communication (Email/Phone/ Video Conference)	Frequency of Communication (Daily/Weekly)
		Role on the project (Key informed/Meet their need)							
Mr. Kaza Mali	k.mali@min.co.ug	Key player		High	Low	Minimize cost	Budget	Email	On need basis
Dr. Joseph Sawa	0752XXXXXX	Keep informed		Mid	High	Quality standards	Declining quality	Facetoface	Weekly
Ms. Flora Walibora	0772XXXXXX	Meet her need		Low	Mid	Environment	Missed ESG targets	Phone	Monthly

Please note that stakeholder interest, concerns and influence are bound to change from time to time. It is therefore important to periodically review and update the stakeholder register on a regular basis. Depending on the nature of the project, a monthly, quarterly or annual review may be required to keep the stakeholder register up to date

ii. Messaging theme and reputation calendar:

Effective stakeholder engagement may require continuous messaging as opposed to one off communication . A clear messaging theme and reputation calendar can be useful in driving sustained stakeholder engagement. Such a calendar schedules engagement activities over the whole year, thereby enabling you to plan ahead and execute effectively. Besides, it will eliminate potential audience confusion, should you need to convey multiple messages.

January	Launch digital sensation campaign
February	Call for submissions for the Digital in Business SME Awards
	Announce winners of Digital in Business SME Awards
April	Launch Annual Film Festivals – Celebrate past winners
May	Celebrations for the World Telecommunications Day
June	Call for entries for the next Annual Film Festivals
July	Hold the Annual Film Festival Week
August	Launch The Digital in School program
September	Call for applications The Digital in School program
October	Announce winners for The Digital in School program
November	Run testimonials of new Digital Labs in beneficiary schools
December	Run antifraud campaign

The following diagram offers an illustrative example of an annual messaging theme and reputation calendar:

iii. Mass media:

Placing an advertisement in the media may be useful in creating awareness and eliciting public participation if the project entails indirect engagement with a mass audience. Increased media digitisation, offers numerous cost-effective channels besides the traditional print or electronic platforms. While twitter, LinkedIn, Instagram, YouTube, among others offer cost-efficient platforms, they may have a credibility gap and would therefore need to be augmented by mainstream channels. An effective approach would be to link such digital platforms back to the Commission's website

4.3. Tools and Techniques for Follow Up Stage

Postengagement follow up is crucial and ought to be done well to ensure stakeholder success. For both new and existing engagements, well executed follow up offers an opportunity to grow and sustain stakeholder relationships for the immediate and longterm benefit of your project, department and the Commission as whole. You may apply any or a combination of the following tools and techniques for your engagement follow up:

i. Emails

Create an email template that you can send to attendees after an engagement session to thank them for participating and ask them if they want to be kept up to date and/or be included in future sessions or feedback options. Asking stakeholders these simple questions show you respect their opinions and their time and is likely to elicit enthusiastic participation in future engagements.

ii. Survey platforms:

After a stakeholder engagement session (both inperson and virtual), you can send out a survey to attendees. There are a number of survey softwares that you can explore for this purpose. These include SurveyMonkey, SoGoSurvey and SurveyPlanet, among others. With the survey platforms, you can:

- Evaluate the overall session
 - Gain insight into what worked or what didn't, or which tools attendees liked/ disliked
 - Address the things you didn't get to during the session
 - Provide an opportunity for open feedback that might not have been possible during the session
 - Ask key questions to help better understand your stakeholders

iii. Stakeholder Relations Management (SRM) System:

The power of your stakeholder engagement program lies in your ability to track and keep accurate records. At every stage of the engagement journey, it's important to log all of the stakeholder information and engagement session data captured in one accessible location. Wherever you choose to save your data, it must be secure (as you'll often be dealing with sensitive or personal information).

With an SRM System, such data would be searchable thus enabling the whole team to easily view it and generate insights on your stakeholders. Monday.com and jumbo.com are great options for SRM systems and allow login, tracking, and reporting on stakeholder information and stakeholder engagement activities.

An important element of stakeholder engagement is making sure that you follow through on commitments or promises. We know things can get busy, and sometimes commitments can get lost in the mix, especially if only one person knows about it. Documentation and activity databank will help you make sure that commitments are never forgotten.

Please note that there is a difference between CRM (Customer Relationship Management) and SRM systems. A CRM is a tool for managing customers and sales while an SRM is a tool for managing stakeholder information and stakeholder relationships.