

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

Day 1 of 2

Facilitation by

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5-6 June 2023

GIZ Official Welcome of Participants and Introductions



Technical introduction on the EIS Pilot



Check in

Please, check in with the following information:

- Name
- Institution and position
- How are you doing today?

CLI as an organisation...



THE COLLECTIVE LEADERSHIP INSTITUTE

Independent, non-profit organisation based in Potsdam, Germany and Cape Town, South Africa. Founded in 2005.

Our mission is to support multi-stakeholder groups realize their collective leadership potential and create and implement solutions for sustainability challenges.



**Be part of creating a world
that works for 100% of
humanity and the planet**

OUR UNDERSTANDING OF COLLECTIVE LEADERSHIP

Collective leadership
is the capacity of a collective
– a group of actors –
to collaboratively contribute
to a shared purpose
and
catalyze change towards sustainability transformation



Introducing CLI's approach



**Collaboration:
At the heart of the SDGs**



Building collaboration systems that work

The Collective Leadership Compass



The Dialogic Change Model



Agenda Overview



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 communications products implementation roadmap and timeline.

Day 1 Agenda

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

DO YOU HAVE QUESTIONS?



COFFEE
BREAK
TIME

Back in 30 Min.



Navigating Differences with the Norms



Recommendations for the group work

- **Note-taker / Presenter**
 - **Work closely with the Moderator / Timekeeper**
 - **When in the Breakout Group, share Participant Group Work Slides or prepare Flipchart if you are all in one room**
 - **Document the group's work on the slide(s) as you would on a flipchart, ensuring consensus – or directly on a flipchart if you are all in one room**
 - **In plenary, share your group's slide and present**

Recommendations for the group work

- **Moderator / Timekeeper**
 - **Draw on the (Digital) Dialogic Practices to keep group engaged in high quality dialogue**
 - **With reference to Breakout Group instructions in Participant Group Work Slides, keep group focused on completion of the task in a timely manner**
 - **Work closely with the Note-taker / Presenter**

Public Sector - Rationale

Decision-making and organizational culture

Motivation to engage in multi-stakeholder collaborations

Potential risks for engaging in multi-stakeholder collaborations

- | | | | |
|--|---|---|--|
| <ul style="list-style-type: none">▪ Guard the rule of law, ensure access to resources, and deliver services.▪ 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 Rationale	Decision-making and organizational culture	Motivation to engage in multi-stakeholder collaborations	Potential risks for engaging in multi-stakeholder collaborations
<ul style="list-style-type: none"> • Grow and seek business opportunities • Profit orientation, loyal to the business case • Guided by company strategy. • Depending on performance indicators, stock-exchange analysts • Efficiency and strategic purpose at the forefront 	<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 • Innovative • Differences between business associations & individual companies; between businesses in developed and developing countries; between privately owned and public companies 	<ul style="list-style-type: none"> • Advocacy for enabling the business environment • Reputation management • Compliance management • Customer relationship management • Long-term or short-term market development • Risk 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-stakeholder collaborations

Civil Society - Rationale

Decision-making and organizational culture

Motivation to engage in multi-stakeholder collaborations

Potential risks for engaging in multi-stakeholder collaborations

- Ensure social and environmental rights, development
 - 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
- 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
- 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.)
- 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?**

Session 3: *Visioning Session (Part 1)*

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.

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.

1. 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.
2. 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.**

Session 3: *Visioning Session (Part 2)*

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.

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?**

Lunch Break



COFFEE
BREAK
TIME

Back in 15 Min.



TECHNICAL INPUT BY GIZ AND ILO



Session 4: Vision & 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.

Day 2 Outlook and Check-out

