



SPCN-01 Stakeholder Management

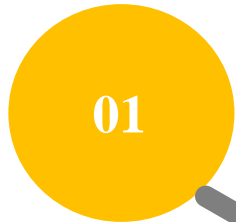
Prof. Rajib Shaw, Keio University, Japan

Ms. Ambika Dabral

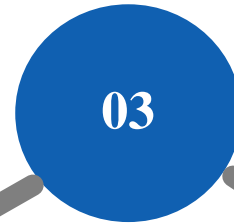
Date: 22-09-21

Outline of the module

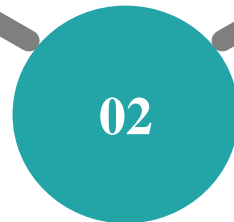
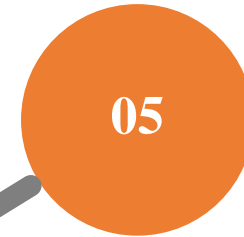
Stakeholders in DRR



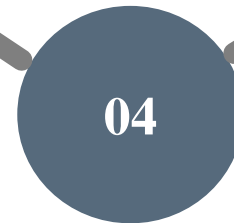
Stakeholder management



Key considerations



**DRR framework and strategies
on multistakeholder approaches**

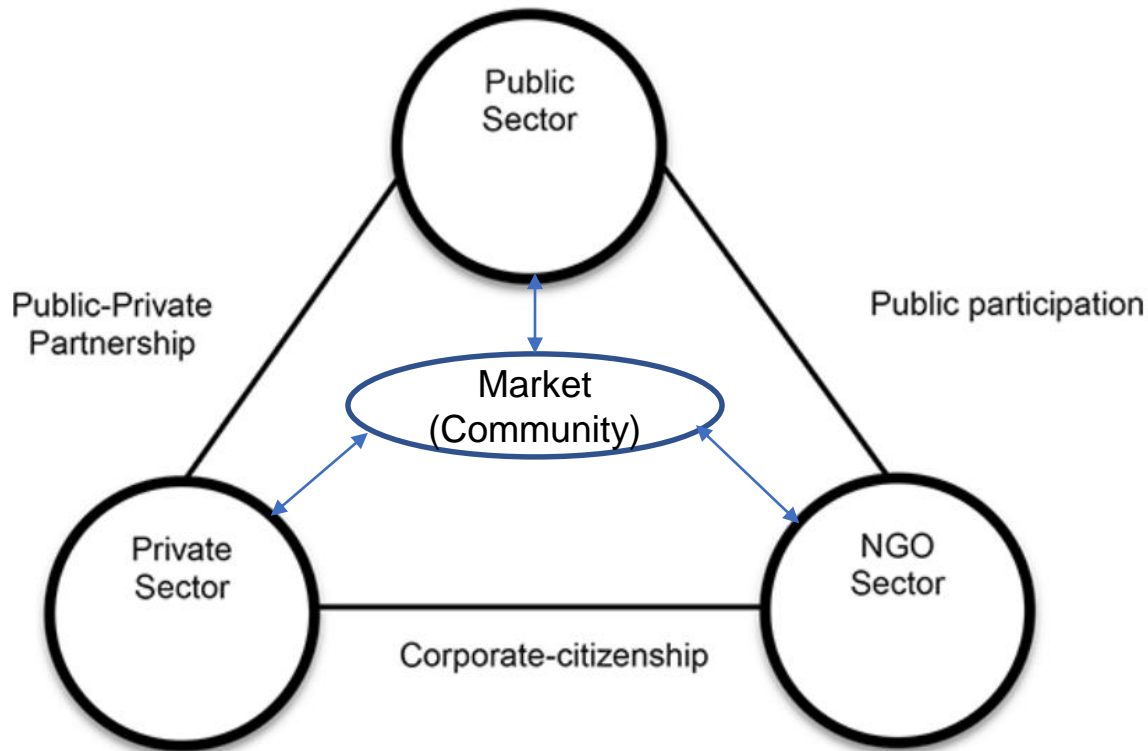


Steps of stakeholder management

Disclaimer: The designations employed and the presentation of material throughout this course do not imply the expression of any opinion whatsoever on the part of UNESCO concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

Stakeholders in DRR

- Persons, organizations, networks or groups with an **interest or concern** in **disaster risk reduction** and **risk-sensitive development**. (UNDRR, 2015).



*Fig 1. Triadic model of public, private and NGO sectors
(Adapted from Lassa, et al, 2018 and Wright, 2011)*

The core idea of **disaster risk governance** involves different **societal actors** and **power holders** in a society ranging from individuals to households to communities, governments, private sector, academia, civil society, military organizations, bilateral & multi-lateral donors and organizations, etc. (Lassa, et al, 2018)

DRR frameworks and strategies: Multi-stakeholder & all-of-society approach

Hyogo Framework for Action (2005-15)

- Advocated role of **corporates** for reducing risks of communities
- Focused on catalyzing actions by all stakeholders **at all levels**

Sendai Framework for Disaster Risk Reduction (2015-30)

- Identifies primary role of State in DRR and emphasizes on **shared responsibility**
- Calls for clear responsibilities across public and private stakeholders, including business and academia, to ensure **mutual outreach, partnership, complementarity in roles and accountability** and follow-up

Arab Strategy for Disaster Risk Reduction 2020, 2030

- Promotes **collaborations** through regional multi-stakeholder and multi-sectoral forum
- Identifies key role of **regional centers of excellence**, national authorities, private sector, **civil society** and media

Agenda 2030 for Sustainable Development

- Strengthen the means of implementation and revitalize Global Partnership for Sustainable Development

Multi-stakeholder approach in DRR (contd.)



Fig 2. Meeting on stakeholder engagement & mainstreaming NBS for disaster risk reduction and climate change adaptation (UNESCO, 2019)



Fig 3. Ridge to reef mapping exercise with indigenous communities, NGOs, academics and government in Cagayan de Oro City (Horacio Marcos C. Mordeno, MindaNews, 2009)

Stakeholder management

Management of stakeholder is important for the **success** of the intervention. Stakeholders hold significant **power and influence** over different phases on any intervention.

Shared responsibility and accountability

Shared understanding of needs, challenges and aspirations

Shared and accumulated of resources

Informed by multiple voices and perceptions: Strengthen information flow

Promotes principles of good governance



Disaster risk reduction
Holistic and sustainable development

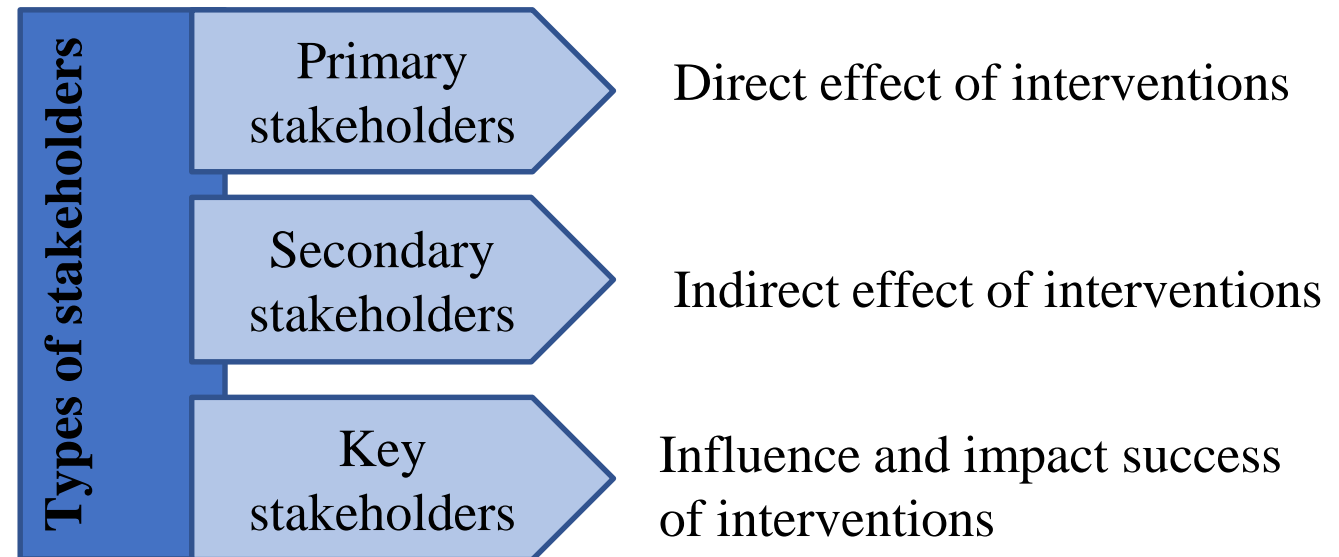


Fig 4. Types of stakeholders

Stakeholder management (contd.)

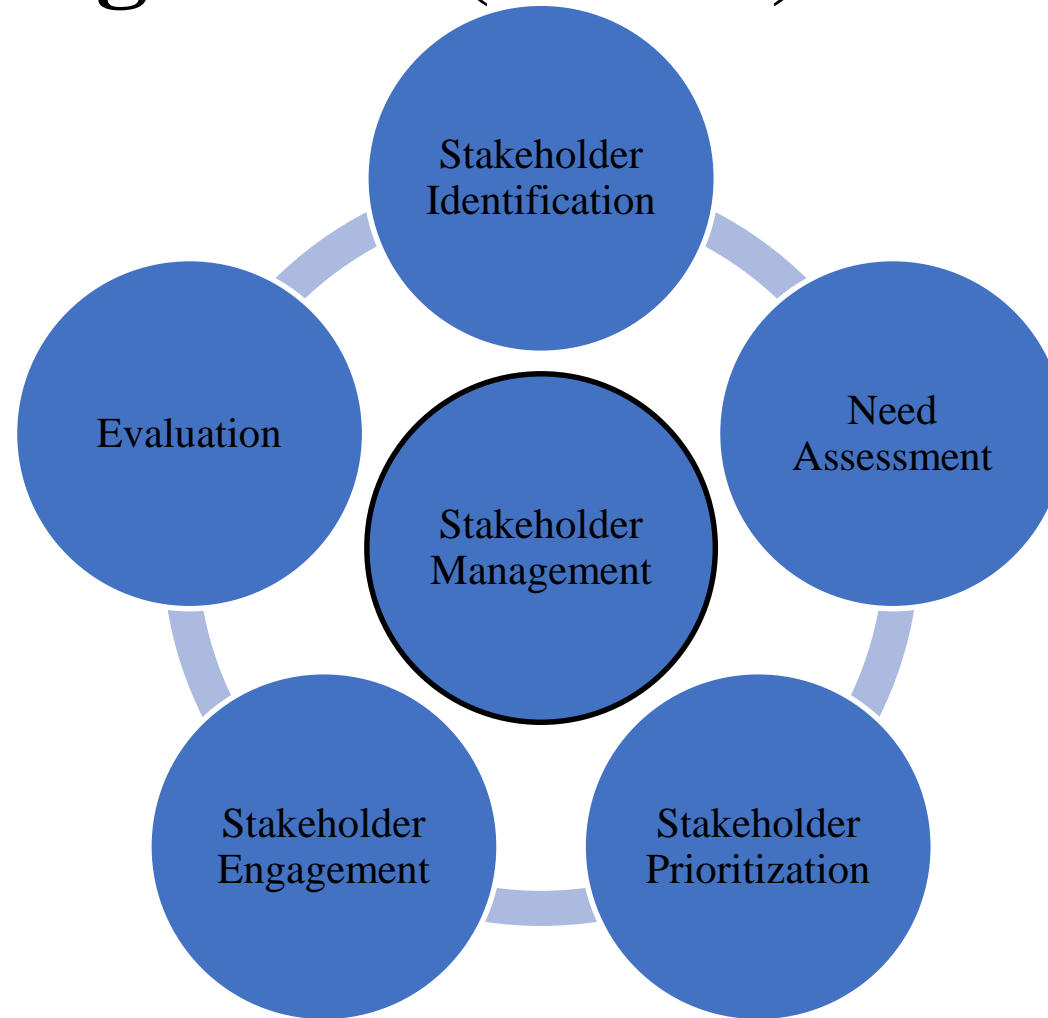


Fig 5. Key steps of stakeholder management

Step 1: Stakeholder Identification

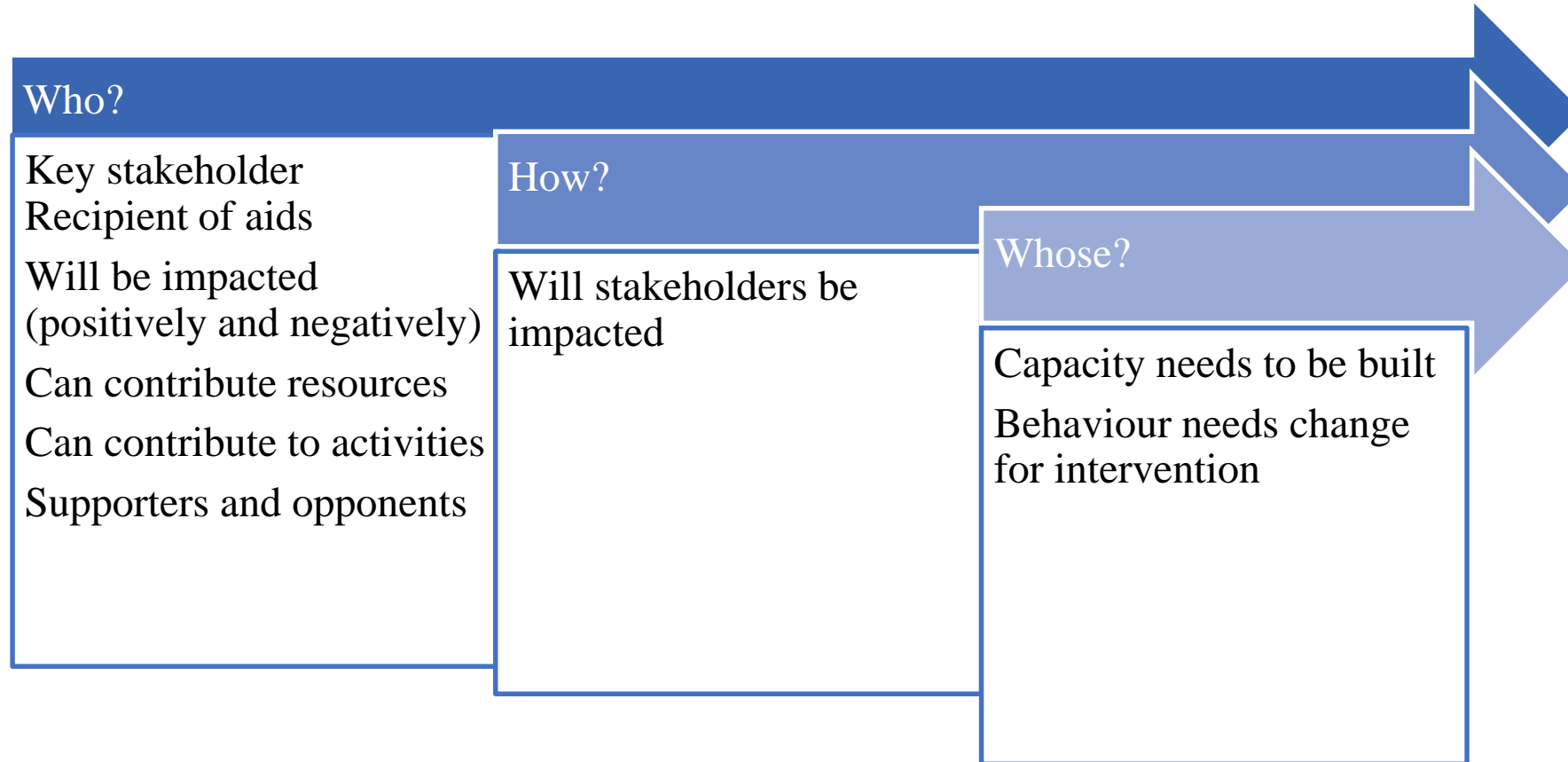


Fig 6. Key questions for stakeholder identification

Step 1: Stakeholder identification (contd.)

- Stakeholders are identified and mapped specific to the intervention
- Tools of stakeholder identification: **brainstorm, desk review** of secondary data, collect stakeholder category **information from informants in the community, consult, advertise**

Fig 7. Stakeholder mapping grid (WHO)

Name of organization	Name of Contact person/s (Title and level)	Level of influence	Type of influence	Priority of engagement	Role and Type of engagement
Ministry of Health	Family Planning Office	High	-Develops national family planning plans -Develops policy ...	Important (Inform, consult, collaborate, ...)	-Leading the process -Continuous engagement -Feedback Loop
Ministry of Finance	Budget disbursement level	High	- Determines level and timing of funding ...	Important (Inform, collaborate)	Through the Ministry of Health
Ministry of Education	Director	High	-Provides training	Important (Inform, collaborate)	- Through the Ministry of Health
Family Planning Providers	Physician, Nurse, Community Health Worker, Midwives	High	-Adoption of the guidance -Direct service and implementation influence -policy influence	Important (Inform, collaborate, involve)	- Continuous engagement
Non-governmental organizations	Program Officer	High	-Budget influence -Level of supply of commodities ...	Important (Inform, collaborate, involve)	- Continuous engagement
Professional Societies	President or Executive member	Moderate to High	-Dissemination -Direct service and implementation influence ...	High (Inform, consult, involve)	- Early engagement - Presentation at Society meetings ...
WHO and WHO Country Offices	WHO Country office focal point	Moderate	-A resource for tools, templates (MEC and SPR), and guidance duri...	Important (Inform, consult, collaborate, involve)	-Continuous engagement - Part of the implementation team ...
Individual Advocate	First Lady, Mayors' offices, ...	Moderate	-Catalytic	Somewhat important (Advocate)	- Launch meeting ...

Step 2: Need assessment

- Helps in establishing shared understanding of needs, **foresee potential obstacles, identify capacity gaps**
- Supports laying down **informed and targeted** planning and interventions
- Building on **existing solutions**
- Helps in **resource mobilization**
- Creates **ownership** in stakeholders

Tools for need assessment:

- **Survey**
- **Focus group discussions**
- **Key informant interview**
- **Stakeholder workshops**

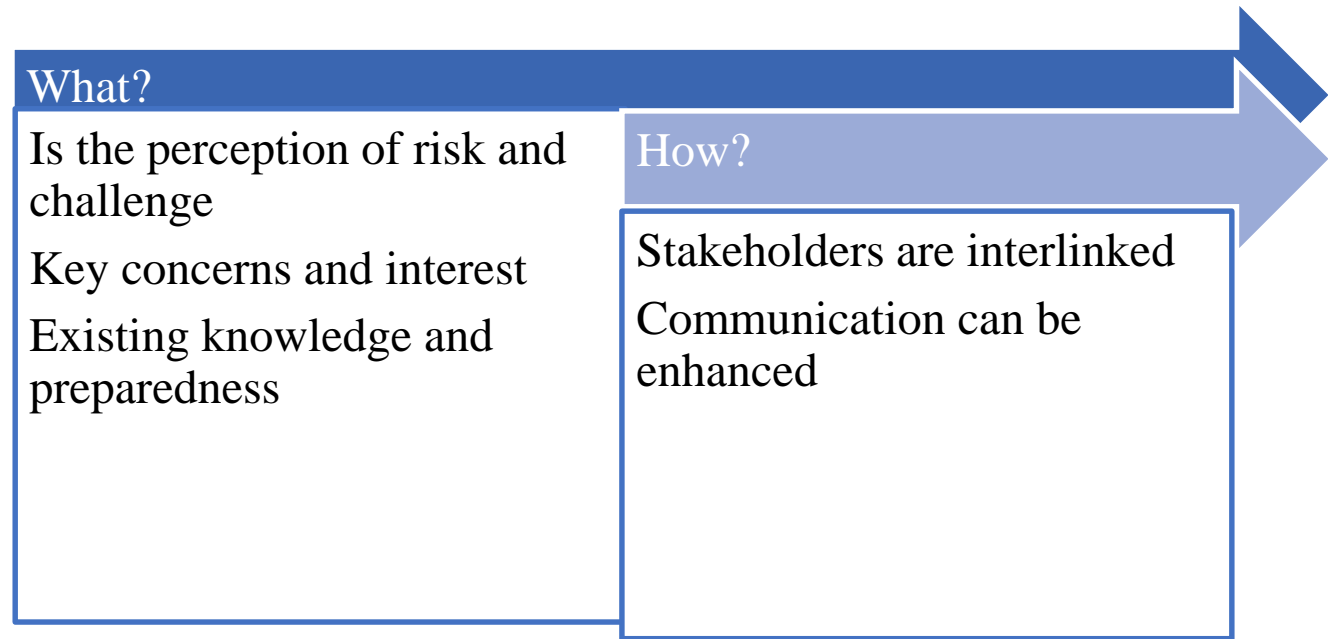


Fig 8. Key questions for stakeholder need assessment

Step 3: Stakeholder prioritization

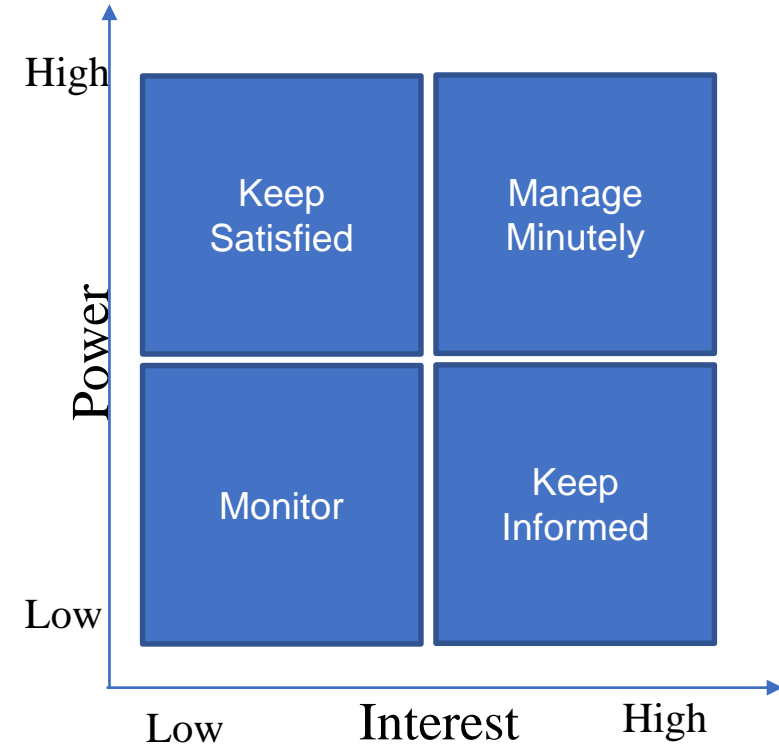
By mapping stakeholders as per their **degree of influence** and **interest** on the intervention

- **Advocacy and policy change:**

Focus on **high power** and **high interest stakeholders** like national government, international donors, regional centres of excellence

- **Participatory process:**

Focus on **low power** and **low interest** and **low power** and **high interest stakeholders** like communities, local governments which may lack in DRR capacities.



*Fig 9. Power-Interest Grid
(Adapted from Mendelow's Power-Interest Grid)*

Stakeholder analysis and planning

Based on the stakeholder identification, needs assessment and prioritization, stakeholder analysis and participation matrix is developed for planning future action strategy.

Stakeholder analysis is an ongoing exercise.



Stages of intervention	Knowledge sharing	Consultation	Collaboration for project success	Empowerment for decision making
Identification of prevalent hazards				
Prioritizing DRR action				
Implementation				
Evaluation of initiatives				

Fig 10. Sample stakeholder specific participation matrix

Step 4: Stakeholder engagement

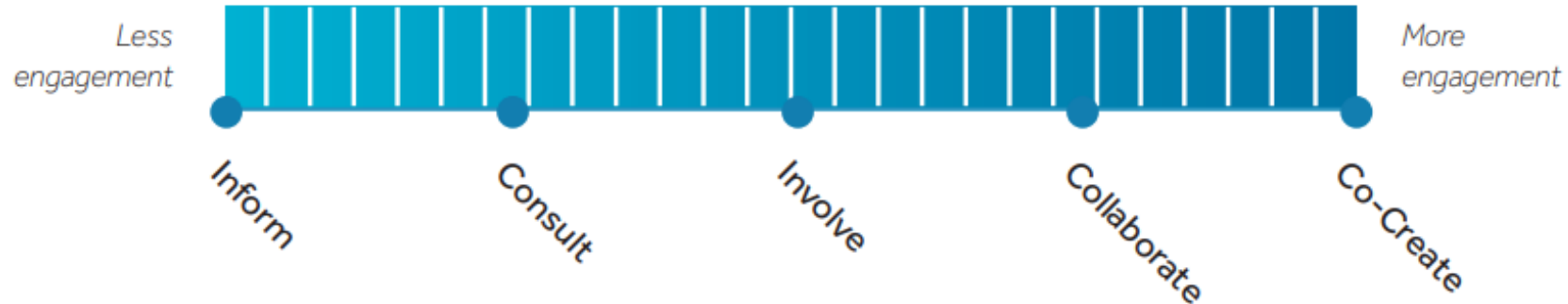


Fig 11. Spectrum of stakeholder engagement (WHO)

- Develop **stakeholder engagement strategy**
- Organize **participatory meetings and workshops** through debates, panel discussions, round tables
- **Participatory data collection** through focus group discussions, semi structured interviews, community mapping exercise



Fig 12. Participatory mapping of local disaster risks (Reichel, et al., 2014)

Example of stakeholder engagement

- 2018, **UNDRR Stakeholder Engagement Mechanism (UNDRR-SEM)**: to leverage the convening and advocacy powers of various major groups and others stakeholders (MGoS) for the integration of DRR into the broader 2030 Agenda.
- Majority of MGoS represent CSO and CBOs
- Supports the all-of-society approach
- Key functions include:
 - ✓ Build an **inclusive and broad movement** for the implementation of the Sendai Framework;
 - ✓ Create avenues to **influence** policy design and implementation;
 - ✓ Strengthen citizen-led and social **accountability** mechanisms;
 - ✓ Promote **coordination, information exchange and harmonization** between stakeholder groups.

Step 5: Evaluation

- **During the intervention**

Increase in level of engagement, improvement in stakeholder's capacity, engagement of different stakeholder groups

- **After the intervention**

Feedback based inputs, training assessments, achievement of desired effect, improvement in community awareness, reduced loss of finance and life

- **Before the extension/scaling up the intervention**

Improvement in key stakeholder identification



Effective stakeholder management- Key considerations

- Appreciating process – considering **change as an ongoing process** not an output
- People oriented – putting **people as the focus** of development
- Community knowledge– **appreciating local knowledge** as much as expert knowledge
- Learning to listen – encourage stakeholders to speak and practice **active listening**
- Empowering others – focus on **building the capacity** of marginalized stakeholders
- Building **long term ownerships-** for sustaining the interventions taken

Inclusive and integrated approach

All-of-society

Multi-hazard risk-informed

Multi-sectoral

Eco-system-based approaches



Thank you