SPCN-01 Stakeholder Management

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Outline of the module

Stakeholders in DRR

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DRR framework and strategies on multistakeholder approaches

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Steps of stakeholder management

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Key considerations

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Stakeholders in DRR

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

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

<table>
<thead>
<tr>
<th>Framework</th>
<th>Description</th>
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- 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. Morden, 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

Primary stakeholders
- Direct effect of interventions

Secondary stakeholders
- Indirect effect of interventions

Key stakeholders
- Influence and impact success of interventions

UNESCO
Stakeholder management (contd.)

Fig 5. Key steps of stakeholder management
Step 1: Stakeholder Identification

Who?
Key stakeholder
Recipient of aids
Will be impacted (positively and negatively)
Can contribute resources
Can contribute to activities
Supporters and opponents

How?
Will stakeholders be impacted

Whose?
Capacity needs to be built
Behaviour needs change for intervention

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)**
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**

- **What?**
  - Is the perception of risk and challenge
  - Key concerns and interest
  - Existing knowledge and preparedness
- **How?**
  - Stakeholders are interlinked
  - Communication can be enhanced

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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.**

<table>
<thead>
<tr>
<th>Stages of intervention</th>
<th>Knowledge sharing</th>
<th>Consultation</th>
<th>Collaboration for project success</th>
<th>Empowerment for decision making</th>
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<tbody>
<tr>
<td>Identification of prevalent hazards</td>
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<td>Prioritizing DRR action</td>
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<td>Implementation</td>
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<td>Evaluation of initiatives</td>
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*Fig 10. Sample stakeholder specific participation matrix*
Step 4: Stakeholder engagement

- 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 11. Spectrum of stakeholder engagement (WHO)](image)

![Fig 12. Participatory mapping of local disaster risks (Reichel, et al., 2014)](image)
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
Thank you