



# Stakeholder's mobilization

Principles and methods

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# Introduction, names and titles

- Quiz: How do you rate your knowledge of stakeholders mobilisation: (I know very little, I know somewhat, I am an expert).



# Learning objectives

- Understand the elements of stakeholder mobilisation.
- Analyse stakeholders using systematic methods.
- Draw stakeholder mobilisation plan using context appropriate methods.
- Choose mobilisation technique according to stakeholders characteristics.
- Establish capabilities to contribute fully to a range of roles, both individually and as part of a team, as effective communicators, and leaders.



# Who is a stakeholder (Word Cloud Quiz)

[https://PollEv.com/free\\_text\\_polls/vgVEN0Uu8Tr4QVHO3mRT6/respond](https://PollEv.com/free_text_polls/vgVEN0Uu8Tr4QVHO3mRT6/respond)



# Stakeholder is

“Stakeholders in a process are actors (persons or organizations) with a vested interest in the policy being promoted. Those are likely to affect or be affected”



# Examples of stakeholders

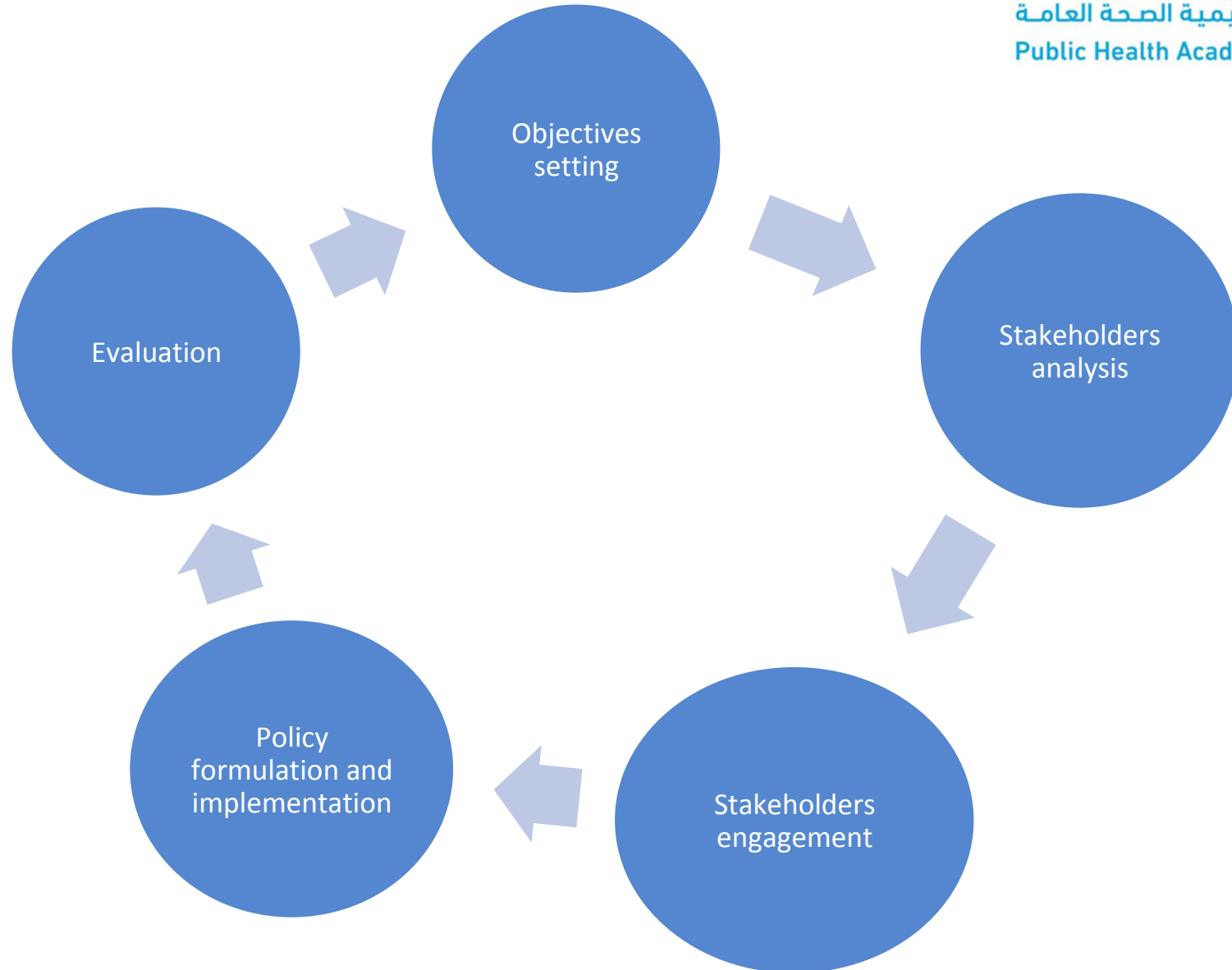
1. National political (legislators, governors),
2. Agencies: e.g. MoH, and others.
3. Commercial/private for-profit,
4. Non profit (nongovernmental organizations [NGOs], foundations),
5. Civil society, and users/consumers.
6. International/donors.



# Reasons for engaging stakeholders:

- Identify areas of agreements.
- Identify areas of disagreements and understand the reasons.
- Identify potential allies-supporters.
- Create common understanding and awareness about the issue at hand.
- Align policies with stakeholders interests and values.
- Improve the implementation of the policies and plans.
- Other reasons?

# Stakeholders mobilisation cycle







# Stakeholder analysis



- What is the planned objective for which you need to mobilise stakeholders?
- Who are the stakeholders that you want to mobilise for that policy?
- What is the context, ( decision making process, societal values, administrative hierarchy, etc.
- Level of analysis. Identification of stakeholders will vary with the level of analysis

## Why?

- To increase the chance of success through informing the design, preparation and implementation, or as part of an evaluation, during or after project completion.

## How ?

1. Select a policy/ interventions, decide the level and explore the context.
2. Identify key stakeholders
3. Define stakeholders characteristics, interests, values).
4. Plan appropriate communication channels and targets.



Step 1: Selection of the policy, level of analysis

Step 2: List stakeholders ( Breakout sessions, 5 minutes)

- During your course, you developed a emergency plan. Can you specify one objective or policy that is part of your plan?
- Discuss the following for the policy that you have chosen:
  1. Level of analysis ( international, national, regional).
  2. Context.
  3. List all your stakeholders (remember the definition)
  4. List all stakeholders that are a priority.



# Stakeholders table

Sector	Sub-sector	External/Internal	Reason chosen	# to be interviewed



## Step 3: Stakeholders characteristics

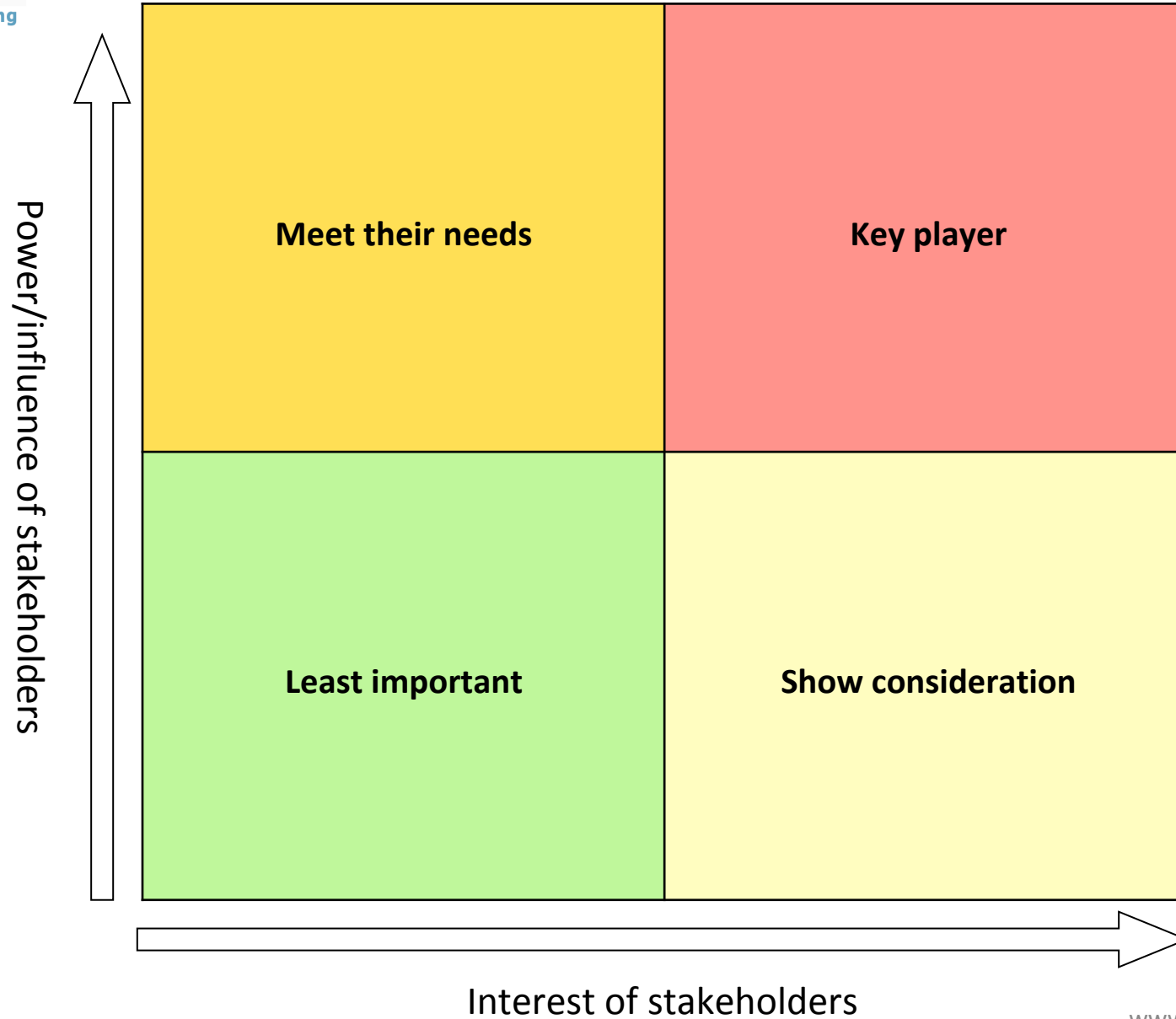
- Using the sample questionnaire, develop a small questionnaire for your stakeholders.
- Interview 2-3 stakeholders. Fill up the stakeholders table.
- Presentation and discussion: 10 minutes

# Analysis of decision making/ power Example (Group activity).

Stakeholder	Characteristic				
	Involvement	Interest	Power	Position	Impact
Ministry of Health	Implementtion of the interettion	High	High	Supporter	High



Stakeholder quadrant







# Stakeholder mobilisation

## Definition:

- Stakeholder engagement refers to the *process* by which an organization involves people who may be affected by the decisions it makes or who can influence the implementation of decisions

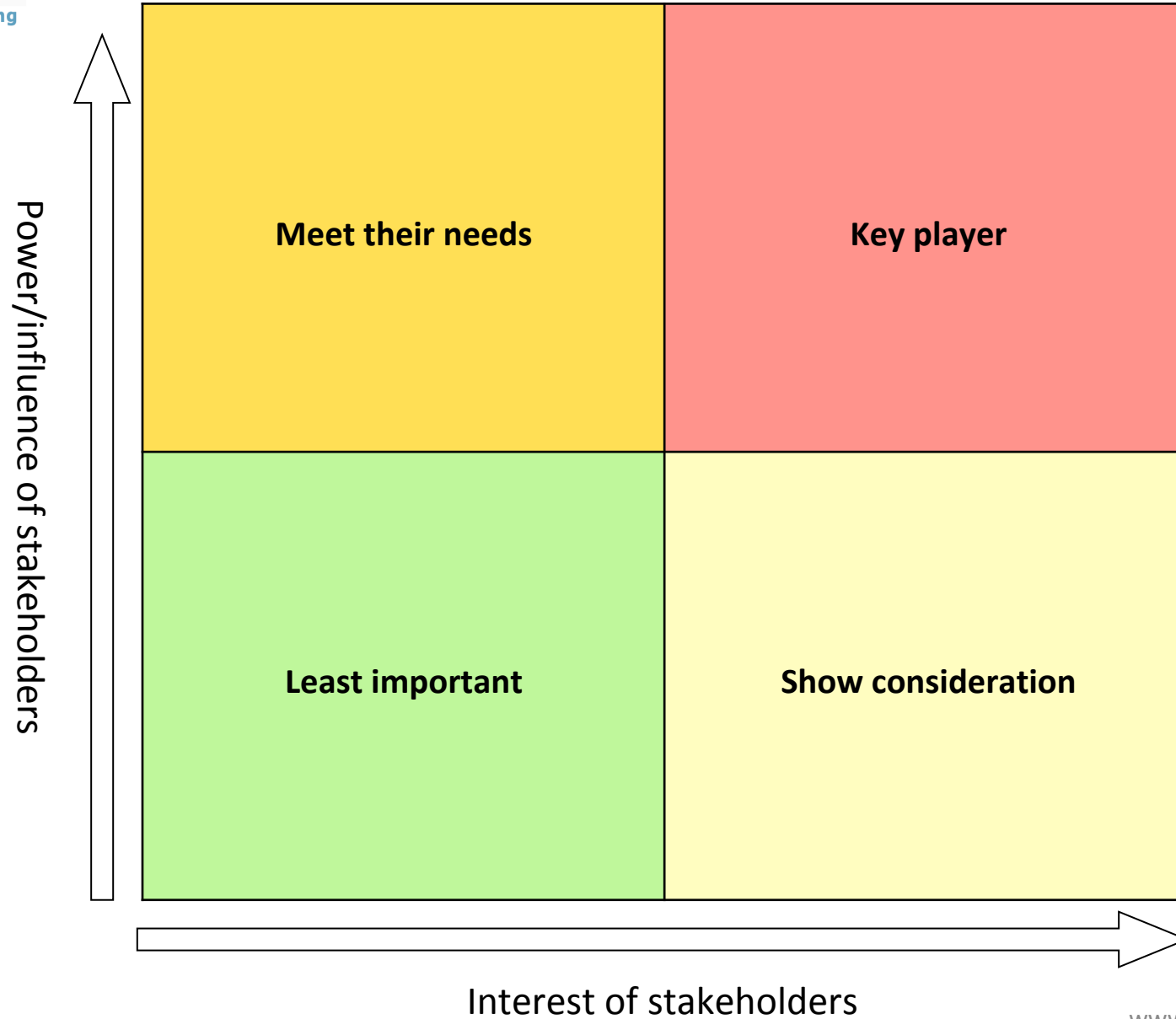


# Challenges and considerations

1. Difficulty in identifying individuals that are representative of the stakeholders group.
2. Resources are needed ( research, interviews, etc).
3. How and when to include stakeholders input?
4. Competing interests of stakeholders.
5. Biases of choosing one or a limited number of stakeholders.



Stakeholder quadrant



# Strategies for mobilising stakeholders

Level of involvement	Involvement strategy	Communication strategy	Relation	Result
Informing	Newsletters, bulletins, brochures, reports, websites, public events, site visits, press conferences, publicity, lobbying	One side direction, stakeholders are not invited to reply or give feedback	Short or long term relation ( We will keep you informed)	To inform the stakeholder
Monitoring	Media, web and internet analysis, focused interviews	One sider direction, stakeholder opinion is monitored without open debate of dialogue.	No relation	To monitor the stakeholder point of view

Level of involvement	Involvement strategy	Communication strategy	Relation	Result
Negotiating	Public-Private Partnership and other governance approaches	Limited on both sides, strongly connected to formal defined ex ante conditions and objectives	Relationship built upon formal / contractual terms	To work together in a specific formal relation where objectives and framework conditions are defined
Consulting	Surveys. Focus groups. Evaluations. Individual meetings and interviews. Public events and workshops. Permanent Forums. Open discussions, feedbacks on-line.	Limited on both sides: stakeholders are invited to give feedbacks and reply to specific questions and themes proposed.	Short or long term relation: “we’ll keep you informed, we’ll take into consideration your suggestions and feedbacks, we’ll inform you about our decisions”	To obtain information and feedbacks from the stakeholders to support internal decision making process.

Level of involvement	Involvement strategy	Communication strategy	Relation	Result
Involving	Forum multi-stakeholder. Consulting Committees. Consensus building processes.	Bilateral and multilateral: all the involved subjects get new information	Medium-Long term involvement. “ We will work with you”	To work closely with the stakeholders to ensure their involvement.
Authorizing	Stakeholders are part of the Governance structure.	Formal communication flows with stakeholders internal (part of governance structure) or external (delegated to take decision) to the decision making process.	Long term relation “We’ll implement what you will decide”	To delegate decision making processes related to one specific objective, to the stakeholders.



# How to deal with each group

## High power, Low interest:

### Meet their need:

- **Engage monitor and involve** in key areas.
- Try to increase level of interest
- Aim to move to right hand box

## Low power, low interests:

### Least important:

- Minimum effort
- **Inform, monitor** via general communication
- Aim to move to right hand box

## High power, high interest:

### Key players:

- Focus efforts on this group
- **Involve, in governing/ decision making.**
- **Engage and consult regularly**
- **Authorize wherever possible.**

## Low power, high interest:

### Show consideration:

- Make use of interest through involving in low risk areas.
- **Inform, Monitor, and consult on interest areas.**
- Potential supporters, good will ambassador





# Breakout rooms (10 minutes, 5 minutes presentation and discussions)

- Discuss the stakeholders.
- Describe the engagement plan for each stakeholder

# General Discussions and feedback

- Repeat the quiz in the beginning.
- Send us any recommendations for improvement.