

This video shows some of the slides used in the presentation

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Tools for the Practitioner Network on Stakeholders

1. Identification of stakeholders
2. Mapping of stakeholders
3. Different forms of engagement
4. Procedure to multi-stakeholder process



Stakeholder engagement is critical to manage change, here to progressively control FMD



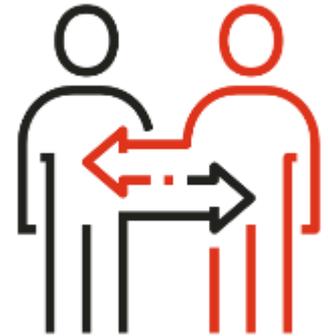
Stakeholders definition

- 'any group or individual who can affect or is affected by the achievement of the organization's objectives' (1984: 46).

Source: Stakeholder | Definition - What is a stakeholder? <https://www.stakeholdermap.com/stakeholder-definition.html>

- 'People or small groups with the power to respond to, negotiate with, and change the strategic future of the organization' (Eden and Ackermann 1998: 117).

Source: Stakeholder | Definition - What is a stakeholder? <https://www.stakeholdermap.com/stakeholder-definition.html>



Stakeholders relevant to FMD control

- Groups within or outside of Veterinary Services with a **vested interest** in the performance of a FMD-control programme
- People that are affected, directly or indirectly by the scope of a new FMD control strategy and/or **who can influence the success or failure** of a new approach to FMD control



What is it that you see?



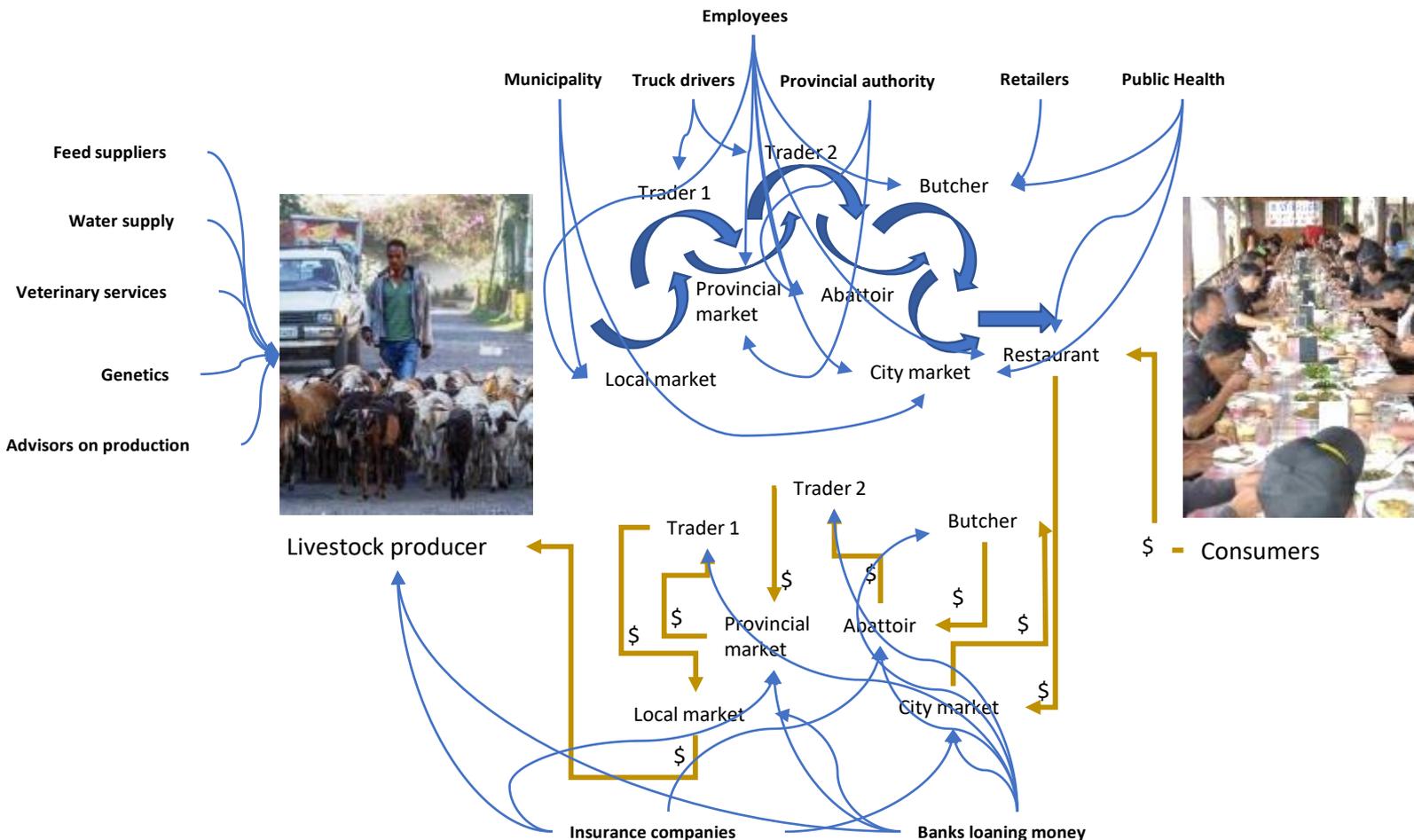
1. A young lady
2. An old woman



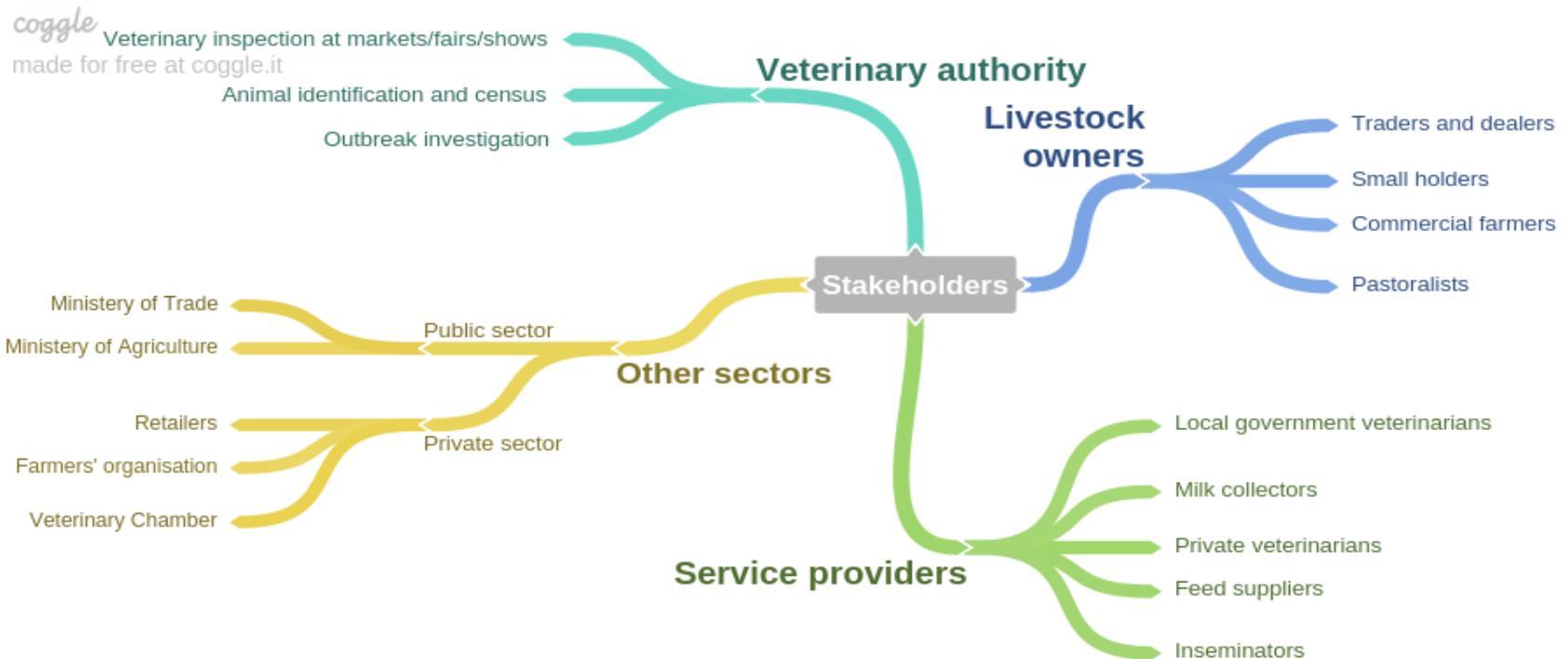
Keeping in mind that there will be different interpretations

Identification of stakeholders

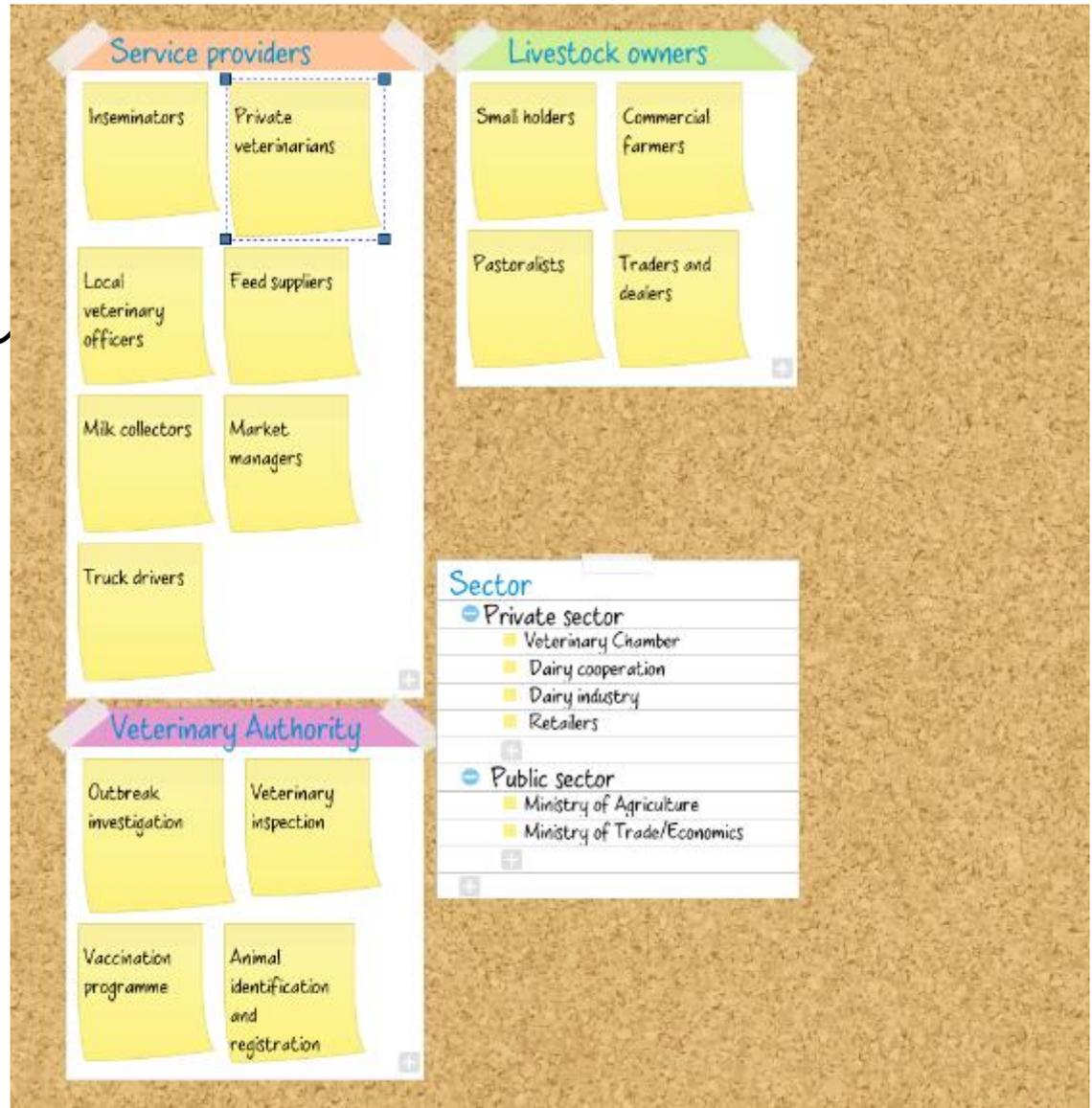
Consider all the different stakeholder groups that are related to relevant value chains



You can mindmap these

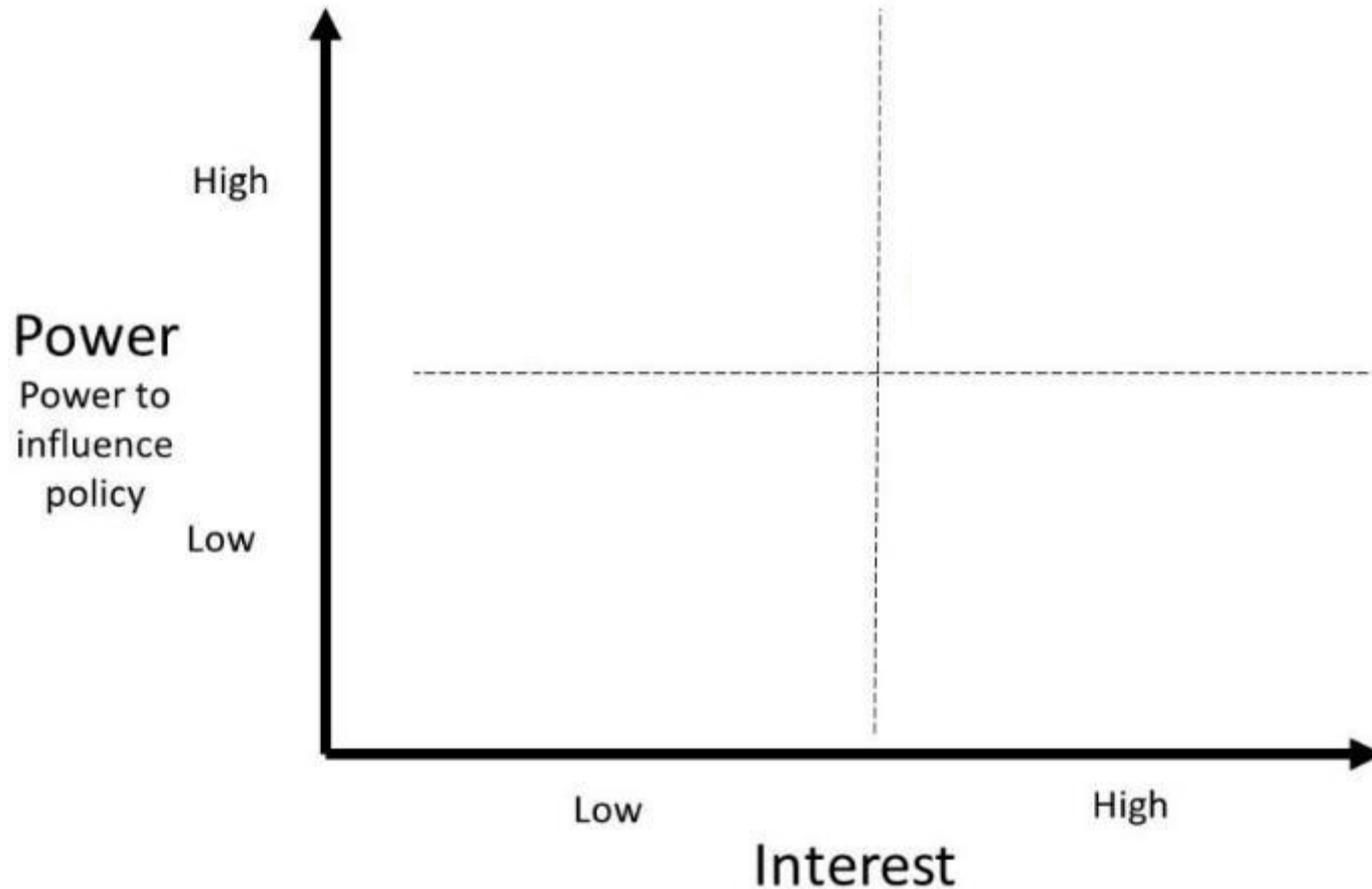


Or brainstorm u
post-its



Mapping stakeholders

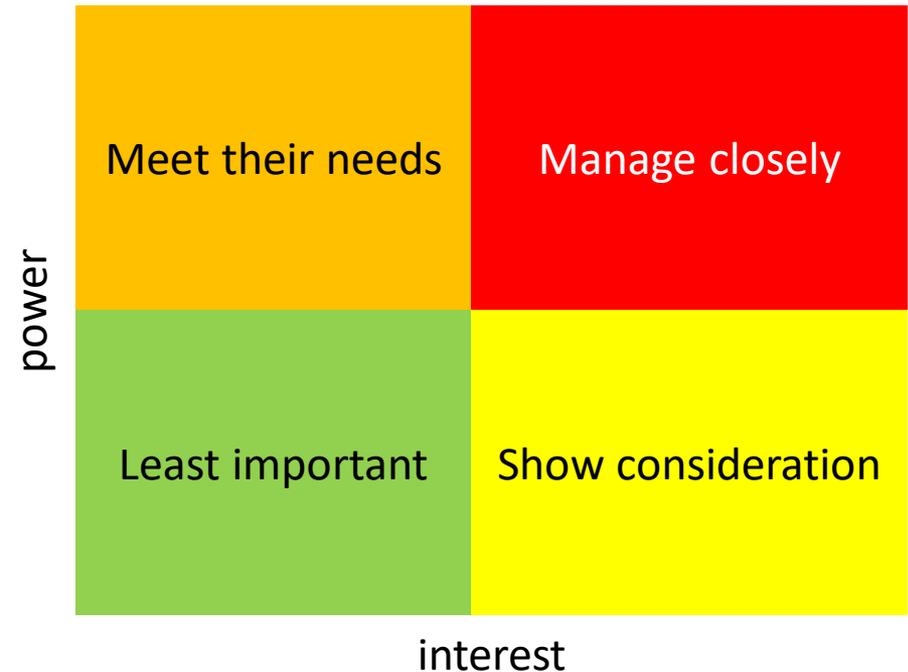
Mapping of stakeholders is an approach to position the various stakeholders in relation to one another. It will help to define an appropriate approach of engagement



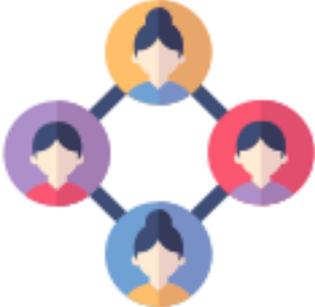
Stakeholder's level of interest in the issue/policy

Stakeholder map

- Stakeholders with a high level of power and interest in FMD control, need to be managed closely
- Other stakeholders may need to be kept satisfied, such as through regular updates on RBSP development, and the ability to respond to their issues/concerns as they arise
- Stakeholders with little power or interest do not require much time/effort to be spent on them



Define 'Stake', 'Interest' and 'Engagement' of each of the stakeholder

STAKEHOLDER	STAKE IN FMD CONTROL	HOW CAN THEY HELP TO MAKE FMD CONTROL WORK	HOW SHOULD THEY BE ENGAGED
Name & brief description	What is of interest to them, what do they want to see happen, how are they affected, how motivated are they etc.?	What skills, attributes do they have to bring to the project?	What level of engagement do you need to consider (stakeholder map- see overleaf), and what processes of engagement would suit? Are there conflicts amongst some stakeholders?
			

In this table, you can start Stakeholder analysis by defining for each stakeholder,

1. their stake in FMD control
2. How they can help to make FMD control work
3. How best they should be engaged

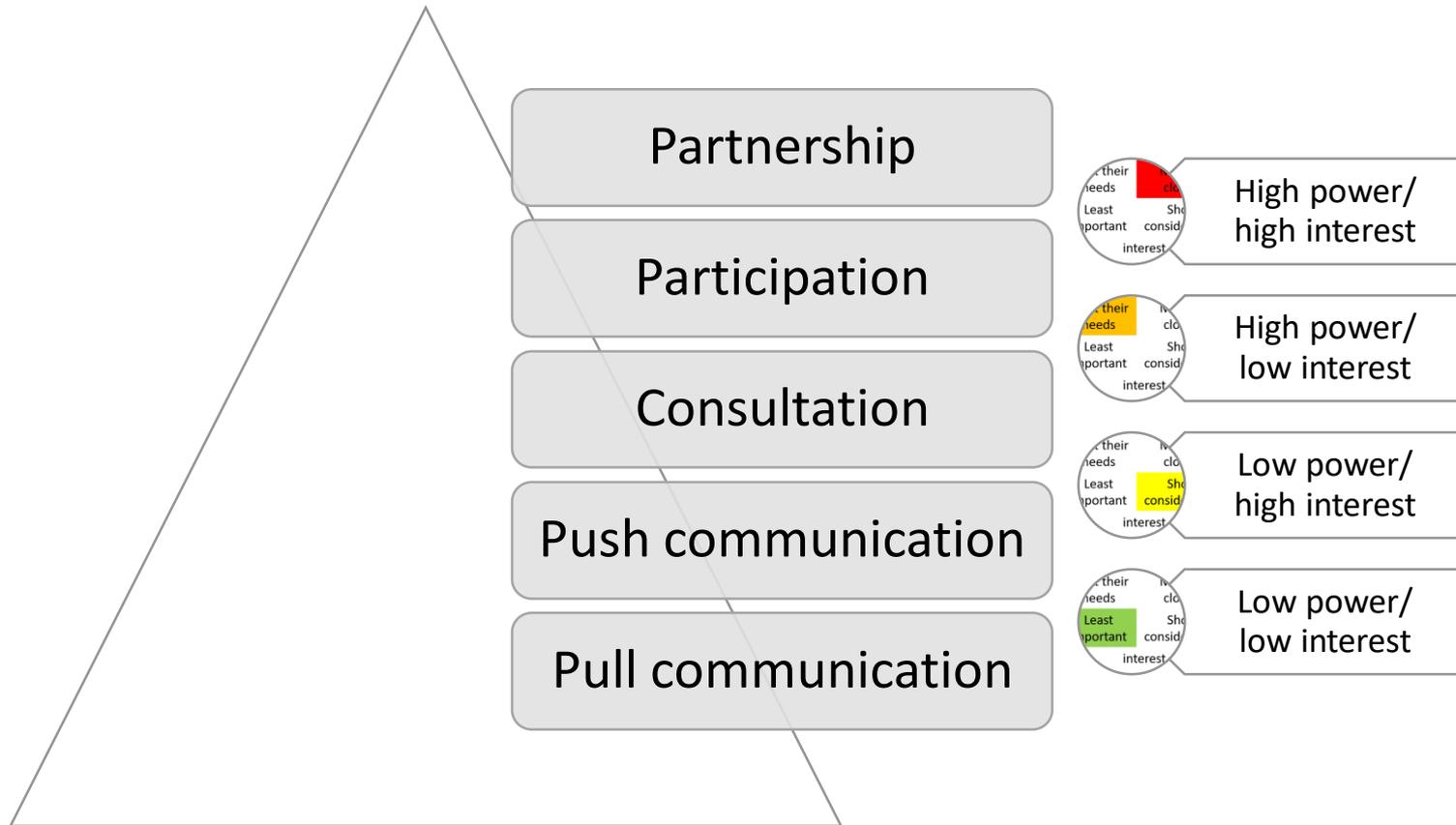
STAKEHOLDER	STAKE IN FMD CONTROL	HOW CAN THEY HELP TO MAKE FMD CONTROL WORK	HOW SHOULD THEY BE ENGAGED
Name & brief description	What is of interest to them, what do they want to see happen, how are they affected, how motivated are they etc.?	What skills, attributes do they have to bring to the project?	What level of engagement do you need to consider (stakeholder map- see overleaf), and what processes of engagement would suit? Are there conflicts amongst some stakeholders?
Small holders:	<ul style="list-style-type: none"> • When affected by FMD, income may reduce significantly (20-50% on annual basis). • Probability of their livestock becoming affected is low, even when not vaccinating regularly (controversial), thus often there is not a great incentive to allocate money on regular vaccination. • Their interest lies in maintaining healthy livestock, irrespective of disease being FMD, HS, mastitis or other. • In addition, there is reluctance to report diseased livestock as 1) it may involve social and 2) the reaction of the veterinary services may not be clear or maybe unpredictable. 	<ul style="list-style-type: none"> • As livestock keepers, they are the first to recognize diseased livestock. • Next, you want them to contact the local veterinarian/community animal health worker • That will help to early detect an outbreak and to put in place relevant measures to mitigate the impact of an FMD outbreak 	<ul style="list-style-type: none"> • Direct engagement needed through raising awareness about FMD, impact and routes of transmission to underscore importance of reporting, applying biosecurity and preventive vaccination.
Commercial farmers (dairy, beef)	<ul style="list-style-type: none"> • Commercial farmers often have a better understanding about need for preventive medicine (biosecurity, vaccination). • Their interest is to be clear about where to get good quality vaccine. 	<ul style="list-style-type: none"> • As for small holders, they are the first to see FMD and so, you want them to report when they suspect FMD • They may act as examples for small holders on what to do about prevention of FMD (given that many workers may be small holders) 	<ul style="list-style-type: none"> • Direct engagement through defining clear preventive management practices (on-farm biosecurity and vaccination schedules (booster, repeat vaccination) • Role of leading example for other livestock owners

Engagement with stakeholders

Stakeholder engagement

- A broader, more inclusive, and continuous process between a *company* and *those potentially impacted* that encompasses a range of activities and approaches, and spans the entire life of a *project*
(International Finance Corporation, 2007)
- Engagement is not an end in itself, but a means to help build better relationships with the societies in which we operate, ultimately resulting in improved *business* planning and performance
(Altria Corporate Services, Inc., 2004).
- Source: Engaging Stakeholders - A strategy for Stakeholder Engagement <https://www.stakeholdermap.com/stakeholder-engagement.html#ment>

Different ways of engagement in relation to influence and interest (see previous chapter on mapping)



Engagement approach in relation to influence and interest

Partnership (Webinar 7 June)	Participation	Consultation	Push communication	Pull communication
<ul style="list-style-type: none">• Public-private partnerships (Isabelle Dieuzy-Labayé)• Accreditation• Contracts• Sanitary mandates	<ul style="list-style-type: none">• Training• Capacity building• Steering committee	<ul style="list-style-type: none">• Advisory group• Interview• Questionnaire• Survey• Build rapport• Gather information	<ul style="list-style-type: none">• Send information (brochures, email)• Radio and television• Showcase success stories	<ul style="list-style-type: none">• Make information available: websites, radio, television

Multi-stakeholder process

Definition, approaches and procedures

This chapter makes use of

*LM4: FAO-learning module 4 – Organizational analysis and development

FAO Capacity Development

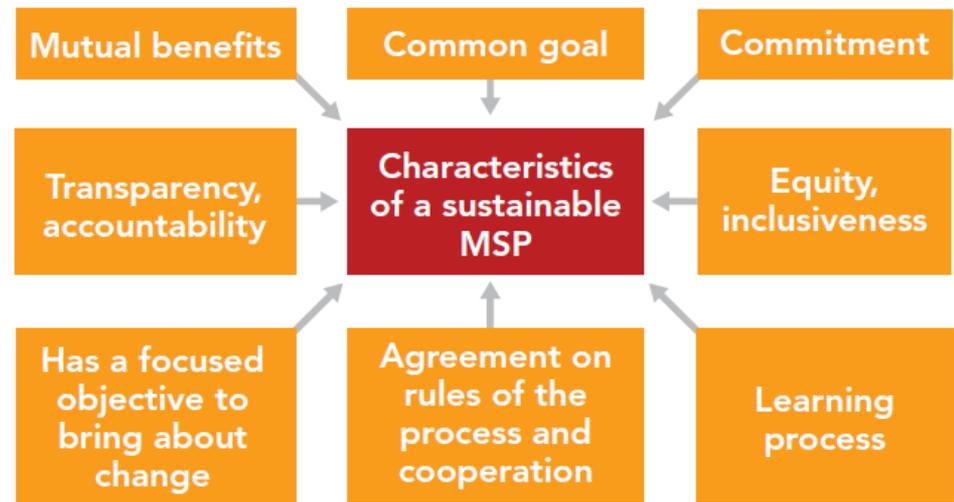
E-mail: capacity-development@fao.org

Key points for a sustainable multi-stakeholder process

An MSP is a process in which diverse actors (e.g. government agencies, producer organizations, NGOs, private actors, donors and others) collaborate to achieve a common goal.

MSPs contribute to achieve a change in FMD control; however, stakeholders can have different motivations. It is important to map out these motivations.

Key principles in an MSP are equity, transparency and mutual benefit to create a base of respect, trust and sustainability.



Some good practices to MSP



A number of good practices have been developed by FAO and others working with MSPs³², such as the following:

- > To bring about **change**, stakeholders need to work towards a **common goal**.
- > Stakeholders should **benefit** from the process through win-win agreements.
- > Stakeholders can **learn** from each other during the process.
- > The process should involve agreement on rules and cooperation to ensure **transparency and accountability**.
- > MSPs need to consciously deal with issues of power and conflict to ensure **equity and inclusiveness** for all stakeholders.
- > Success depends on the **commitment** of each stakeholder.

Different approaches to MSP

The exact nature of a given MSP will depend on the issues to be covered, the specific objectives, the available expertise, the participants and the amount of time and other resources. MSPs range from simpler processes, like consultations, to more complex or advanced ones like stakeholder networks and platforms, alliances and partnerships. The following section provides brief descriptions and examples of these types:

Different approaches to MSP

- Meetings, workshops
- 2-way flow of information and opinions
- Allow for discussion, deliberations

Consultations

- Ad-hoc mechanisms – repeated consultations
- 2-way flow of information and opinions
- Time and space is created for ongoing dialogue to build trust and facilitate collaboration

Consultative forums

- Regular meetings
- Knowledge exchange to promote joint decision making and joint collaboration
- Can be part of a broader process of societal change

Multistakeholder platform

- Coalition of stakeholder groups to create mutual support to influence policy formulation and implementation
- Increasing the negotiating power by standing stronger together

Alliances

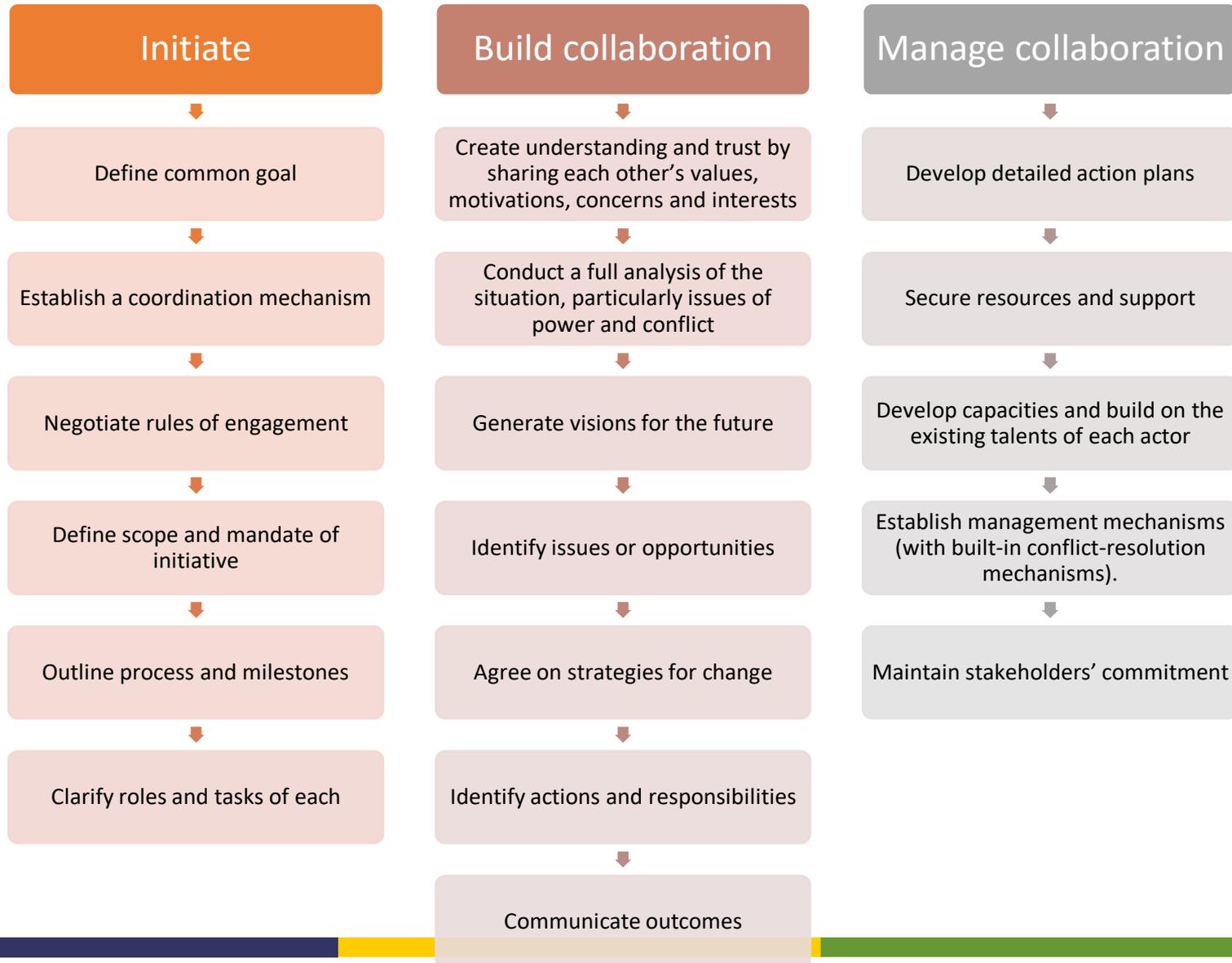
- Agreements between stakeholders to achieve a common goal
- Public-private partnerships to achieve common goal with shared resources, risks and rewards
- Strong commitment of all partners, each having its own role and responsibilities

Partnerships

- Private MS bodies bringing together different professional organizations in the same commodity value chain
- Represent the interest of the sector as a whole
- Elaborate alternative contractual policies to increase the competitiveness of the sector and defend their interests

Interprofessional associations

Setting up a multi-stakeholder process



Thank you for watching

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