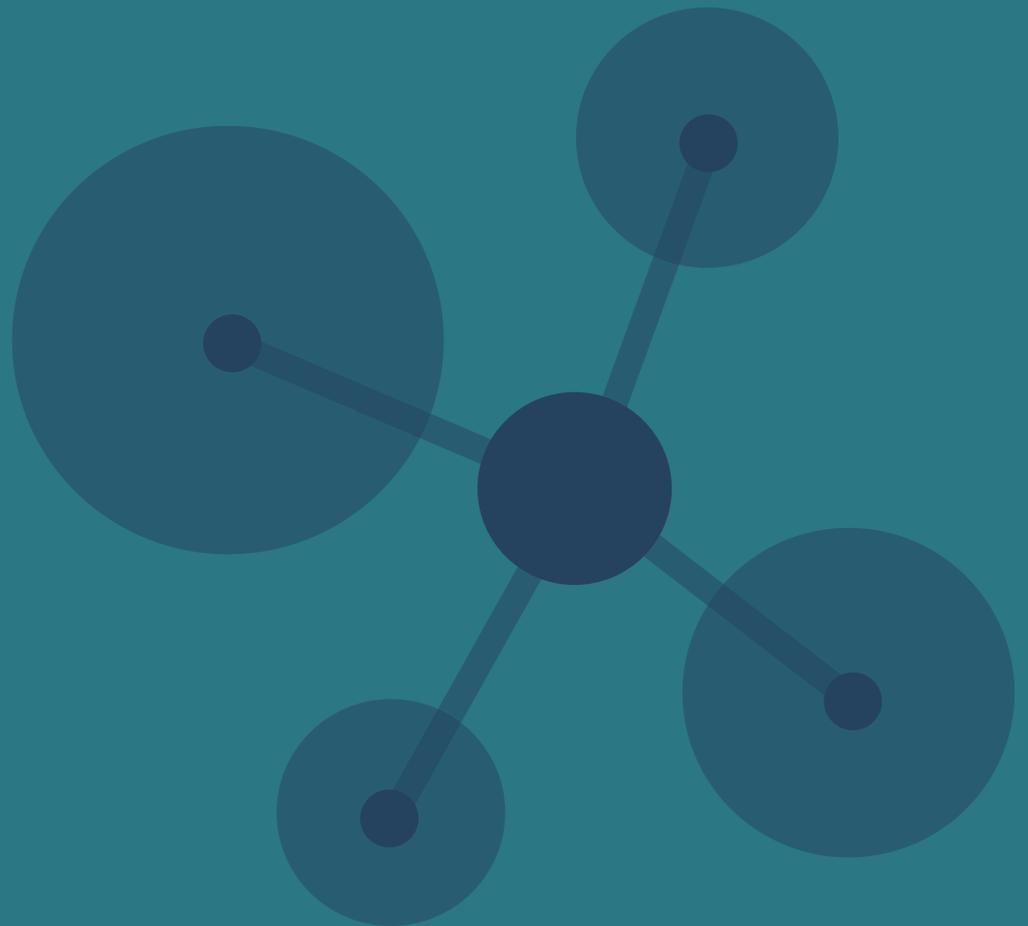




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Preparedness&Response
ONE HEALTH IN ACTION

One Health Stakeholder Mapping Toolkit



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INTRODUCTION

Multi-sectoral coordination for the prevention, detection and response to disease outbreaks requires a host of stakeholders to not only take part in the national One Health platforms but be actively engaged in joint planning to ensure effective coordination of national preparedness and response interventions.

Stakeholder mapping is a systematic process identifying key actors and assessing their interests, knowledge, positions, relationships, resources, influence and importance. Stakeholder mapping is a technical strategy for identifying and analyzing government and non-government entities whose participation in the platform or preparedness and response interventions is essential to their success. P&R's participatory process is structured to help One Health platforms engage stakeholders, mobilize resources, and strengthen and inform coordination and collaboration.

Stakeholder mapping can be used for a variety of purposes. In addition to its use during the formation of a platform, stakeholder mapping can be used to advance specific functions or tasks the platform may carry out, for example, developing technical guidelines, conducting policy advocacy or after-action reviews, or identifying stakeholders in disease surveillance and outbreak response. Some functions will not require the participation of all members of the platform, and stakeholder mapping can help identify which members can best contribute.

This toolkit will guide you through the process of planning and executing stakeholder mapping. In addition to a step-by-step process, this toolkit also contains helpful tips and important considerations in the text boxes placed throughout the document.

STAKEHOLDER MAPPING OBJECTIVES

- To identify and analyze all critical actors to involve in the formation of the platform and execution of its functions, and
- To inform the development and implementation of key One Health activities, such as technical guidelines and policy development.

STEP-BY-STEP PROCESS

The step-by-step process described below provides an overview of the phases of the stakeholder mapping process. A list of the stakeholder mapping tools contained within this toolkit is presented in the text box to the right. The tools within this toolkit are designed to be adaptable to different country contexts.

STEP 1: DEFINE THE SCOPE

To ensure that the approach is appropriate for each individual situation, a first step for the One Health team or champion in preparing to undertake stakeholder mapping is to clarify and confirm the specific purpose of the mapping and secure National One Health platform commitment and buy-in.

These key questions will help clarify the purpose and determine an appropriate tool for the mapping exercise:

- What information is sought by conducting stakeholder mapping?
- What is the desired output of the mapping exercise?

STAKEHOLDER MAPPING TOOLS

This toolkit contains the following templates, which can be adapted for each country's specific context:

- Stakeholder Mapping Questionnaire
- USAID Collaboration Mapping Tool- Excel worksheet
- Policy Stakeholder Analysis Tool
- Stakeholder mapping workshop agenda
- PowerPoint for use during the workshop
- Facilitator Scope of Work



- What is the stakeholder mapping intended to inform? A communications strategy? A policy? Other?

Based on the responses to these questions the champion leading this process can propose an appropriate tool. This toolkit focuses on two possible tools: a Collaboration Mapping Tool and a Policy Stakeholder Analysis Tool.

Collaboration Mapping Tool

A Collaboration Map is a tool, developed by USAID, to graphically depict relationships with key stakeholders. As a learning tool, it helps create a shared understanding of who the key stakeholders are, what their levels of interaction and influence are, and based on these findings, identify opportunities for teams to leverage their current relationships or establish new ones to advance One Health objectives.

Platforms might consider developing a Collaboration Map for:

- Informing One Health platform or Technical Working Group (TWG) membership
- One Health Strategic Plan Development
- Assessing or reflecting on collaboration of One Health partners
- Whenever donors and partners need to be convened around a common goal

Policy Stakeholder Analysis Tool

The Policy Stakeholder Analysis Tool, adapted from Brinkerhoff, D. and B. Crosby, is designed to assist in identifying those interests that should be taken into account when making a decision regarding a new or existing policy. It helps assess the nature of a policy's constituents, their interests, their expectations, the strength or intensity of their interest in the issue, and the resources that they can bring to bear on the outcomes of a policy change.

Platforms might consider using the Policy Stakeholder Analysis Tool for:

- Informing a specific policy being formulated to ensure that the policy is shaped in ways that improve their prospects for adoption and implementation
- Identifying and understanding the role each stakeholder might play in implementation of a policy.

Once the One Health platform reaches agreement on the purpose of the mapping and the tool to be used, the champion begins preparation and planning for key informant interviews and a stakeholder workshop. The platform selects a facilitator and agrees on the Facilitator SOW.

STEP 2: IDENTIFY KEY INFORMANTS

For stakeholder mapping to be useful, it must be informed by those who are knowledgeable of their organization's role in One Health and can speak on their organization's behalf. For this reason, the platform should work closely with government partners to identify key informants to be interviewed. The gathered data will then be analysed and presented for validation and discussion at the stakeholder workshop.



Key informants should include representatives from all relevant One Health sectors. Special consideration should be given to ensuring a balanced gender perspective among participants (see text box). Once identified, key informants are likely to number between 20-30 individuals.

STEP 3: INTERVIEW KEY INFORMANTS & ANALYSE THE DATA

Once the key informants have been identified, the champion and the facilitator review and adapt the Stakeholder Mapping Questionnaire.

For collaboration mapping, the Stakeholder Mapping Questionnaire should include a combination of questions required to populate the Collaboration Mapping Excel worksheet and additional questions to provide deeper understanding of the collaboration landscape. For policy-related stakeholder mapping, the Stakeholder Mapping Questionnaire should include questions to populate the Policy Stakeholder Analysis Tool as well as additional questions relevant to the stakeholder context.

The facilitator coordinates with the champion to schedule phone or in-person interviews with each of the key informants. Where there are multiple representatives from the same ministry, they should be interviewed together.

Once the key informant interviews have been conducted, the facilitator analyses the data for presentation at the stakeholder workshop. For Collaboration Mapping, the facilitator follows Steps 1-7 on the Instruction tab of the Collaboration Mapping Excel worksheet. The resulting map will be shared along with a qualitative analysis of narrative responses at the stakeholder workshop.

For policy-related stakeholder mapping, the facilitator uses participant responses to complete the matrix in the Policy Stakeholder Analysis Tool. The resulting completed matrix will be shared along with a qualitative analysis of narrative responses at the stakeholder workshop.

▶ GENDER CONSIDERATIONS

- What opportunities exist to identify women who are key informants for their organization?
- Are we engaging gender (or women's) ministry representatives, gender focal points, or other gender experts (women or men) in the stakeholder mapping to deepen the understanding of any gender disparities in stakeholder engagement?

STEP 4: FINALIZE WORKSHOP PREPARATIONS

Three Weeks Before the Stakeholder Workshop

1. The platform identifies list of workshop participants, including key informants interviewed.
2. The platform agrees on a workshop date.
3. The champion coordinates with the platform to extend workshop invitations to participants.

Two Weeks Before the Stakeholder Workshop

1. The platform secures appropriate workshop venue.
2. Facilitator completes key informant interviews.
3. The champion and facilitator consult with the platform to agree on the workshop agenda and the stakeholder mapping report format.

One Week Before the Stakeholder Workshop

1. Facilitator finalizes data analysis and prepares presentation of analyzed data for validation at the workshop.
2. The champion and facilitator finalize workshop agenda and slides.
3. Facilitator visits the venue, ensures proper room setup, and tests equipment.
4. The champion coordinates printing of relevant materials for distribution and obtains necessary supplies for the workshop.



STEP 5: EXECUTE THE STAKEHOLDER MAPPING WORKSHOP

The stakeholder mapping workshop is structured as a facilitated one-day workshop where participants provide inputs for real-time validation and analysis of the presented data. They also identify opportunities to leverage or establish relationships and make recommendations to inform the development of key One Health activities.

Official Welcome Remarks & Getting Started

The workshop begins with a key government representative (e.g. the One Health platform chair) formally opening the meeting. The facilitator reviews the objectives, agenda and facilitates brief introductions.

One Health Stakeholder Mapping Process & Tool Overview

The facilitator explains the mapping process and provides an overview of the tool used.

Data Validation

The facilitator presents the aggregated contextual data and Collaboration Map or Policy Stakeholder Matrix for participants to review individually and discuss in groups. Group discussion is guided by questions to elicit any modifications so that the data accurately reflects the stakeholder landscape.

Conclusions & Recommendations

Once the data is validated, participants are asked to identify implications of the validated data and make recommendations for the platform. Participants work in stakeholder groups and present their conclusions and recommendations for discussion in plenary.

The plenary discussion ends the expanded stakeholder workshop.

Processing Data and Recommendations with the NOHP

Following the departure of the stakeholders, the champion and facilitator work with the platform to process the validated data and recommendations and identify appropriate actions. Actions are documented for inclusion in the stakeholder mapping report. This session with the platform may take place immediately following the stakeholder workshop or shortly thereafter.

STEP 6: FINALIZING THE REPORT

The stakeholder mapping report is an important output of the stakeholder mapping process, as it documents the stakeholders' analysis and recommendations, as discussed by event participants as well as the platform's agreed actions.

In the week following the workshop, the facilitator and champion collaborate to finalize the workshop report, highlighting actionable recommendations and plan for follow-up steps. The champion then circulates the draft report to the platform before finalizing.

ADDITIONAL RESOURCES

P&R EXPERIENCE

1. **Tanzania:** completed Collaboration Mapping Tool and presentation, 2016.