Module 3 – Planning
Submodule 3.2
Stakeholders & Partnerships
[beta version]

DiGIT 4 Sustainable Development

3. Planning

Thus far, you...

✓ were introduced to techniques for conducting environmental analyses for SDG target identification and selection

✓ learnt to identify existing data gaps

✓ developed an understanding of your operational environment

In this section you will learn...

How to gain awareness on stakeholders

- Stakeholder Engagement
- Engagement Plan
- The Design Platform
  - Understand context
  - Scope project
  - Understand people
  - Set purpose
  - Shape influence

About partnerships

- Types of partnerships
- Mobilization of stakeholders

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Objective

By the end of this submodule, you will be able to:

✓Understand the situational awareness of actors

✓Create a stakeholder map

✓Engage with stakeholders

Completion time

- In total there are around **40 pages** for this submodule. It will take approximately **70 minutes** for each user to complete. This is an indication and can differ per user.

- Feel free to skip some parts of this submodule if you are already familiar with the content.

Other Information

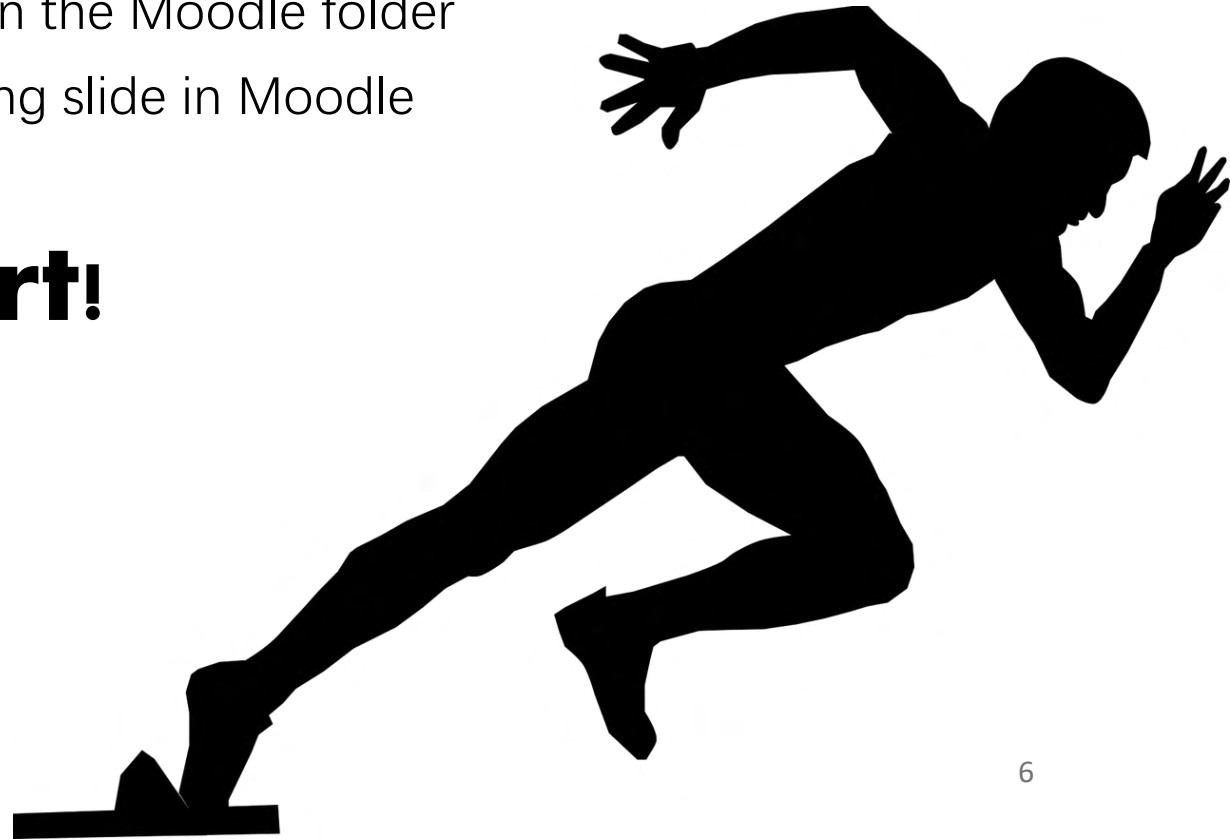- You can read along (PDF) as well as listen to the content (audio) while taking this course;

  Course material (PDF) can be downloaded in the Moodle folder

  Audio can be streamed on the corresponding slide in Moodle

Let's start!

16.7 - Ensure responsive, inclusive, participatory and representative decision-making at all levels

- 16.7.1. Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions

- 16.7.2. Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group

17.16- Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries

- 17.17. Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

- 17.17.1. Amount of United States dollars committed to public-private and civil society partnerships

- 17.16.1. Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals

Partners vs Stakeholders

- Both partners and stakeholders play a critical role in any organization/project

  - **Partners** are entities that want to collaborate because they have similar goals and product needs

  - **Stakeholders** are persons or organizations who have a special interest in your organization or project as they are directly or indirectly affected by it. Stakeholders may also be partners

- While partners are usually **advocates**, stakeholders maybe **advocates** (partners), **adversaries** (competitors) or **ambivalent** towards your organization/project

- Project beneficiaries and members of marginalized communities are also important project stakeholders

Source: Ecoregional Assessment and Biodiversity Vision Toolbox
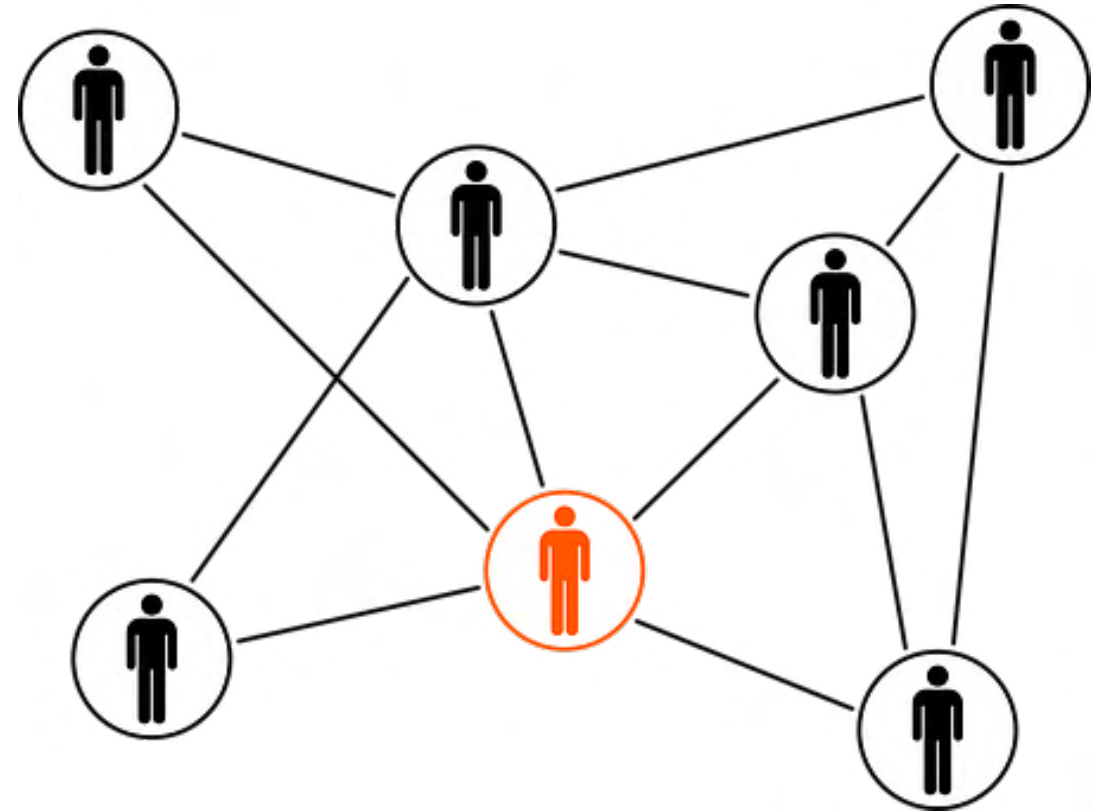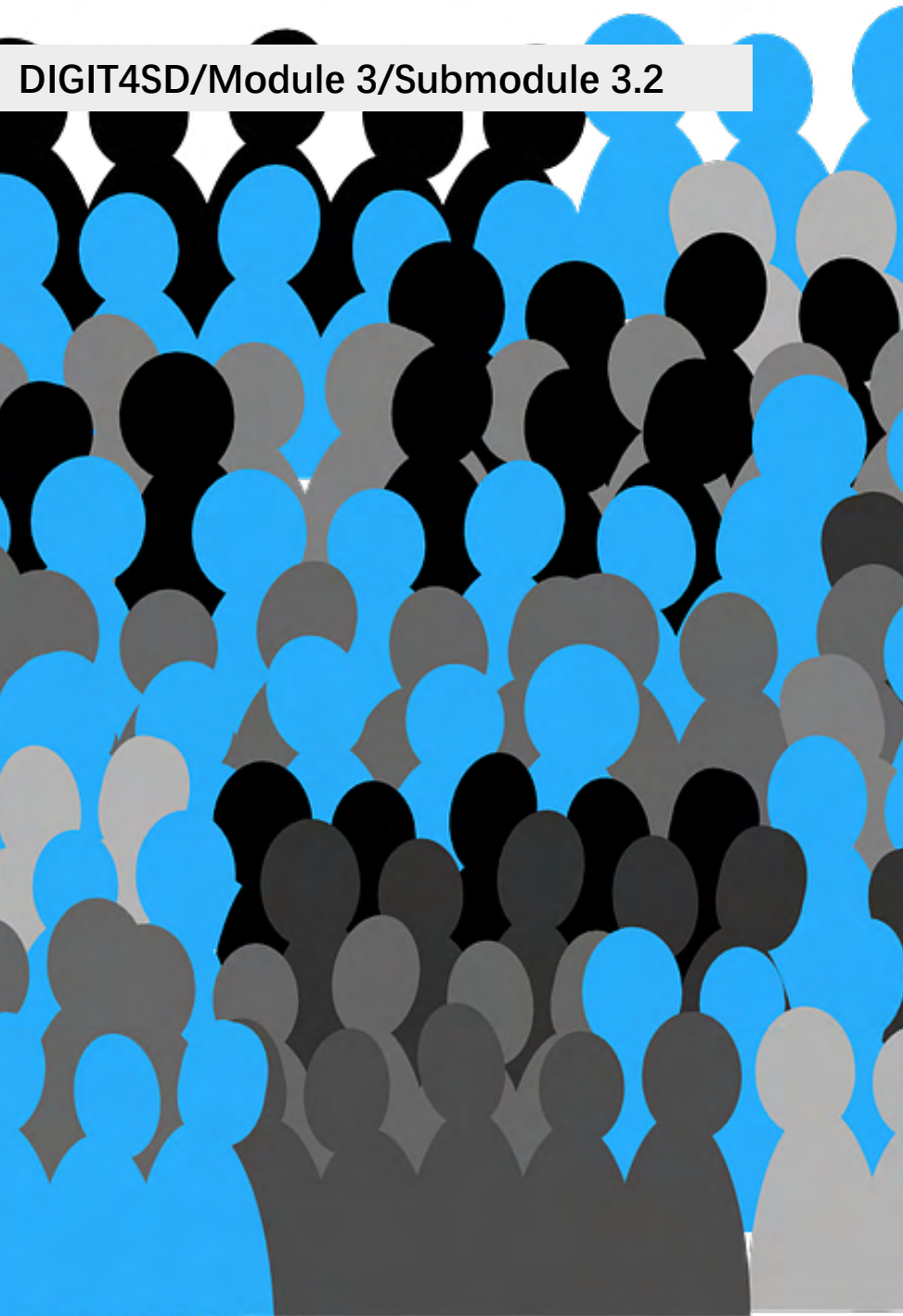
Stakeholder Engagement

Engaging with stakeholders...

- Builds or restores trust

- Creates ownership of outcomes

- Contributes to sustainable decisions and therefore saves time and cost in the long-run

- Helps solve complex problems given the diversity of perspectives

- Contributes to build capacity and strengthen communities

- Highlights the right of stakeholders'   participation

- Leads to realistic understanding of problems and issues

- Leads to greater social acceptance, support and reduces conflict

Source: ESCAP

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Stakeholder Engagement Plan

A Stakeholder Engagement Plan is useful to...

Frame the strategic purpose for consultations

Explore the rationale for engagement

Set up a process to identify stakeholders to be consulted

Identify necessary means

Identify the fitting techniques, methods and approaches for consultation

How will the consultation process be documented

Identify whether existing mechanisms exist for reporting contributions

Source: VNR Handbook

DigitalGov Project Cycle
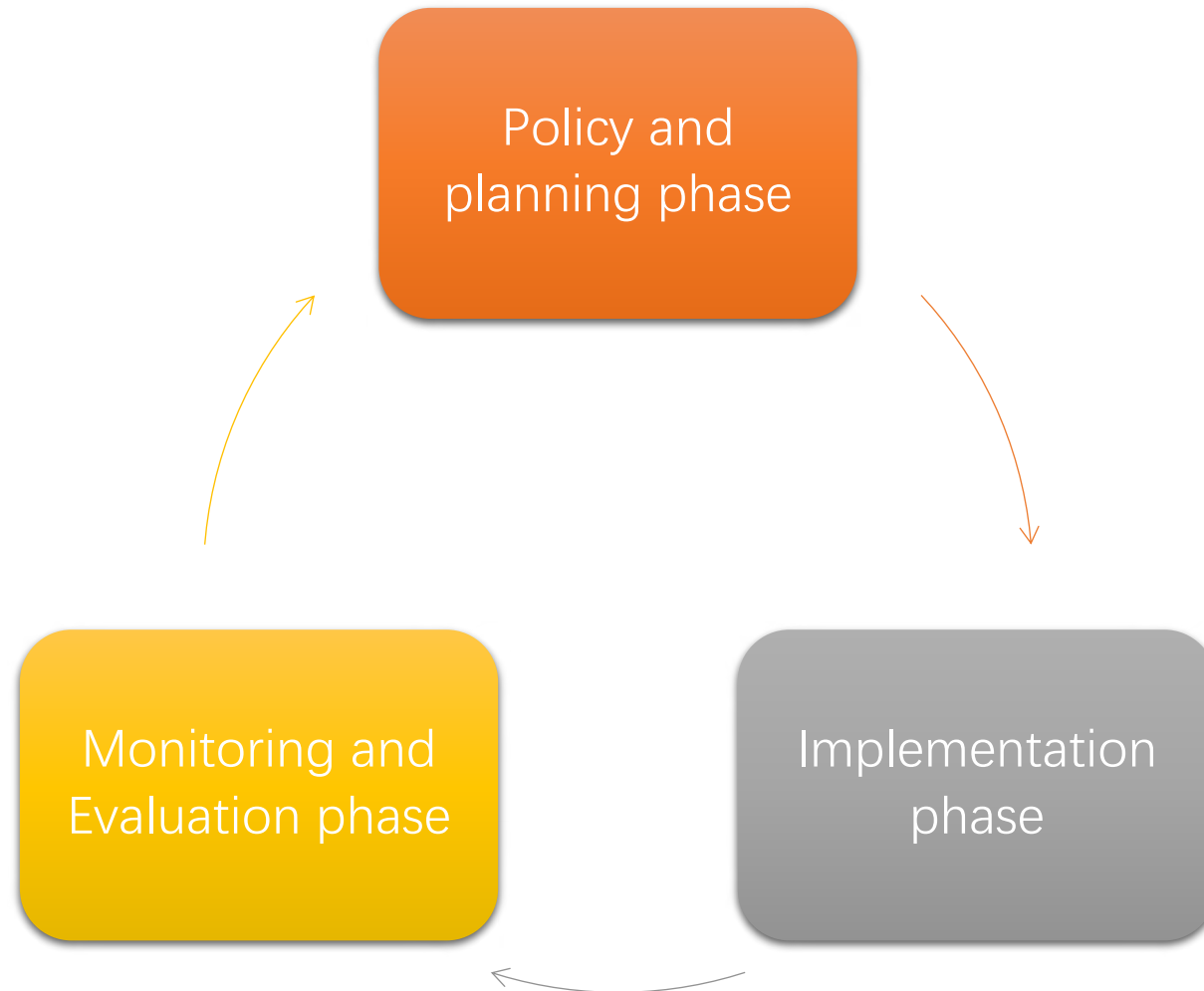
Design Platform

In order to optimize stakeholder engagement and cooperation, these elements need to be considered for any project or purpose
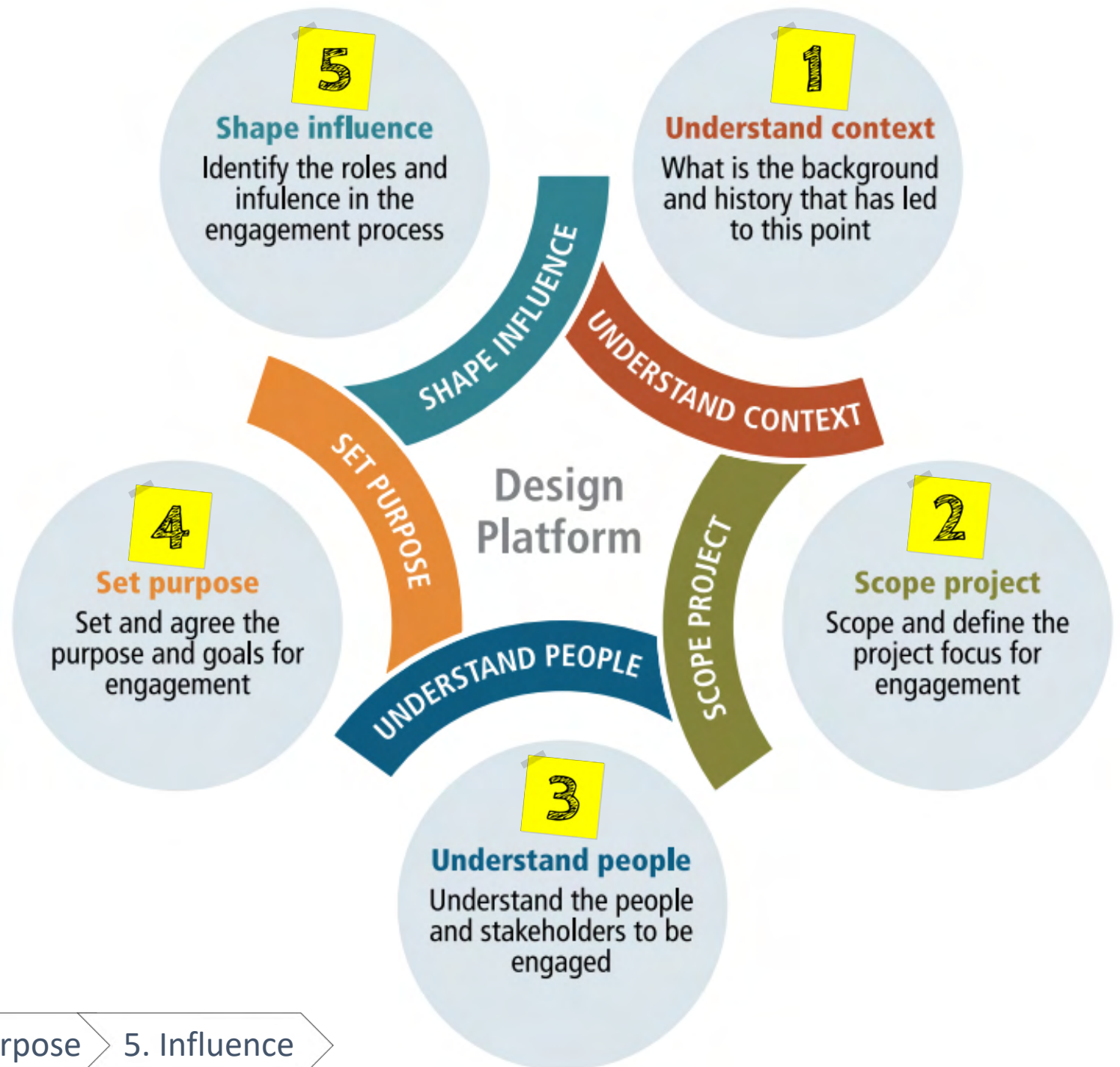
Source: IAP2 AUS Engagement Essentials module, from UNESCAP

1. Context > 2. Scope > 3. People > 4. Purpose > 5. Influence

1. **Understand Context**

Guiding questions include:

- What has been the history of previous interventions and stakeholder engagement approaches (intervention, organization, locality, country)?

- What are some of the trends of similar policies and interventions? What data and evidence supports the need for this policy and intervention?

- What are the cultural considerations, status of key relationships and other drivers?

- Are key stakeholders and community members currently aware of the intended policy and intervention? What are their attitudes towards these interventions?

- What is the political landscape in relation to this policy or intervention?

Source: UNESCAP

1. Context 2. Scope 3. People 4. Purpose 5. Influence

2. **Scope the Project**

Guiding questions include:

- What are the specific considerations for this intervention?

- What are the SDGs that this intervention will focus on and what are its interlinkages with other SDGs? (It is important to identify these interlinkages to promote the theme- key principle of 'integration' that underpins the 2030 Agenda.)

- What are the elements of the policy and intervention that key stakeholders can influence?

Source: UNESCAP

1. Context 〉 2. Scope 〉 3. People 〉 4. Purpose 〉 5. Influence

3. **Understand the People**

External Stakeholders

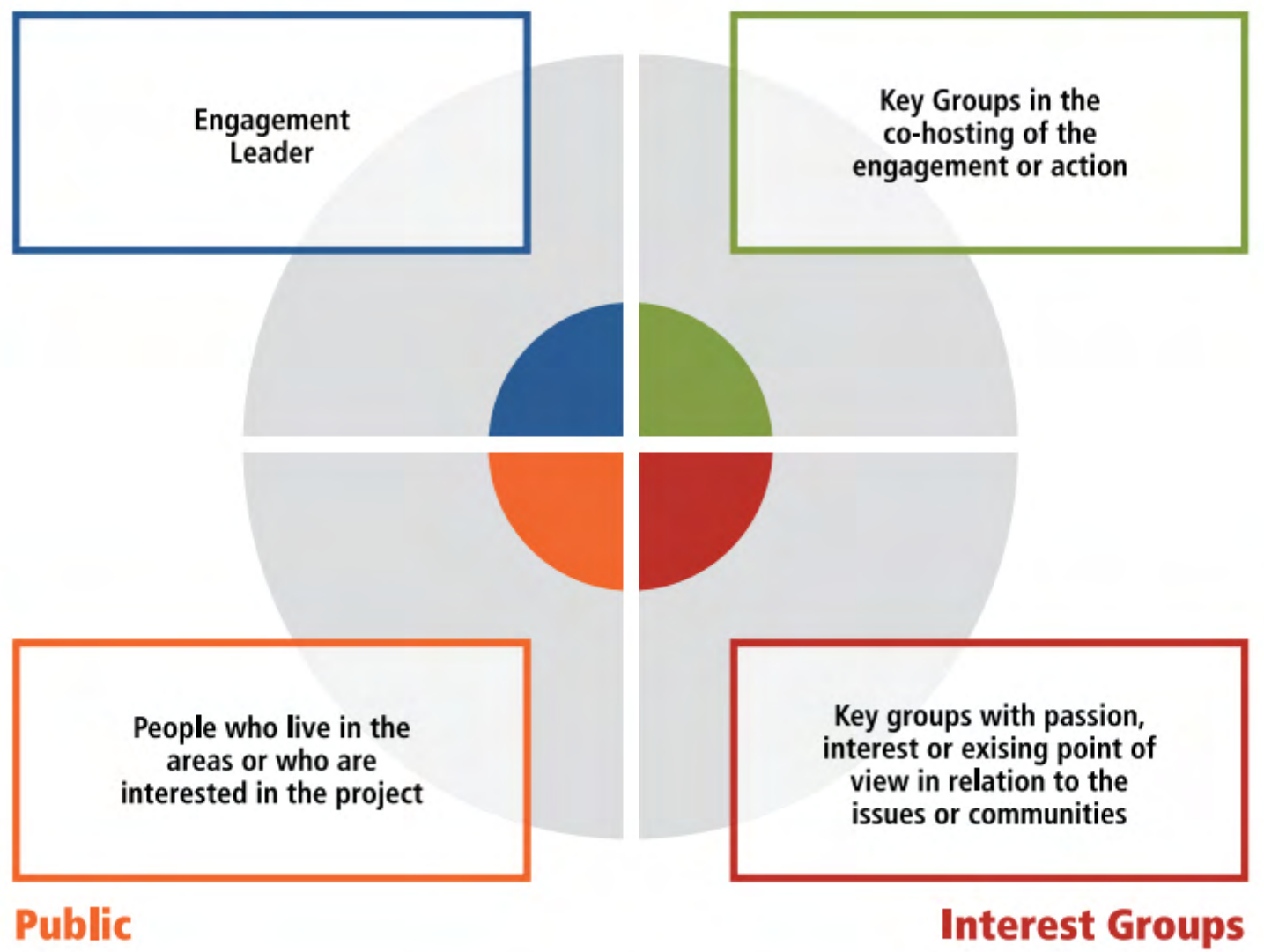Internal Stakeholders

Decision Makers

Mapping

Guiding questions include:

- Based on the context and purpose of the engagement process, what are some of the stakeholder selection criteria?

- Who are the key stakeholders that need to be involved?

- Are we missing marginalized communities or people who would otherwise not be included? (also think of stakeholders closely linked to SDGs identified in step 1)

- What is the organogram/structure of agencies that are involved in the identified target areas?

Source: UNESCAP

Organisation

Engagement Leader

Co-hosts

Key Groups in the co-hosting of the engagement or action

People who live in the areas or who are interested in the project

Key groups with passion, interest or exising point of view in relation to the issues or communities

Public

Interest Groups

SOURCE: IAP2AU: Engagement Essentials Module

1. Context > 2. Scope > 3. People > 4. Purpose > 5. Influence

Institutional Framework

1. Context > 2. Scope > 3. People > 4. Purpose > 5. Influence
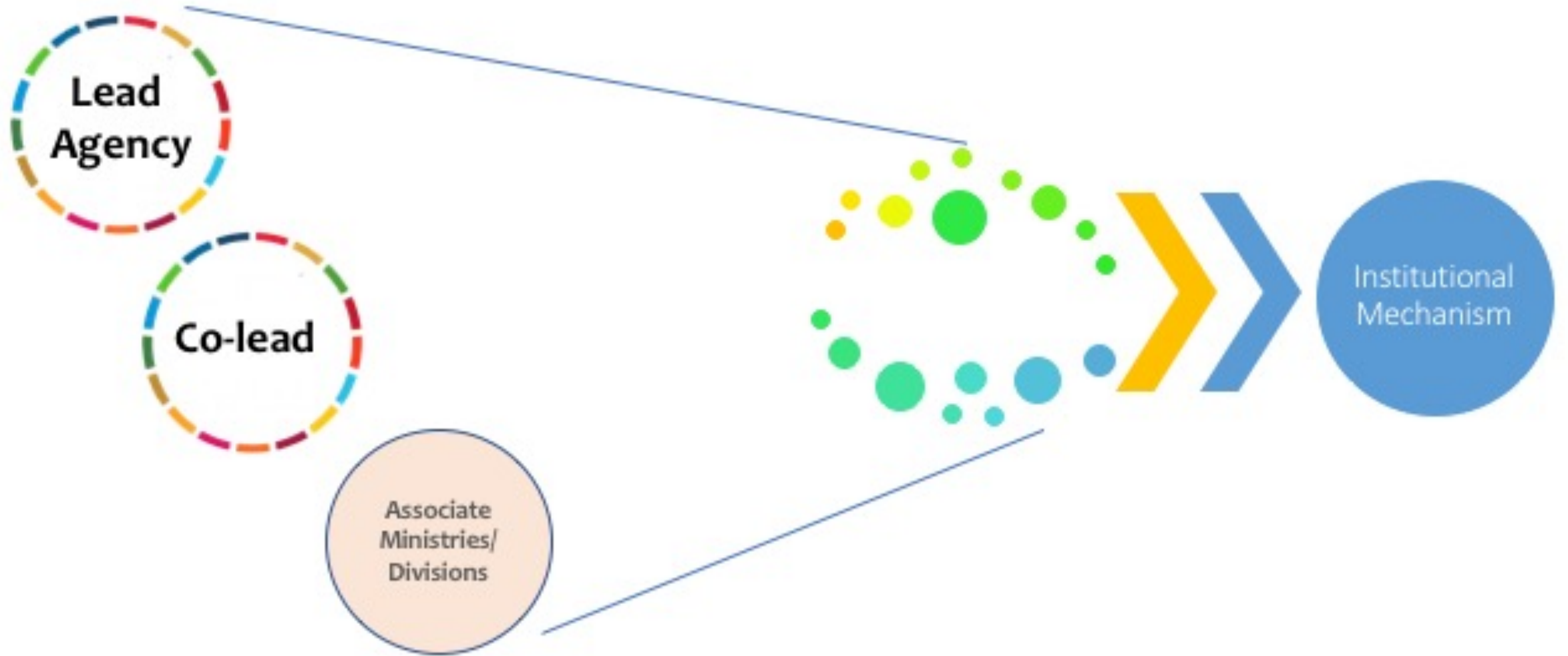
Lead Agencies - Bangladesh

SDG	SDG Target	SDG Indicators (in short)	Lead Ministries and Divisions	Co-Lead and Associate Ministries & Agencies
SDG 16 (Peace, justice and strong institutions)	16.3	16.3.1 Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms	Law and Justice Division, LJPA Ministry	Co-Lead: Legislative and Parliamentary Affairs Division Associate: Comptroller and Auditor General; Local Government Division; Ministry of Foreign Affairs; Ministry of Home Affairs; Ministry of Public Administration; National Human Rights Commission; Statistics and Informatics Division
	16.6	16.6.1 Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)	Cabinet Division	Associate: Comptroller and Auditor General; Election Commission; Finance Division, Ministry of Finance; Information Commission; Legislative and Parliamentary Affairs Division; Ministry of Foreign Affairs; Ministry of Public Administration; Programming Division, Planning Commission; Prime Minister's Office
	16.9	16.9.1 Un-sentenced Proportion of children under 5 years of age whose births have been registered with a civil authority, by age	Local Government Division, LGRD Ministry	Co- Lead: Election Commission; Cabinet Division; Statistics and Informatics Division

1. Context 2. Scope 3. People 4. Purpose 5. Influence

Source: UNDESA 2018 *
* Adapted from original source for toolkit purposes

4. **Set Purpose**

Guiding questions include:

- What are the overall objectives of the intervention based on its respective stages (planning, implementation, monitoring and review)?

- How will the engagement process contribute to the overall intervention objectives?

- What is the desired stakeholder experience expected from the engagement?

1. Context 〉 2. Scope 〉 3. People 〉 4. Purpose 〉 5. Influence

Source: UNESCAP

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5. **Shape Influence**

Guiding questions include:

- What has been the prior role of key stakeholders in this line of policy or intervention work?

- Which key stakeholders can play a significant role in future interventions?

- Who are directly impacted by the policy and interventions?

- What expectations do key stakeholder groups have in relation to their involvement in the development of the policy or interventions?

- What constraints or opportunities does the government have in considering the engagement?

Source: UNESCAP

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| 1. Context | 2. Scope | 3. People | 4. Purpose | 5. Influence |

Increasing Level of Public Impact

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advise and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS	• Fact sheets • Websites • Open houses	• Public comment • Focus groups • Surveys • Public meetings	• Workshops • Deliberate polling	• Citizen Advisory committees • Consensus-building • Participatory decision-making	• Citizen juries • Ballots • Delegated decisions

Source: IAP2 Foundations for Public Participation

Mobilize all stakeholders

01.Create the Right Ecosystem

02. Strengthen global partnerships
North-South, South-South and triangular cooperation

ICTs provide great communication tools

03. involve youth and the most vulnerable people
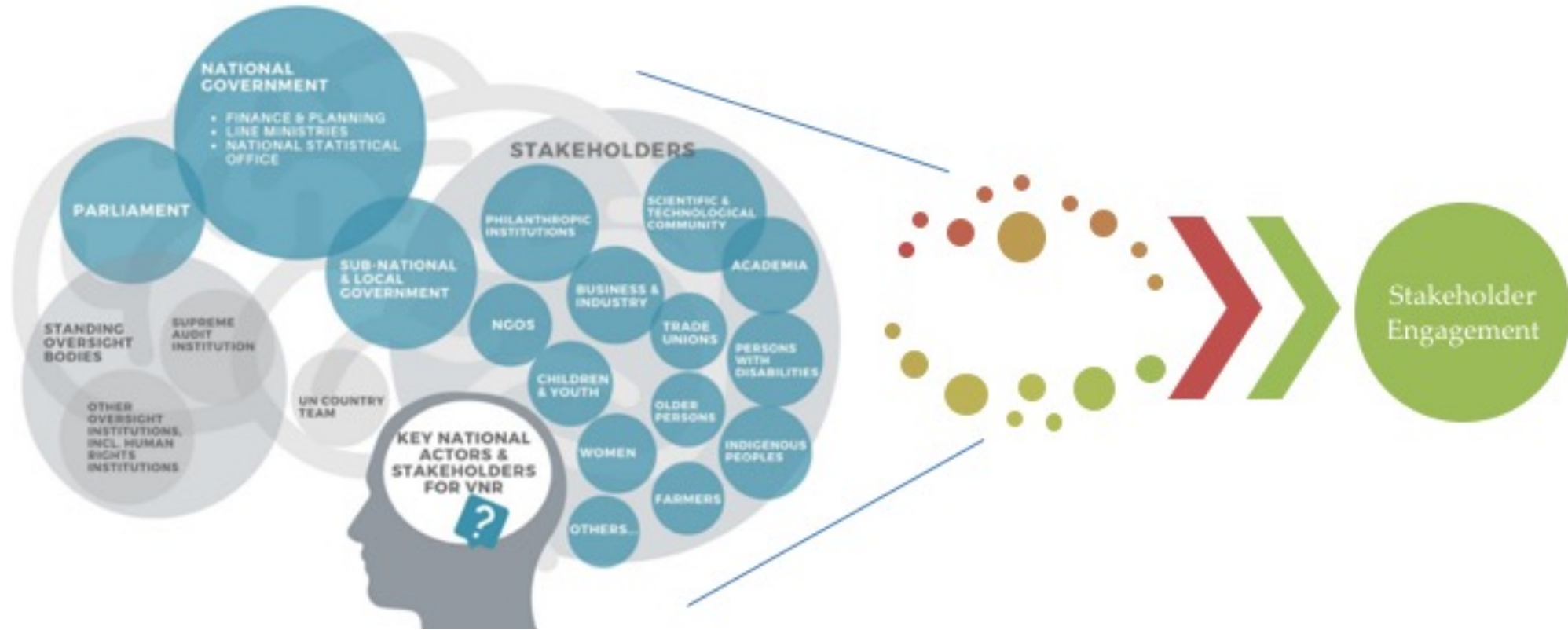
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Feedback from Stakeholders

Let's take a break!

Are you up for a challenge?

Activity – Create a Stakeholder Map

Assignment:
Highlight and explain how you would like to engage the stakeholders (e.g. offline/online, frequency)?

1. Context > 2. Scope > 3. People > 4. Purpose > 5. Influence

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Why Partnerships

- SDGs acknowledge the interconnectedness of the prosperity of business, society and the environment
- Partnerships with like-minded actors bring in diverse perspectives and increase access to resources
- Partnerships can contribute to several SDGs at once
- Successful partnerships have far-reaching impact; often several times more than what actors working independently can achieve
- Finding the right partners, ensuring all partners cooperate and remain committed to the overarching objectives are critical to the success of partnerships

Success Drivers of Partnerships

Context	Formation	Internal Governance
• Meta-governance • Political & Social Context	• Problem structure and objectives • Stakeholders • Initiators	• Deliberation and decision-making procedures • Institutionalisation and formalisation • Financing • Internal and external monitoring

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Illustration: How partnerships typically work

!   Market-based approach
!   Brand value
!   Access to customers
!   Process innovation
!   Infrastructure / logistics

!   Technical support,
    knowledge & experience
!   Legitimacy & impartiality
!   Access to global networks
!   Political access

NGO& Civil Society   **Business**   **Governments**   **International Organizations**   **Foundations**

!   Technical knowledge
!   Access to and deep knowledge
    of communities
!   Legitimacy / social capital
!   Committed & mission driven

!   Regulatory framework
!   Integration with public systems
!   Taxation policy
!   Capacity building
!   Land & infrastructure
!   Democratic legitimacy

!   Funding and support
!   Less risk adverse & more
    open to experimentation

Source: The Partnering Initiative

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Partnerships - Types

1

Information Exchange Partnerships
- e.g. Knowledge Sharing Partnerships
- Pools resources to formulate proposals on implementing common goals
- Imparts knowledge to each party of the partnership and wider audience
- Lower risk & costs
- Simpler to form

2

Consultative Partnerships
- e.g. advisory committees, councils
- Typically involves a government institution soliciting advice from different groups/organizations on a specific policy/ issue
- Higher risk & costs
- More complex to form

3

Operational/ Decision-making Partnerships
- e.g. PPPs and Collective Impact Alliances
- Pooled resources for shared decision-making
- May have higher risk & costs
- More complex to form

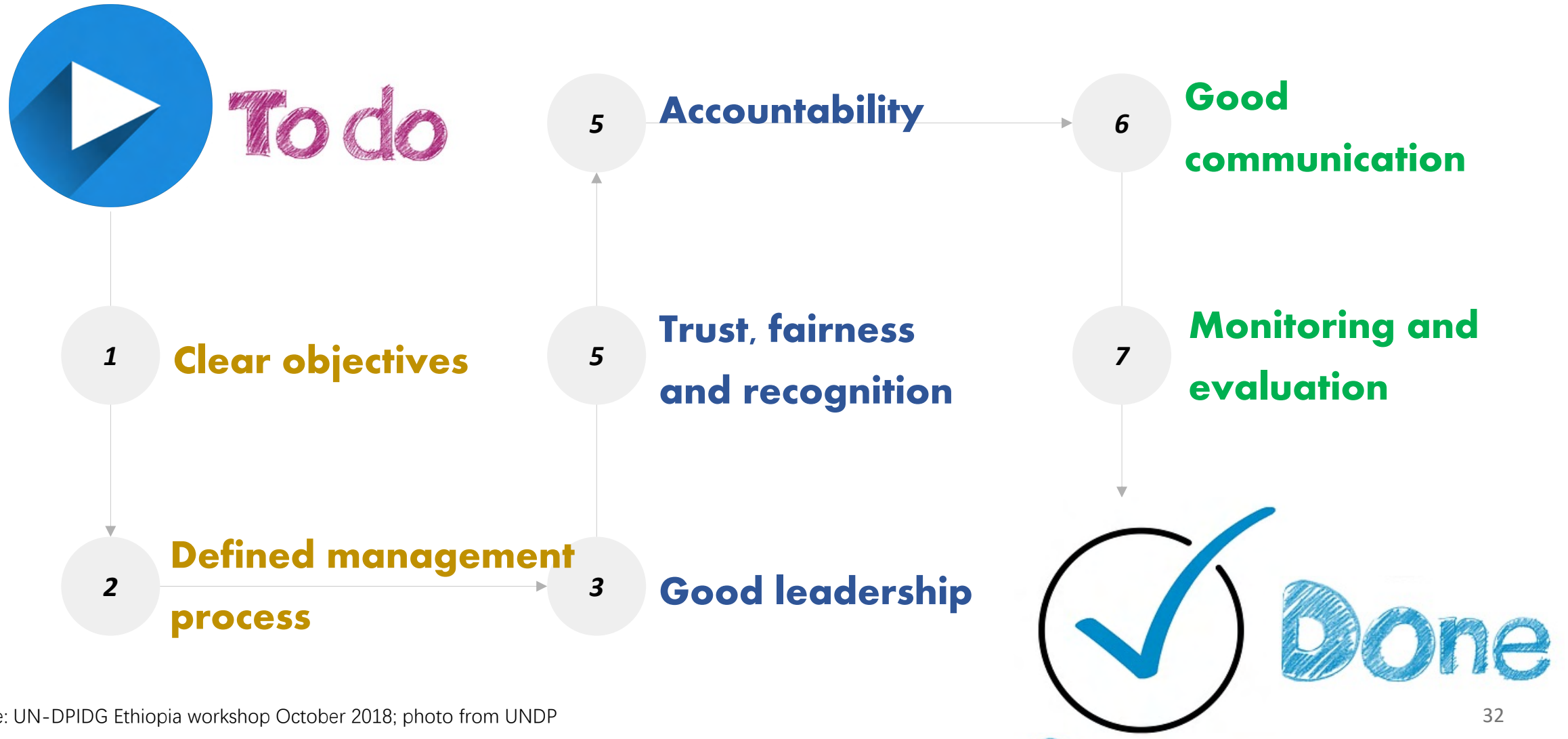**More value added and greater potential in advancing the SDGs**

Source: UN-DPIDG Ethiopia workshop October 2018; photo from UNDP

Public Private Partnerships

"a long-term contract between a private party and a government entity, for providing a public asset or service, in which the private party bears significant risk and management responsibility, and remuneration is linked to performance"

Source: World Bank Group

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Determinants of successful partnerships

1 **Clear objectives**

2 **Defined management process**

5 **Accountability**

5 **Trust, fairness and recognition**

3 **Good leadership**

6 **Good communication**
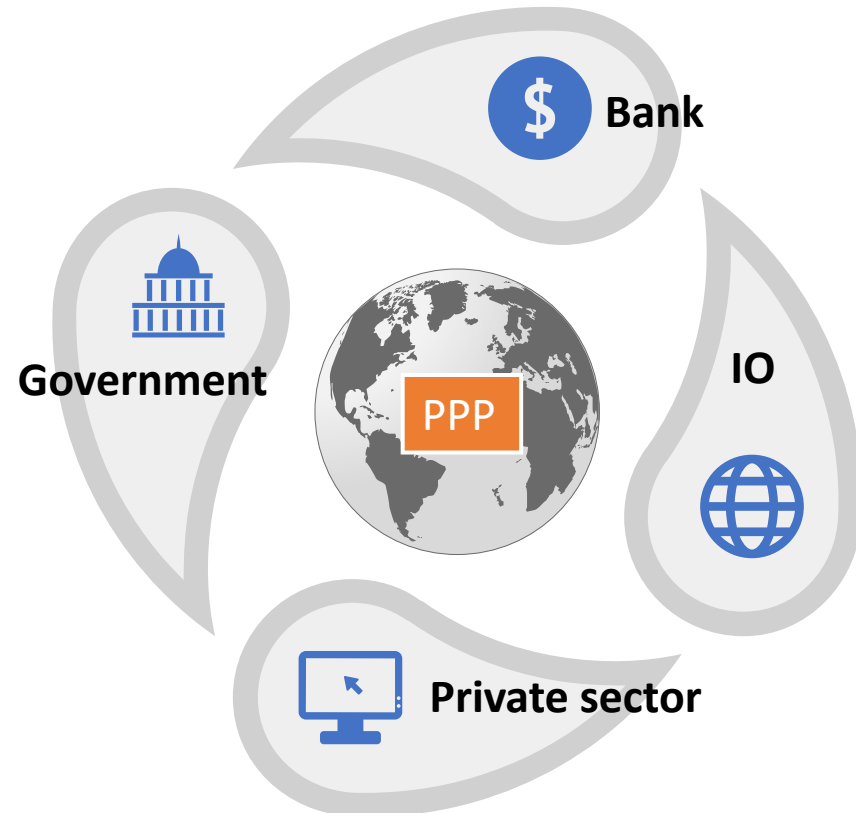
7 **Monitoring and evaluation**

Iris scan payment system in refugee camps

Partnership with Private sector

allows refugees and migrants to use digital money deposited on e-cards to access food and basic services using a scan of their eye

Source: 2018 E-government Survey

Bank

Government

IO

PPP

Private sector

President Communication Center (CIMER), Turkey

Partnership with civil society

a fast and efficient system for citizens to easily communicate all requests, complaints and opinions related to administration

Transparency

Accountability

Source: 2018 E-government Survey

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Let's take a break!

Are you up for a challenge?

Quiz (open-ended)

Design a brief PPP cooperation plan for a country that has low broadband penetration rate. Please state the possible stakeholders involved and challenges.

Conclusion

- For effective implementation of initiatives in the defined target areas, it is essential to have situational awareness about the actors involved

- By working together and engaging in partnerships, both the outcome as well as the processes will be more inclusive and deliver greater impact

Congratulations!

You have reached the end of submodule 3.2 on Stakeholders and Partnerships.

Thank you for joining us in this exciting journey.

_____

Under this submodule, you:

✓ Learned techniques to evaluate the situational awareness of actors
✓ Learned how to create a stakeholder map
✓ Learned methods for engaging with stakeholders

You may proceed to the next submodule 3.3 on Performance Indicators

Sources & Recommended Reading
Please check the PDF in the folder

Contact us for inquiries or questions

DPIDG@un.org

Or post your questions/comments in the forum!

Please note that this is a beta version. We appreciate your feedback so we can further improve our toolkit