

Early Childhood Development in Emergencies

Education Diplomacy Guidance on Multisectoral Coordination

Education Diplomacy,

developed by Childhood Education International, is an innovative approach to solving complex education challenges using diplomatic skills and collective action. It promotes collaboration and collective action across sectors and stakeholders. This Guidance addresses multisectoral coordination for Early Childhood Development in Emergencies (ECDiE), using Education Diplomacy concepts and practices to provide practical guidance to ECDiE practitioners. This first guidance note addresses **stakeholder identification.**

Early Childhood Development in Emergencies Education Diplomacy Guidance on Multisectoral Coordination: Stakeholder Identification © 2023 by Childhood Education International is licensed under CC BY-NC-ND 4.0. To view a copy of this license, visit <http://creativecommons.org/licenses/by-nc-nd/4.0/>

Key Step 1: Stakeholder Identification

ECDiE Multisectoral Stakeholder Identification

Why is this important? Identifying all the relevant sectors and stakeholders is an important foundational step in any multisectoral response, to ensure that all those affected and their needs are represented. It is also important for the following reasons:

- to promote a response that reflects the integrated and inter-related nature of ECD
- to ensure diversity of perspectives
- to pool resources and efforts to avoid omission or duplication.

Who does this include? The stakeholders who should be involved in multisectoral ECDiE coordination will vary according to the context. Stakeholders can be from any of the following groups:

- government agencies
- international organizations
- non-governmental organizations
- academic and research institutions
- community leaders and organizations
- health professionals
- education providers
- child protection agencies
- psychosocial support organizations
- donors and philanthropic organizations
- media and communication experts
- parents and caregivers

What should be considered as we identify stakeholders?

Ask the following questions and make notes of your answers:

How do we identify all the relevant sectors and stakeholders in an ECDiE response?

Who is involved in multisectoral ECDiE stakeholder identification?

How can we be as inclusive as possible in our process and in the group assembled?

What are our benchmarks for successful ECDiE stakeholder identification?

How can you do it?

- Conduct a stakeholder mapping exercise
 - » Use a stakeholder mapping and analysis tool
- Engage key informants
 - » Design and use shared protocols
- Review existing data and information
- Reach out to local communities
- Leverage existing networks and partnerships
- Consult with experts and advisors
- Hold stakeholder validation workshops

What challenges might you encounter when identifying stakeholders? How can you mitigate these challenges?

<i>Challenge</i>	<i>Possible mitigation strategies</i>
Highly dynamic context	Establish a dedicated mechanism for ongoing stakeholder mapping; Regularly engage key informants; Maintain open lines of communication
Limited information	Use multiple methods to collect information; Collaborate with partners (especially local ones) to obtain and share information
Language and cultural barriers	Prioritize local staff or those who are bilingual/multilingual; Use culturally sensitive approaches; Learn and consider local customs and practices; Provide cultural competency training for staff
Access and security	Work with local, community, and security actors to gain access to stakeholders; Implement safety and security protocols for staff; Secure communication channels; Use remote methods when access is not possible
Limited resources	Review and prioritize stakeholder mapping activities vis-à-vis overall resources for importance and impact; Use existing resources
Time constraints	Use rapid assessment tools and methodologies; Collaborate with partners; Leverage platforms and tools; Focus on essential mapping and basic information with details to follow
Stakeholder resistance	Foster trust and build relationships; Regularly engage and maintain open communication; Share information and collaborate; Address privacy concerns by ensuring confidentiality and data protection measures



STAKEHOLDER IDENTIFICATION

How do we identify all the relevant sectors and stakeholders in an ECDiE response?		
<i>RATIONALE</i>	<i>POTENTIAL TOOLS AND APPROACHES</i>	<i>GUIDANCE</i>
<p>The first step to working multisectorally is to understand who is potentially involved in your work. These individuals might be located outside of your sector, or work at different levels in the system. It is helpful to use a stakeholder mapping tool to help you think about the relevant sectors and stakeholders you want to reach out to.</p>	<p>A stakeholder mapping tool is a construct that prompts you to think about who is involved in your activity, and to help you assess and organize the stakeholders depending on their potential value and influence.</p> <p>Stakeholder mapping tools do not need to be overly complicated and can be constructed using a pen and paper, or a typed document.</p>	<ul style="list-style-type: none"> • Defining the scope and context of your program/intervention/activity can help you to narrow identification needs. • Brainstorm about which individuals, agencies, and organizations work on this issue. Consider the following prompts: <ul style="list-style-type: none"> » Think sectorally – which sectors are directly or indirectly involved? » Think operationally – who works in this area or has programs on this? » Think of advocacy – who speaks a lot or publishes on this topic? » Think of influence – who is well respected in this area, who frequently moves initiatives forward, either directly on what you are doing or relatedly? » Think broadly – who works on this from formal/informal sectors, from public/private spaces? » Think about different levels – who works nationally and at the community level? • Strategize and organize the persons you have identified into categories that will help you determine who will be most important to include in your work. <ul style="list-style-type: none"> » Common categories you may want to build into your framework include: power, influence, interest, support, expertise, knowledge, resources, capacity, positions, roles, relationships, networks, level of impact and vulnerability, and your access to them.



Who is involved in multisectoral ECDiE stakeholder identification?

<i>RATIONALE</i>	<i>POTENTIAL TOOLS AND APPROACHES</i>	<i>GUIDANCE</i>
<p>It is important to question who is identifying the stakeholders who will be involved in multisectoral coordination. It should not be a singular effort. Multiple persons should be involved in identifying the necessary stakeholders to ensure comprehensive coverage, representation, transparency, and accountability.</p>	<p>The tools and approaches you use to locate and involve persons who will help to identify stakeholders will vary depending on the context and resources. It may also be possible and advisable to combine multiple tools.</p> <p>You can engage in:</p> <ul style="list-style-type: none"> • Skills and expertise assessment • Solicitation of expressions of interest • Expert nominations 	<ul style="list-style-type: none"> • Individuals or groups that you may want to engage in stakeholder identification: <ul style="list-style-type: none"> » Project leaders » Subject matter experts » Government representatives » NGOs » Community leaders and representatives

How can we be as inclusive as possible in our process and in the group assembled?

<i>RATIONALE</i>	<i>POTENTIAL TOOLS AND APPROACHES</i>	<i>GUIDANCE</i>
<p>In the stakeholder identification process, it is important to be as inclusive as possible to ensure that the voices and perspectives of all relevant groups are included; to give equal consideration to the needs of all those affected by the emergency; to promote more culturally relevant and sensitive responses; and to foster community, ownership, engagement, and, ultimately, sustainability in the ECDiE efforts.</p>	<p>Potential tools that can be used to support inclusivity in stakeholder identification are:</p> <ul style="list-style-type: none"> • Community consultation and mapping • Interviews • Stakeholder surveys • Workshops and focus groups • Gender and intersectional analyses 	<ul style="list-style-type: none"> • Here are some tips for ensuring inclusivity in the stakeholder identification process: <ul style="list-style-type: none"> » Support diverse representation: Actively reach out to groups and individuals across different dimensions, such as gender, age, ethnicity, socioeconomic status, geographical location, marginalized groups, etc. » Be collaborative in your identification and decision-making: Have a participatory and inclusive process, involving multiple stakeholders in identifying and selecting stakeholders. » Ensure accessible communication and materials: Provide accessible communication channels, materials, and tools in the process. Use plain language, translations, visual aids, and assistive technologies to ensure that information is accessible to individuals with diverse abilities and language backgrounds.



		<ul style="list-style-type: none"> » Consider and accommodate different participation modes from stakeholders: Ensure that potential stakeholders understand that there are different avenues for participation, and provide multiple modes of possible engagement. » Ensure language inclusivity: Consider the language diversity and needs across different target groups. Provide interpretation or translated materials. » Engage in self-assessment and reflection: Continuously reflect on the stakeholder identification process and group being assembled. Assess whether the process and composition are diverse and representative. Solicit feedback on the inclusivity of the process and take action when concerns are highlighted.
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What are our benchmarks for successful ECDiE stakeholder identification?		
RATIONALE	POTENTIAL TOOLS AND APPROACHES	GUIDANCE
<p>Once you have identified the stakeholders you would like to work with and bring together for ECDiE, it is helpful to review this list while applying some criteria to ensure that you have been successful in your attempts.</p> <p>A key tenet of Education Diplomacy is to continually reflect on and assess processes as well as outcomes.</p>	<p>Some tools or approaches for assessing these benchmarks include:</p> <ul style="list-style-type: none"> • Surveys and questionnaires • Interviews/focus groups • Assessment checklists • Reflection and learning sessions • External evaluation 	<ul style="list-style-type: none"> • Some benchmarks for you to consider when assessing how successful you have been in identifying stakeholders: <ul style="list-style-type: none"> » Inclusivity: Do your stakeholders represent a broad range of sectors, marginalized groups, affected communities, and relevant expertise? » Equity: Did you make efforts to include underrepresented or marginalized groups? Did you ensure that their voices were given equal weight? Did you take power dynamics into account? Did you take steps to level the playing field? » Relevance: Do your stakeholders have the necessary elements to support effective decision making and implementation: Knowledge? Expertise? Resources? Influence?

