



# *Harm reduction for local drug policies*

Building Partnerships  
Selecting Stakeholders as  
Partners

# Benefits of a multi stakeholder approach

**Different interests, different agendas, different levels of commitment and expertise, different levels of influence on the public opinion or decision makers, as well as different access to financial resources might all be factors that provide ground for conflicts.**

- Opinions of powerful stakeholders help to shape your projects
- This makes it more likely that they will support you
- Their input can improve the quality of your project
- They can help you to win more resources and partners
- You can sensitize them for the issue
- You can anticipate their reaction to your project
- This enhances the planning and implementation of measures
- Stakeholders can help you to win support from the community as a whole

# Why co-operate with Stakeholders?

- It's best to keep in touch with stakeholders and consult with them at the beginning.

## Why? Because ...

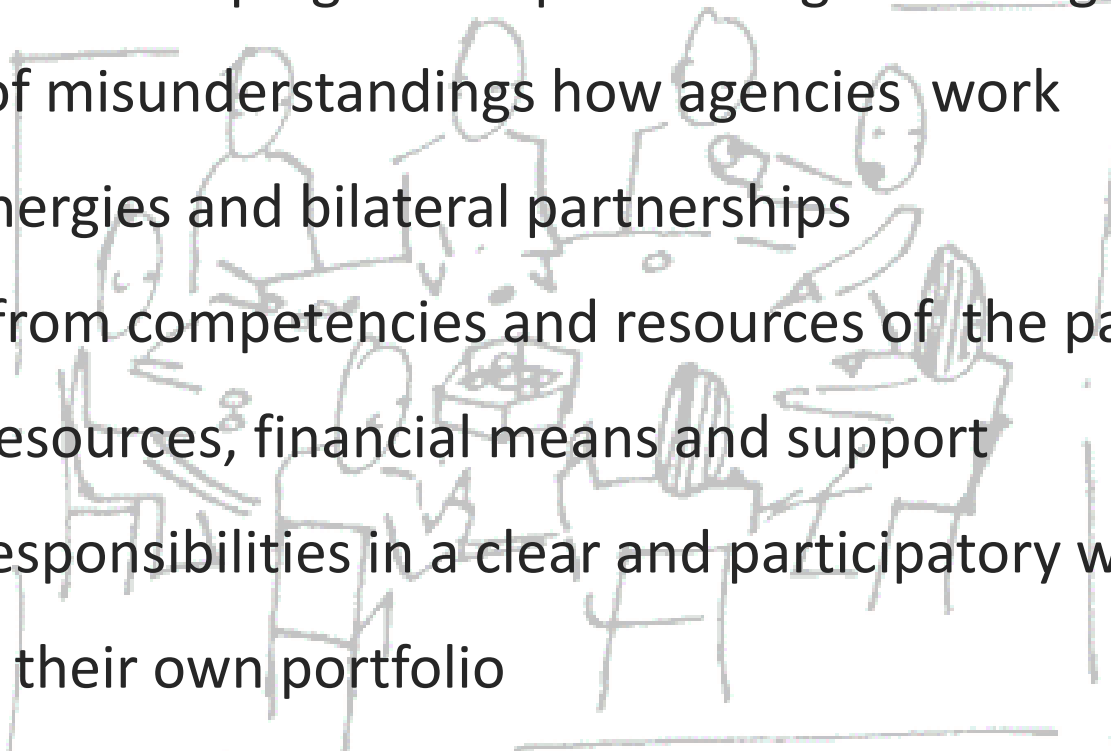
- they may have sound insights into the problem, as well as good ideas for solutions;
- if they aren't consulted, they can disrupt the process or the outcome;
- they will have to live with any solutions that are adopted -- so they should legitimately have a voice.

**Therefore, ask:**

**"Who else is involved? How can we learn about and utilize their ideas?"**

# Why would stakeholders want to co-operate?

- Participate in shaping and implementing local drug policy
- Get rid of misunderstandings how agencies work
- Build synergies and bilateral partnerships
- Benefit from competencies and resources of the partners
- Access resources, financial means and support
- Divide responsibilities in a clear and participatory way
- Sharpen their own portfolio
- Gain support from the community



# How to identify relevant stakeholders

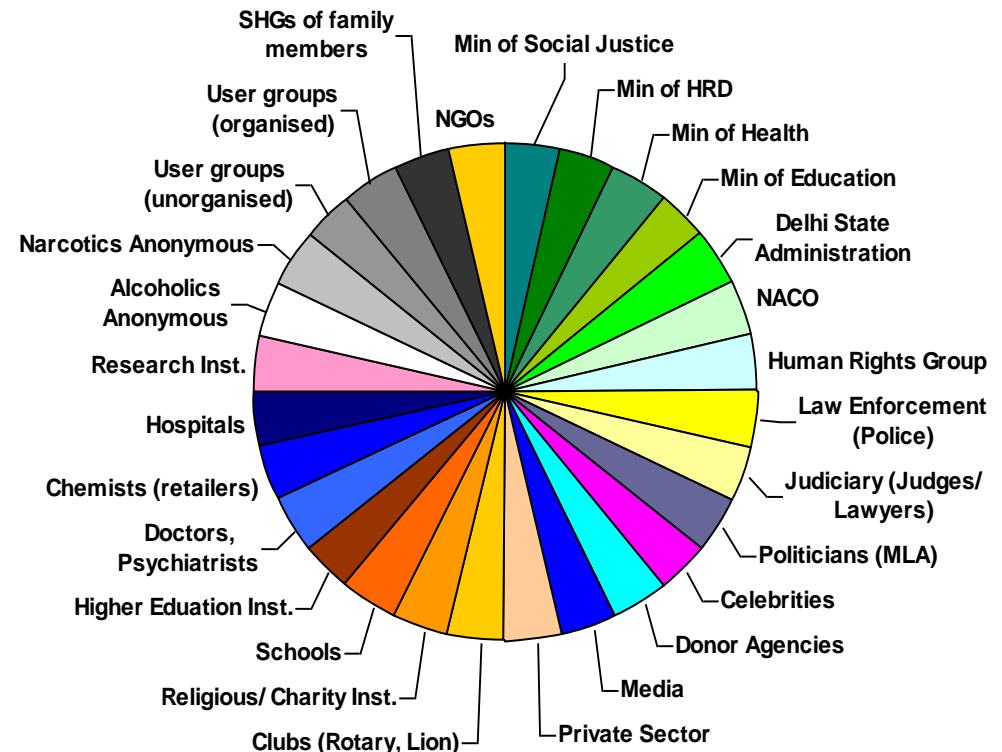
- In most cities, the drugs problem is more or less apparent (visible)
- Different actors on various levels have already taken some kind of action in tackling the problem
- Statutory agencies that have already been involved historically are “usual suspects”
- Avoid exclusion of other legitimately concerned groups that have had a less significant voice in the community’s drug policy so far
- These groups can contribute according to their own expertise and should be credited despite the fact that they are not traditionally perceived as “experts” in the field

# Stakeholder Analysis

## Example: New Delhi

Organizations and authorities at different levels, NGOs, interest groups and individuals have different motives and interests.

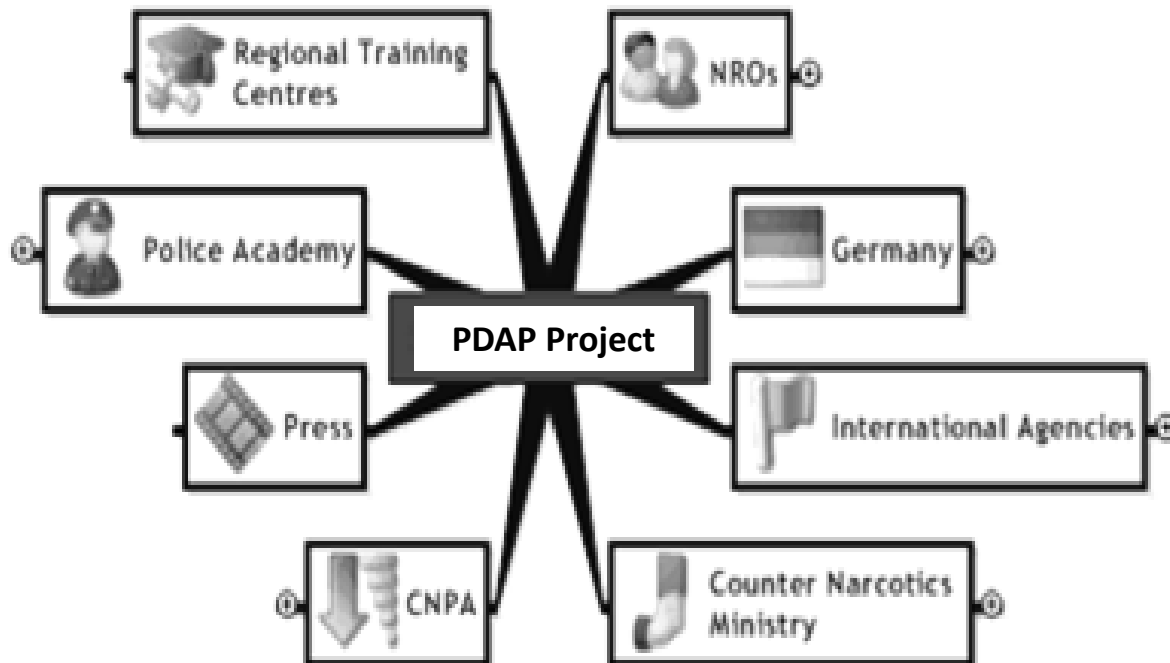
This method facilitates institutional and policy reform processes by accounting for and incorporating the needs of those who have a 'stake' or an interest in the reforms under consideration.



# Stakeholder Analysis

It is used at the preliminary stages of a project to ...

## Example: Afghanistan



- identify all persons, institutions, etc. involved in a project
- speculate on their support or opposition to the programme
- incorporate interests and expectations of persons and groups significant to a project or programme.

# Prioritising your Stakeholders

- There will probably be a long list of people and organisations that are affected by your work.
- Some of these may have the power either to block your efforts, or help to advance them.
- Some may be interested in what you are doing, while others may not care.
- The following tools can be used for prioritising your forms of cooperation with various stakeholders of your project or policy: how to communicate with them and engage them in your project.







# First Steps

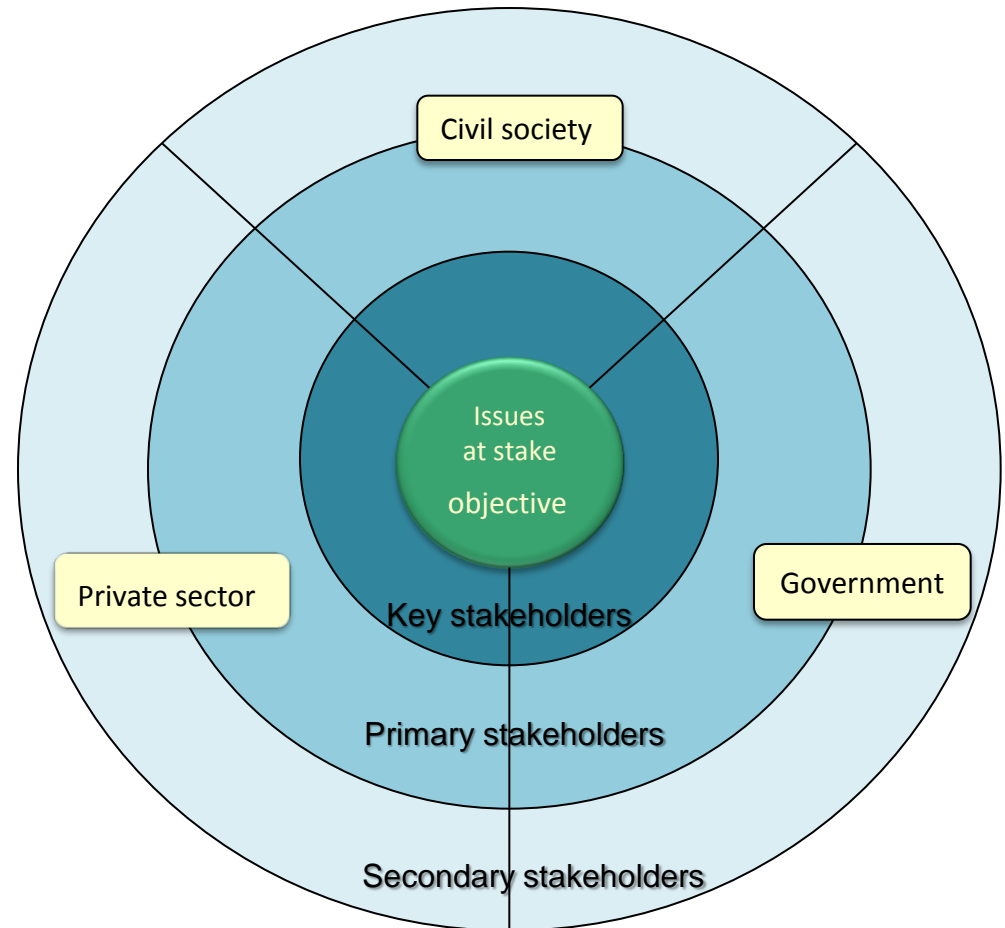
- Identify all persons, institutions, etc. relevant for your work
- Speculate on their support or opposition to your plans
- Assess their interests and expectations
- Categorize them by private sector, civil sector and state or local government
- Be as precise as possible – don't use organisations as a whole if there are individuals you can analyse better

# The „Stakeholder Onion“

	Veto Power
	Tension, conflict
	Weak, informal relationship
	Close relationship
	Interrupted relationship

Map out your stakeholders in this grid and group them by Key, Primary and secondary stakeholders according to their proximity to the issue at stake.

In a second step, use the symbols to visualize relationships between them (and yourself)



# Second Step

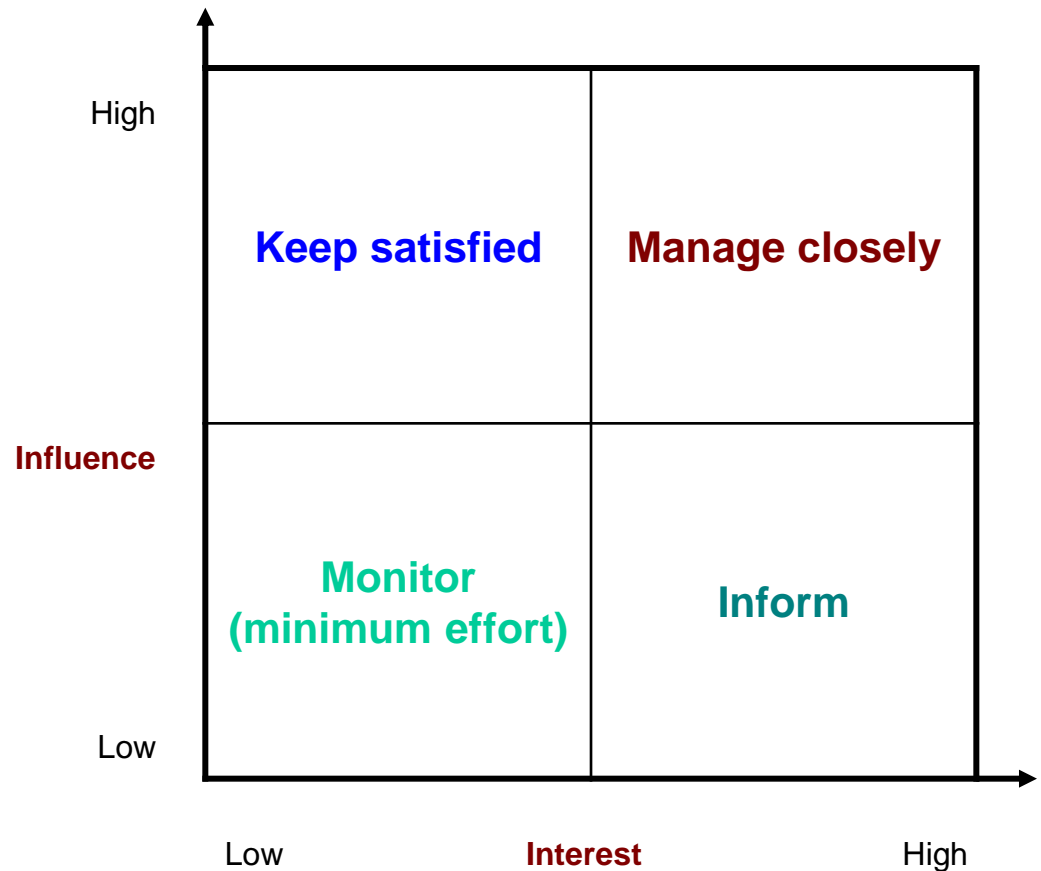
- Identify and use “door openers” to recruit more important people for your process
- Convince reluctant stakeholders by explaining the benefits for them
- Re-animate broken or interrupted relationships
- Do the analysis regularly, because people’s power, interest and relationships might change

# The Power / Interest Grid

Map out your stakeholders on a Power/Interest Grid

Classify them by their power over your work and by their interest in your project.

This will also show you how you should involve them in the project



Adapted from Rachel Thompson, Mindtools

# Reading the Results

**High power/High interest:** these are your best *partners* to start with  
However: veto players in this section need special attention!

**High power/low interest:** These stakeholders need to be *satisfied* in order not to turn into veto players; try to show them how you can support their interests

**Low power/high interest:** keep these stakeholders *informed* about what you do and want to achieve; engage them as „door openers“ and advocates in their own networks

**Low power/low interest:** even though these actors may not be important to work with at the moment, their status and interest might change. This should be *monitored* regularly. Look for ways to raise their interest in your issue and work

# Building Partnerships for Harm Reduction – Next Steps I

- Meet with the community and key stakeholders and build relations and partnerships, involving them in the needs assessment and in the design and implementation of solutions
- Plan, implement and evaluate actions to raise community awareness of target populations, harm reduction principles, human rights and citizenship, and its added value (economic, health and social benefits) to service users and to the general community

# Building Partnerships for Harm Reduction – Next Steps II

- Organize training sessions on the specific role of each stakeholder in respect of the needs and rights of the target group to improve access to services and prompt harm reduction intervention (e.g. pharmacy staff, police, Red Cross, etc.)
- Negotiate to promote good relations between service users and stakeholders, liaising with the police force and developing adequate procedures to deal with police interventions in the field
- Provide training and raise awareness on ethical approaches, services and procedures for service users

# Who are your Opponents?

- Not everyone who disagrees with you is an opponent
- Not everyone who might oppose you will be so forever.
- Those who are slightly or mildly opposed are potential targets for change.
- Some people may oppose you because they don't understand your issue, or simply out of habit!
- Someone may be opposed to you on issue A; but that doesn't mean they will be opposed on issue B.
- Your own position may change. Keeping polite relations with your opponents might pay off some time.



# Which Opponents to involve?

- Those who have the power to help you get what you want
- Those who have cooperated with you in the past
- Those who agree with at least some of what you stand for
- Those who could sway other opponents
- Those who seem approachable, and whom you feel comfortable approaching
- Those who may see a benefit for themselves and may be beneficial for you

## ... and Why?

- Collaboration with people you might otherwise think of as opponents can give you and your group several advantages.
- Remove or neutralize potentially harmful critics.
- Gain insight into the workings of your opponent.
- Access to a group that has been previously closed to you.
- Acquire new resources to solve a common problem.
- Find common values and beliefs you didn't know were there.
- Get to know your opponents as people.
- Build a base of trust

# NETWORKING FOR IMPACT

- Keep up to date on what is going on
- Provide a ready made audience for your ideas
- Provide support for your actions
- Provide access to varied and multiple resources/skills
- Pool limited resources for the common goal
- Achieve things that single organizations or individuals cannot—by the power of numbers
- Form the nucleus for action and attract other networks
- Expand the base of support
- Use stakeholders' good reputation for the common cause