

# Tools and Ideas for Coalition Building

June 25, 2014

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Leadership for Universal Health Coverage  
A High-Level Program to Help Leaders Deliver Results  
A collaborative Program by GIZ-WB-P4H

Pretoria, South Africa

June 23-26, 2014

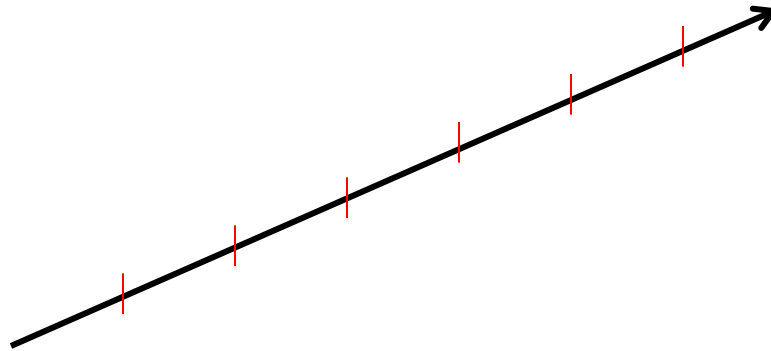
# Results orientation

1. What is the population?
2. What is it we want for them that is different than how they are now?
3. What does it look like? What does it feel like?
4. How do we know we achieved it?

# Change and Development



Status Quo

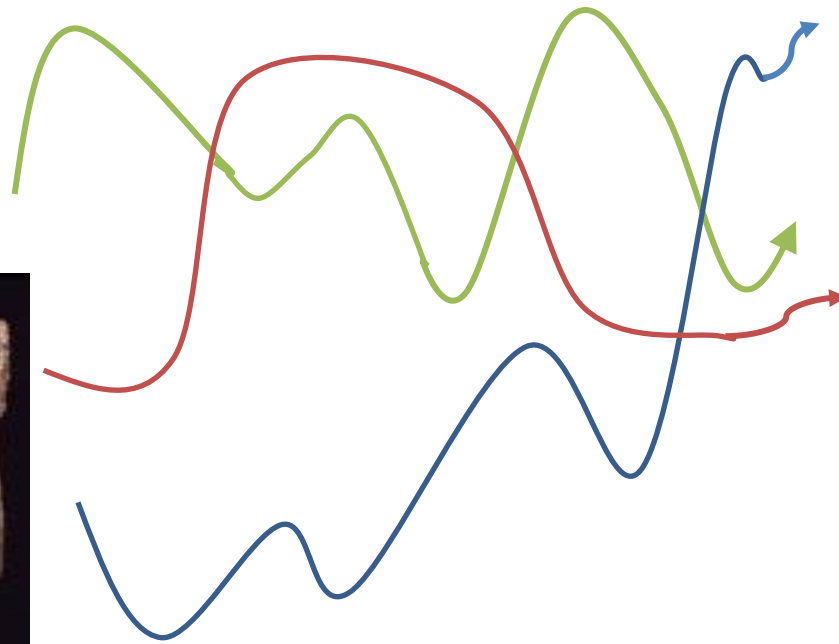


Desired State

# Change and Development



Current State



Desired State

# Research suggests that...

- Over two-thirds (67%) of major change initiatives fail to realize intended gains...
- Most often the challenges are around acceptance and adaptation of change.

# The Challenge of Reform



# A range of Relationships

- Independence—scarce resources pits one organization against other; winner take all
- Cooperation—used in the sense of enabling, as in donating a service or a resource to support. However, does not imply joint ownership of outcome
- Coordination—involves the direction and organization of people and work so that everything works together... there is some hierarchy implied. It's more than cooperation which is just providing...coordination implies some order and effort
- Collaboration—multiple partners the pursuit and maximization of individual goals will be subordinate to the pursuit and optimization of collective goals.

independent



interdependent

# Collaboration

- A process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible (Gray, 1989)
- A mutually beneficial relationship between two or more parties who work toward a common goals by sharing responsibility, authority, and accountability for achieving results (Chrislip & Larson)



# Challenges of Collaborating

- Everyone struggles with collaboration—it means “giving up” what I want in order to get what we want
- The system is under-organized
- Power and leadership is diffuse
- How to proceed is uncertain and ambiguous
- Doing things collaboratively at first takes time

A photograph of three African women standing on a dirt path in a rural, grassy area. The woman on the left is wearing a blue and white patterned top. The woman in the middle is wearing a striped top and a yellow headwrap. The woman on the right is wearing a black tank top and a yellow patterned wrap. They are all smiling and holding hands. The background shows green vegetation and a clear sky.

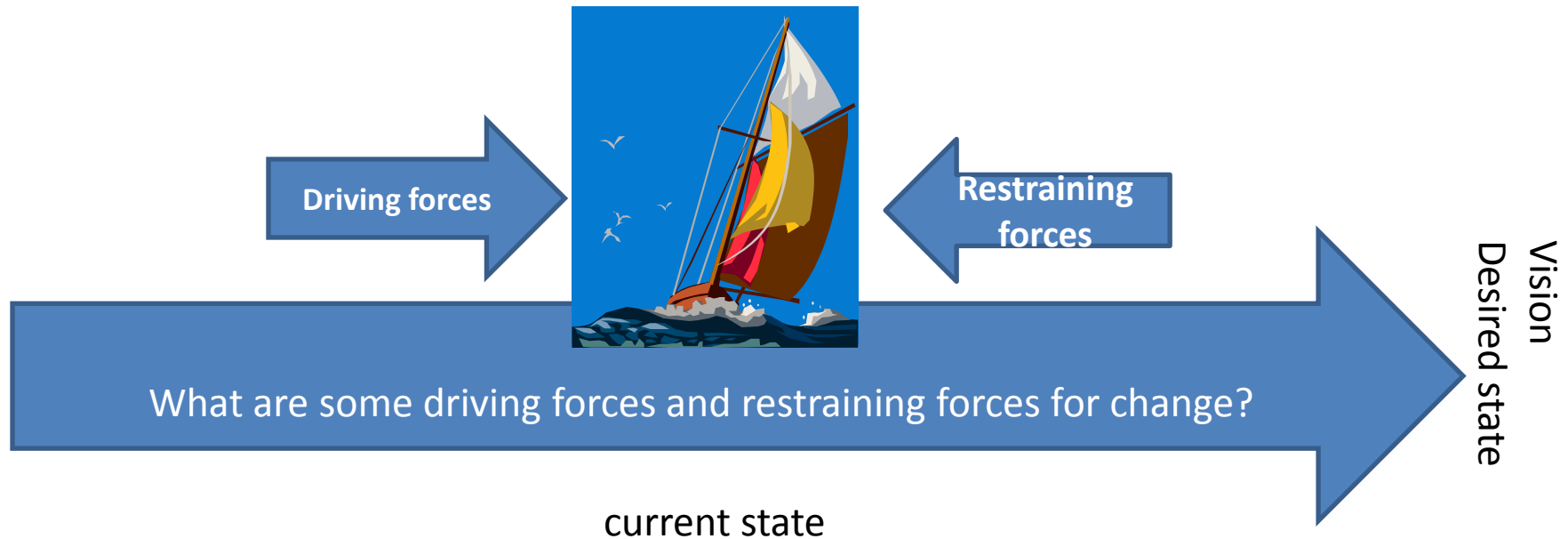
IF YOU WANT TO GO FAST,  
GO ALONE.

IF YOU WANT  
TO GO FAR,

go  
TOGETHER.

- african proverb

# Force field: What are the key driving and restraining forces for change?



# Stakeholder mapping

A stakeholder is anyone who can influence a change and/or anyone who is affected by the change (or thinks they are)

# Who are stakeholders?

- Anyone that can affect what you are trying to achieve
- Anyone who can ruin your day...

# Some key Stakeholder Related Questions

Who is involved?

How are they linked?

What do they want?

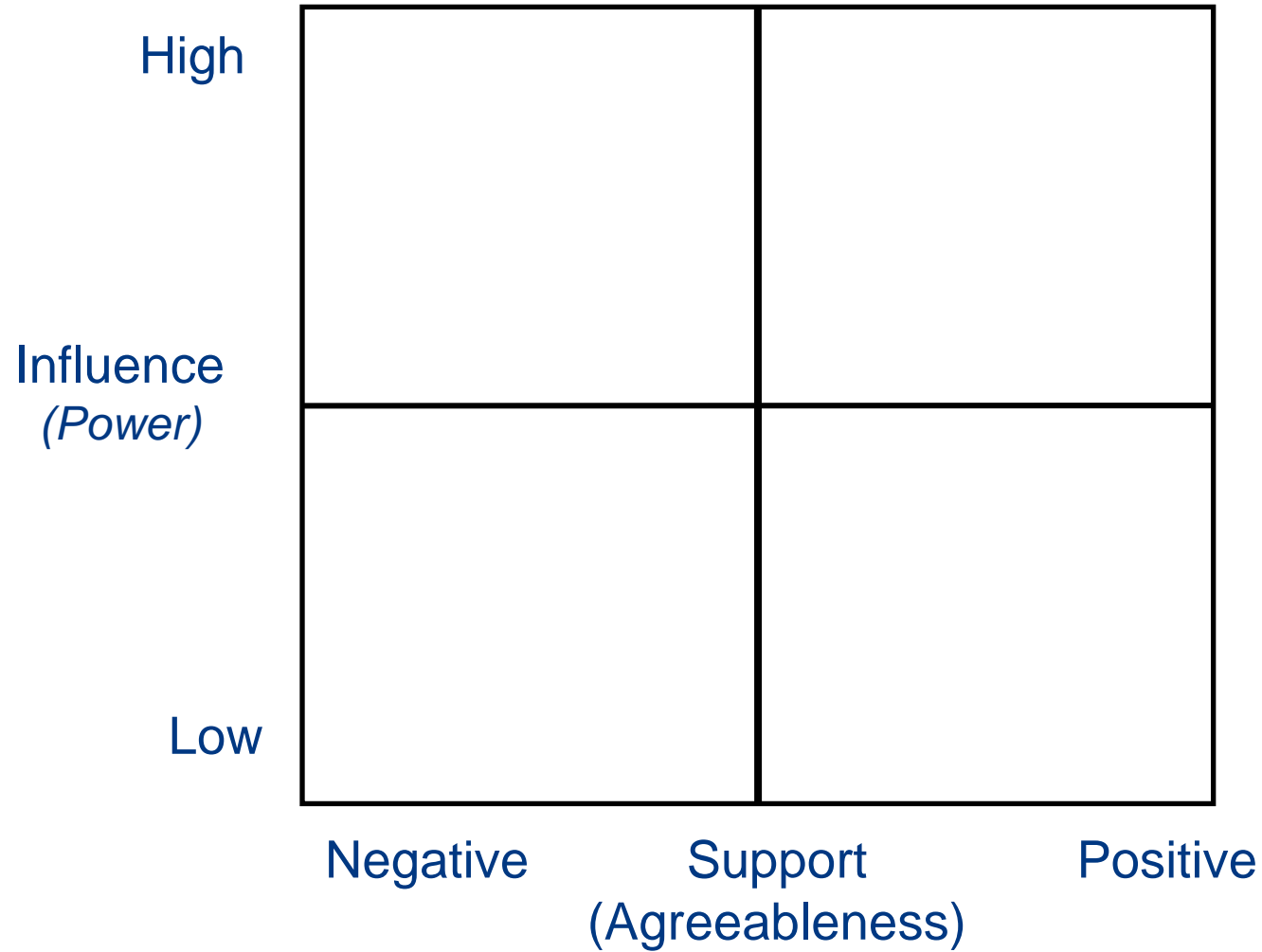
What is their influence?

What are opportunities and constraints?

Do networks change over time?

What can we do?

# Stakeholder Mapping

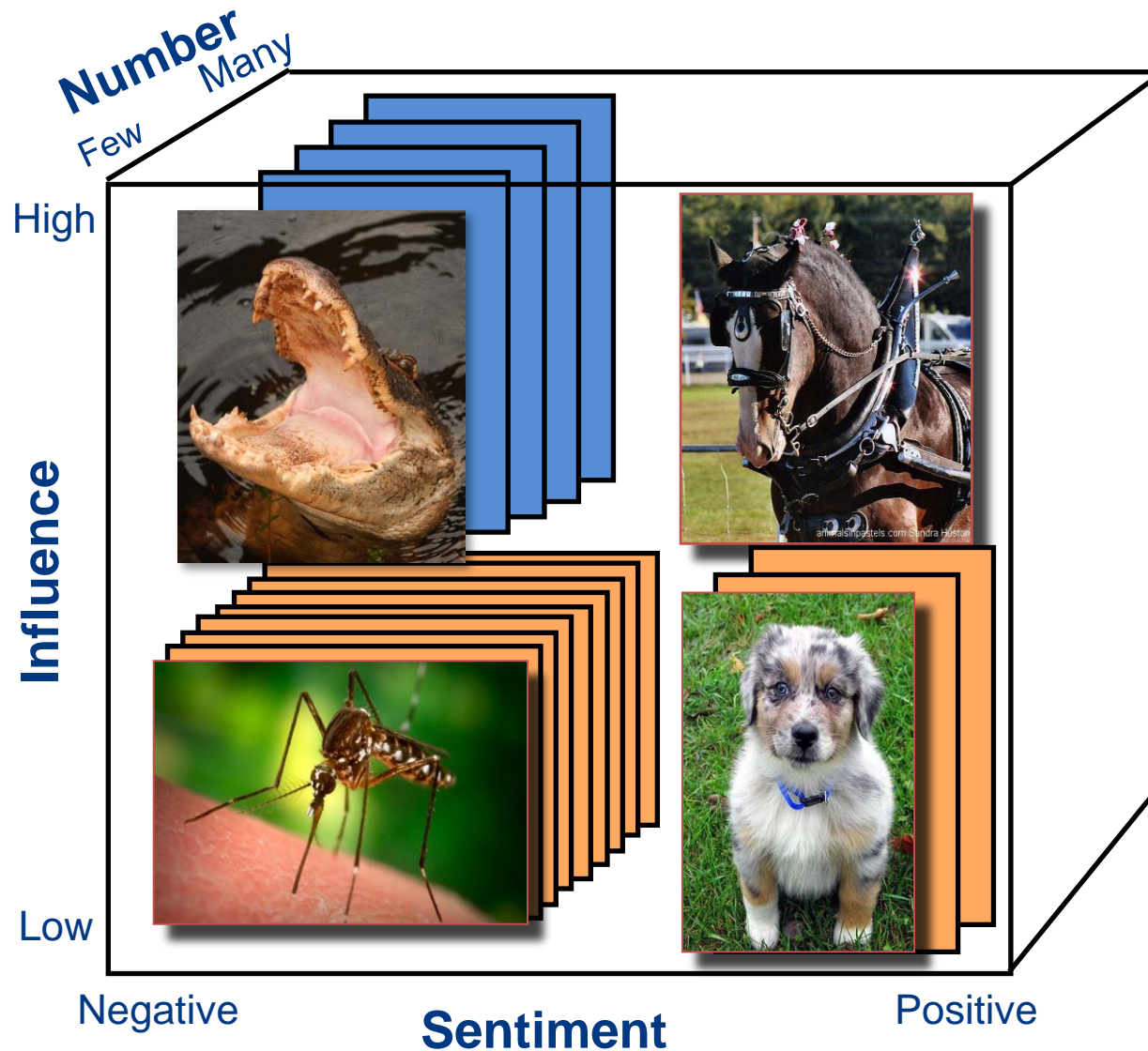


# Stakeholder Mapping





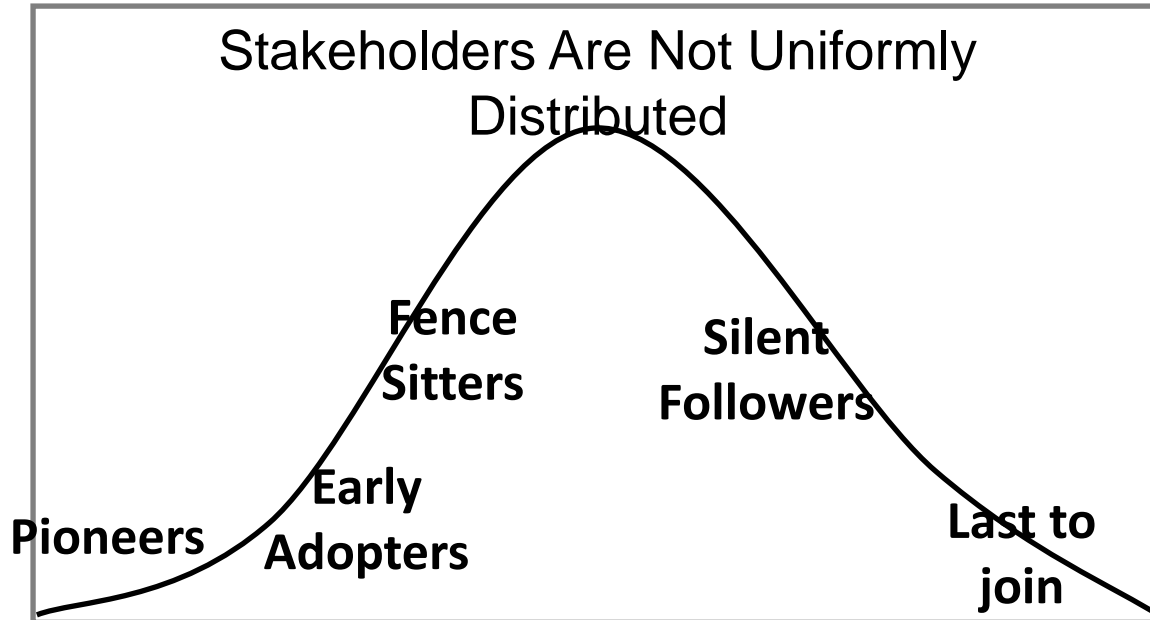
# Stakeholder Mapping



# Stakeholder Mapping

High	<b>Powerful Resisters:</b> Co-opt or Marginalize. Timing may matter.	<b>Powerful Supports:</b> Reinforce and Leverage. Do not take for granted.
Influence <i>(Power)</i>	<b>Weak Resisters:</b> Investigate and Understand. Past is not future.	<b>Weak Supporters:</b> Involve and Strengthen. Don't over- estimate.
Low	Negative	Support (Agreeableness)
		Positive

# Stakeholder Mapping



? ?



# 5 Is of Stakeholder Identification

Interest –Who has an interest in your issue or Project?

Involvement—Who is involved in the issue?

Impact—Who is impacted? Who can have impact?

Influence—Who has influence?

Interdependencies—What are the interdependencies among the influencers? Who are they connected to?

“Why should I work with you?”



# “What’s In It For Me?” (WIIFM?)

- For each stakeholder:
  - How do they view our change effort?
  - What’s the benefit/loss for them?
  - What do you expect their state of mind to be at the point of engagement? Focused or unfocused attention?

# Types of Communication Interventions?

- Short exercise (in pairs)
- Two general categories:



## Advocacy

*Using best arguments;  
appeals*

## Inquiry

*Asking "Why?"  
to understand  
underlying  
interests*

# Focus on Collective Action

Developing your messages based on:

- Shared Purpose...
- Rewards...



*... a purposeful shift from “What’s in it for me?” to “What’s in it for us!”*



# Focus on Key Stakeholders (in groups)

- Select one of the key opponents from your stakeholder map:
- For this opponent, fill out the boxes with the following information:
  - (a) Profile: demographic and personal details;*
  - (b) How are they most affected by your reform?;*
  - (c) What are their underlying interests relevant to your reform?;*
  - (d) How they can help move your reform forward?*

# A helpful process to understand and craft communication for each of your key stakeholders

(a) Profile (*demographic details such as educational level, income, occupation, age, etc., as well as personal details such as beliefs and values*)

(b) How they are most affected by your change initiative?

(c) What are their underlying interests relevant to your change initiative?

(d) How they can help move your change initiative forward?

# What are key considerations while crafting your communication

- What should they remember from your message/intervention?
  - What should they do?
  - Why should they do it?
- \*\*Your challenge: Can all this be summarized in a clear and simple sentence?\*\*\***