

Identifying and engaging stakeholders

Dr Anna Wong, National Parks Board Singapore, Dr Steve Unwin, Wildlife Health Australia, Dr Jamie Copsey, IUCN Conservation Planning Specialist Group



A stakeholder (interest-holder) is anyone who has:

Interest

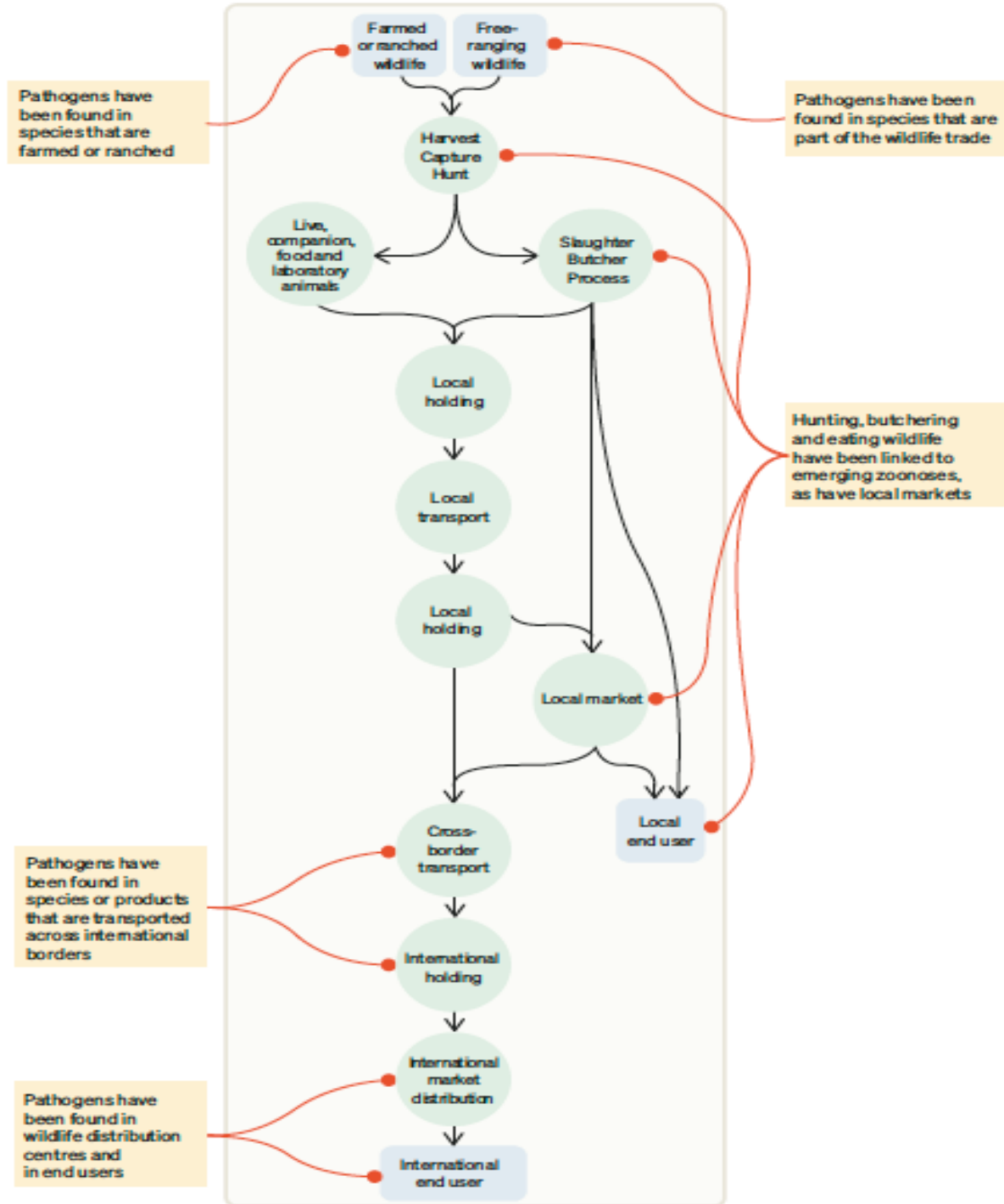
Influence



Knowledge

- *Who holds relevant knowledge, data, or experience to inform our risk management needs?*
- *Who are the relevant actors affected by or interested in the outcomes?*
- *Who has influence over or authority for governance and the implementation of recommendations?*
- *What communication objectives, messages, and channels are needed, and when should communication occur, to ensure shared understanding, coordination, participation, and transparency?*

Stakeholder engagement- THROUGHOUT the process!



Lessons learned:

37 out of 54 projects said

Realistic budgeting
of time to consult...

Importance of
stakeholder
engagement...

Involve stakeholders
early and keep it
up...!

Consider formal
agreements for key
stakeholders....

Role of citizen
scientists...

Requirement for all
stakeholders to fulfil
their commitments...

Clarity of the
information
provided...

Recognition of the
power of single
interest groups...



Importance of stakeholder identification and analysis



Targeted Messaging

Tailoring communications to specific stakeholders needs, interests and influence levels



Risk and Conflict Mitigation

Identifying stakeholder concerns for early addressing of potential resistance



Strategic Engagement

Understanding stakeholder perspectives helps define the best channels for communication fostering better collaboration



Increased Buy-in and support

Transparent and inclusive communication increases likelihood of gaining support and approval of recommendations

The importance of social behaviour in disease control



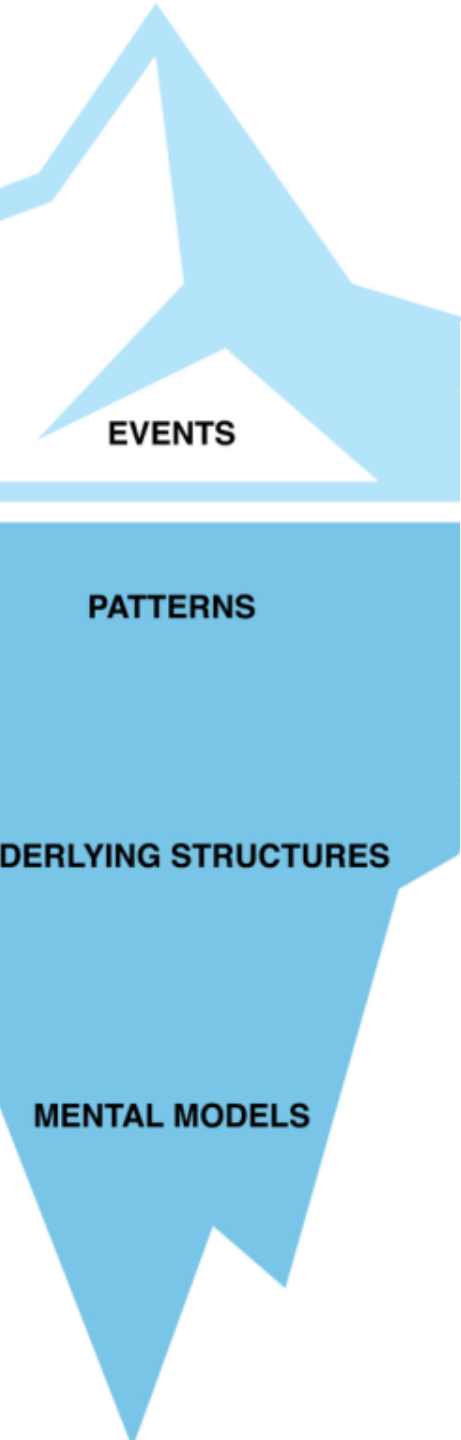
Event: Disease transmission from and between traded wildlife

Wildlife trafficker and trader behaviour

Poor wildlife welfare, poor biosecurity along trade route

Understand stakeholder motivations and mitigate accordingly

The importance of social behaviour in disease control: Addressing root causes

 EVENTS	Bovine Tuberculosis (bTB)	Pathogenic Avian Influenza (HPAI)
	A dairy farm tests positive for a bTB breakdown. Movement restrictions are applied to the herd	A commercial poultry farm experiences a massive spike in mortality. The entire flock is culled
	Recurrent breakdowns occur every few years in specific geographic hot zones.	Persistent infection dynamics map directly to local wildlife densities. Seasonal spikes align with autumn and spring wild bird migration routes. Rapid global spread follows distinct intercontinental flyways
	Intensive cattle trade routes move subclinical animals across regions. Fragmented landscapes create high-density contact zones between livestock and wildlife at shared feed/water troughs.	High-density, single-species poultry farming creates optimal conditions for viral amplification. Industrial farms situated directly along ecological wetlands and migratory flight paths
	"Wildlife control is the only solution" vs "Biosecurity is the farmer's sole responsibility." Reluctance to accept strict wildlife management or livestock movement limits due to immediate financial strain	Maximising global protein yield at the lowest cost outweighs ecological safety boundaries. Disconnect between industrial agricultural planning and migratory conservation data.

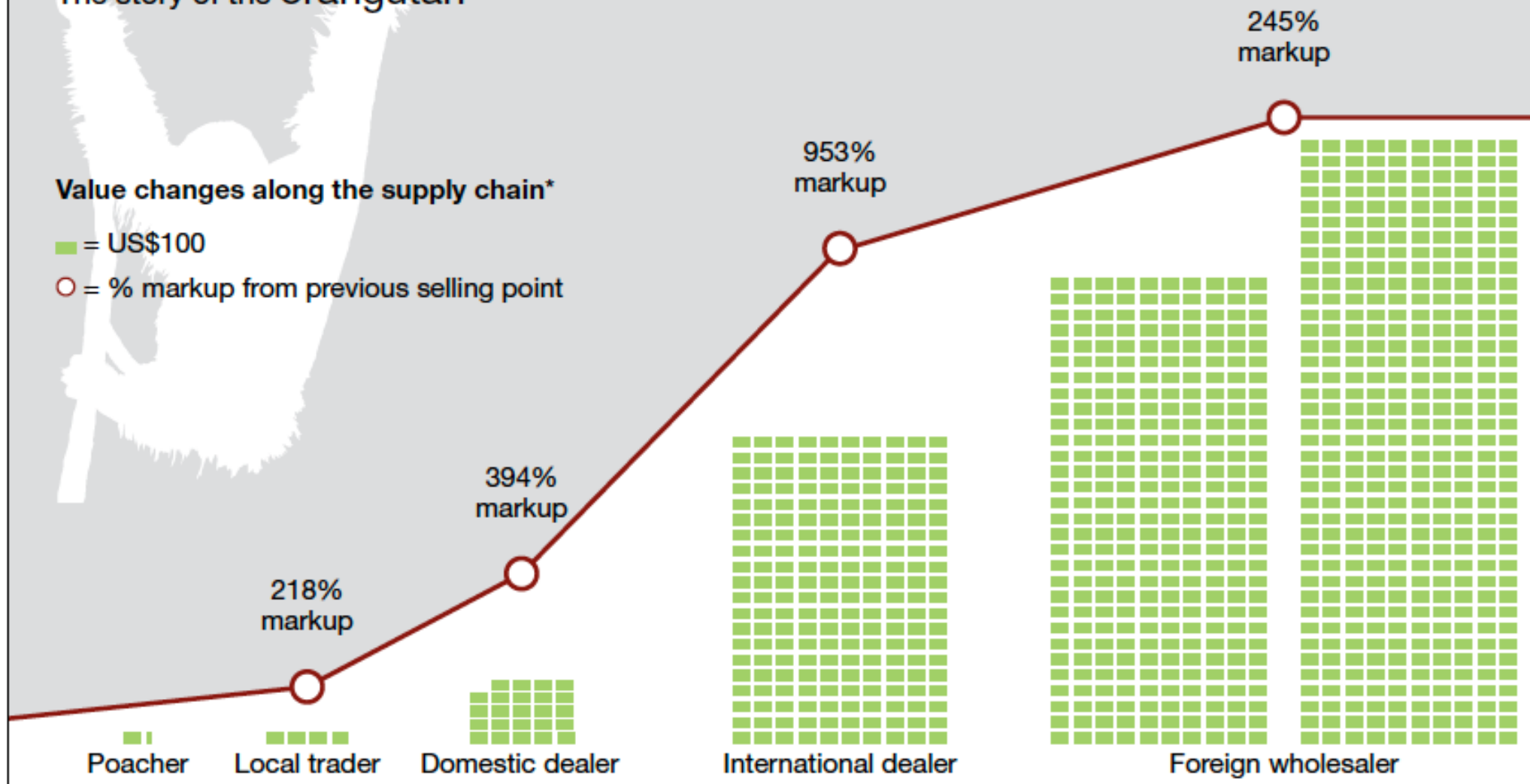
FROM FOREST TO FOREIGN MARKET

The story of the orangutan

Value changes along the supply chain*

■ = US\$100

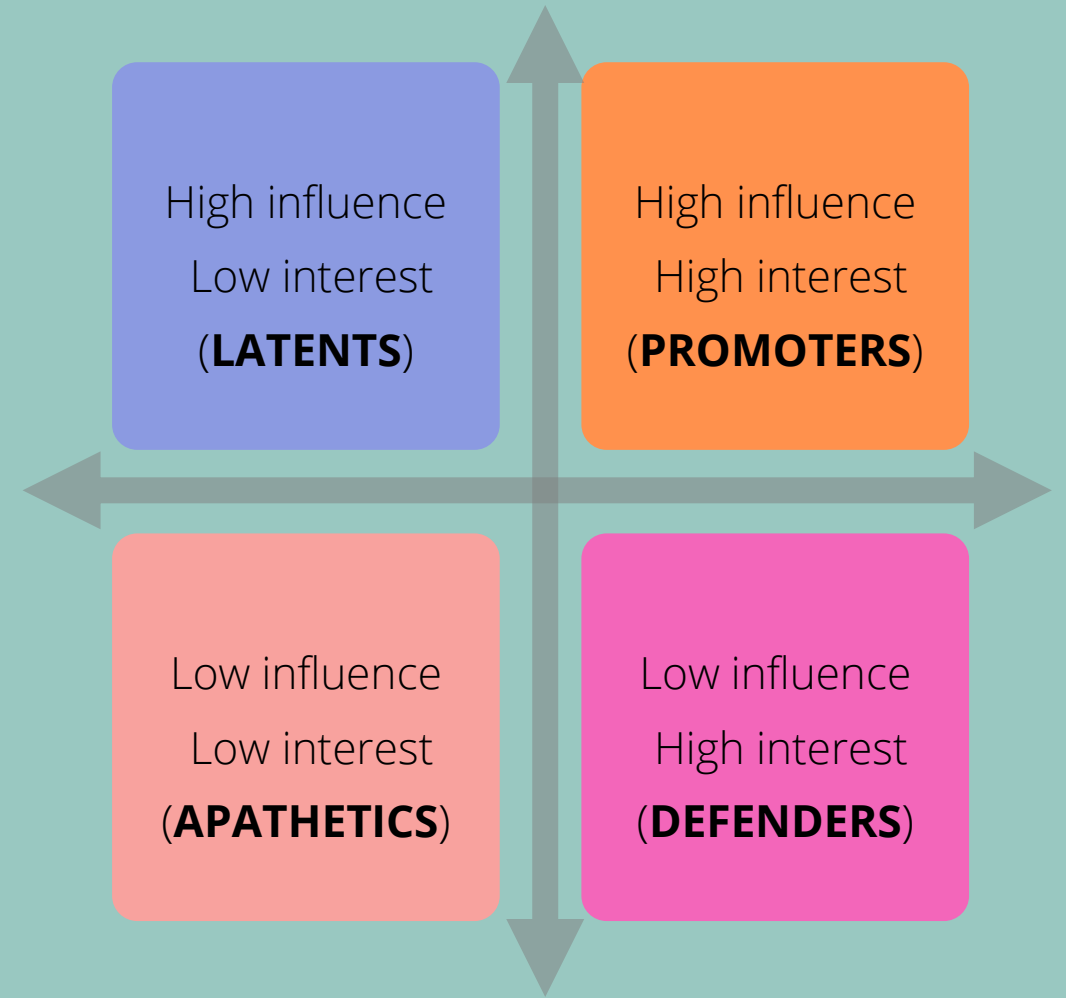
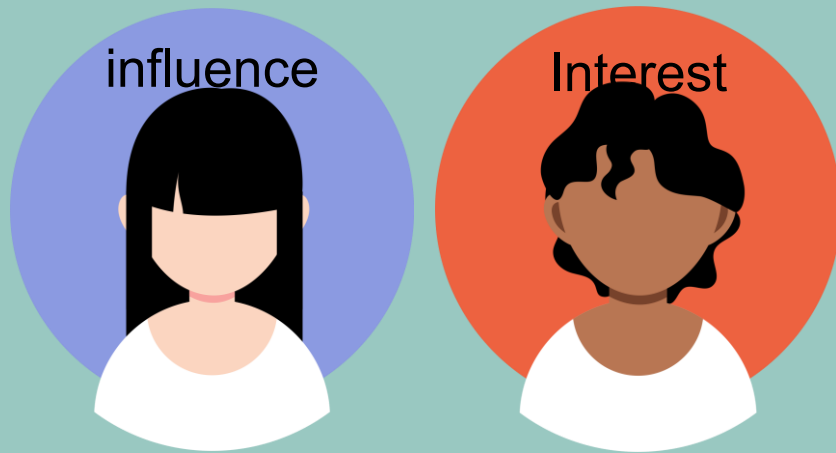
○ = % markup from previous selling point



Note: * The original research uncovered a range of prices at each point in the supply chain. For graphical purposes, the study utilized the upper value for each segment of the supply chain.

Source: Clough and May (2018, pp. 8, 9, 25). © Global Financial Integrity 2018

Influence and Interest Part 1.





- We are not all equal

Key stakeholders:

High positive/negative impact on project

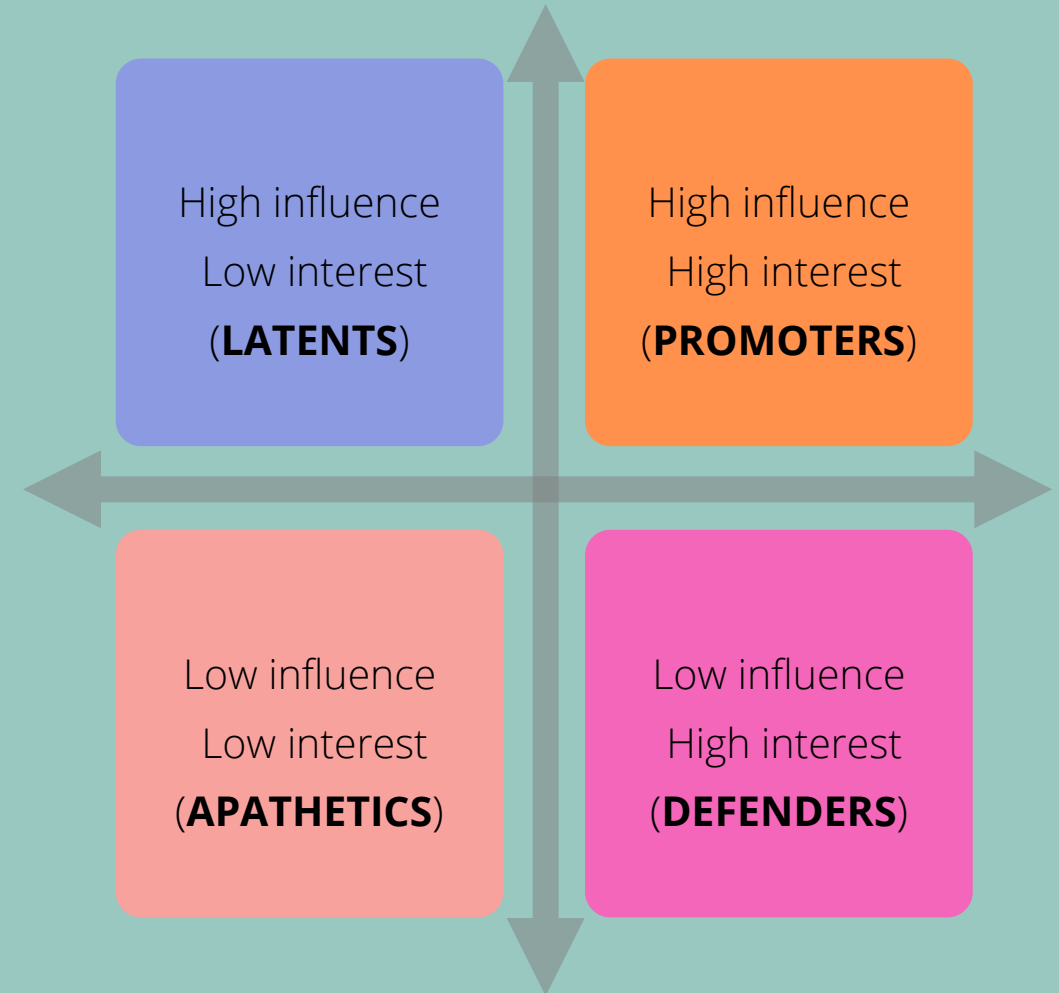
Could be either:

Primary stakeholders

Directly affected by and influence on the project (positively or negatively)

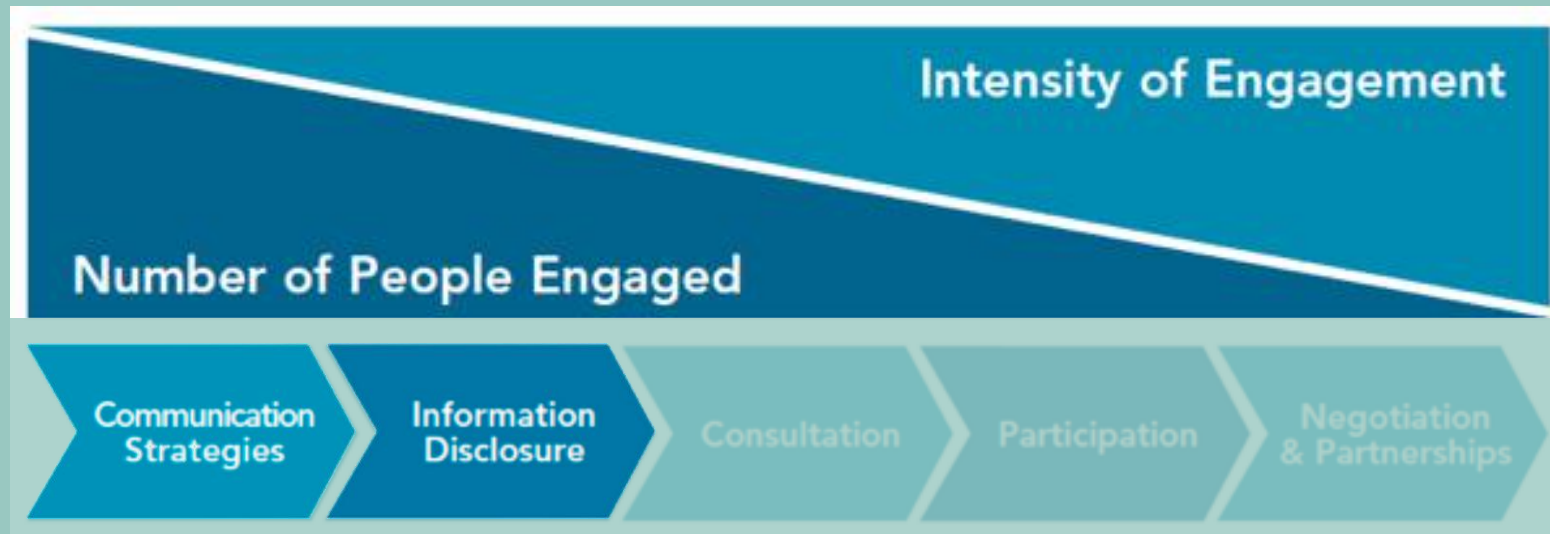
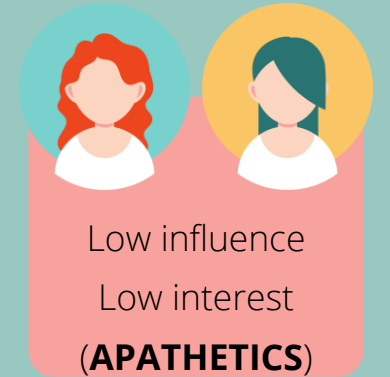
Secondary stakeholders

Indirectly affected by or influence on the project (positively or negatively)



Levels of engagement

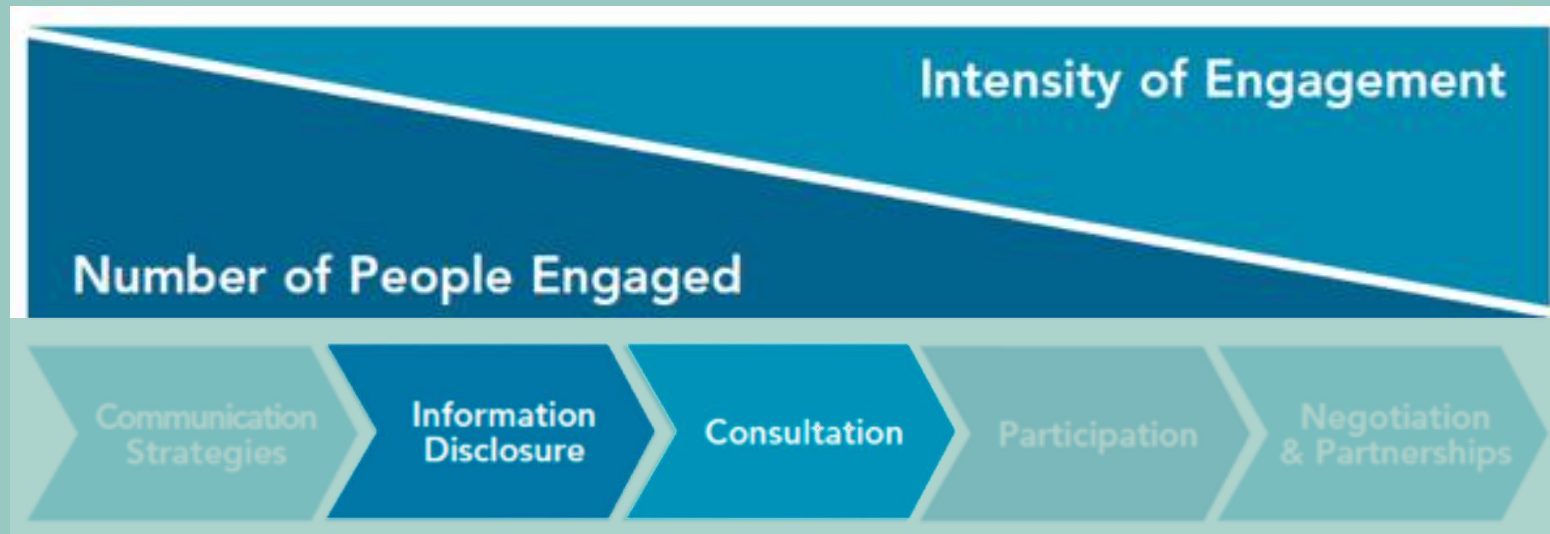
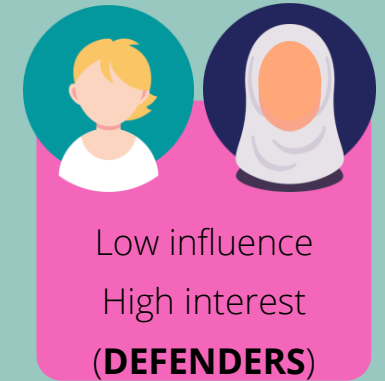
- Don't offend 'apathetics' (Low influence/low interest)
- Provide information
 - Be respectful
 - No need to go further....



International Finance Corporation 2007

Levels of engagement

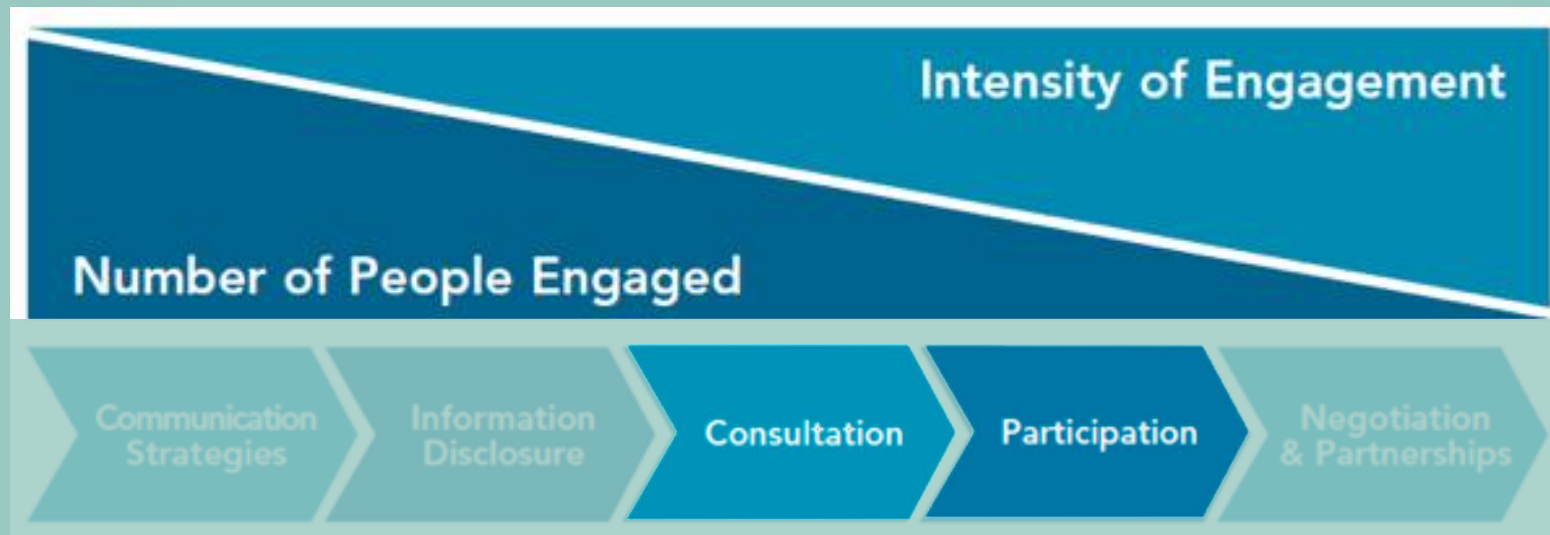
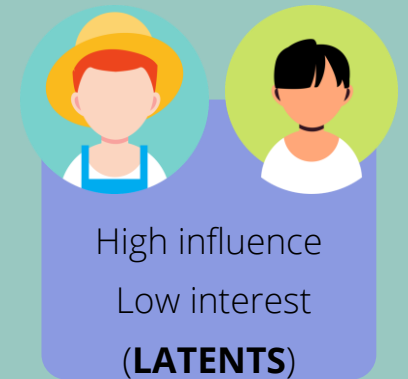
- Inform 'defenders' (Low influence/high interest)
- Keep them updated
- Provide an opportunity to help- they can be your citizen scientists
 - No need to go further....



International Finance Corporation 2007

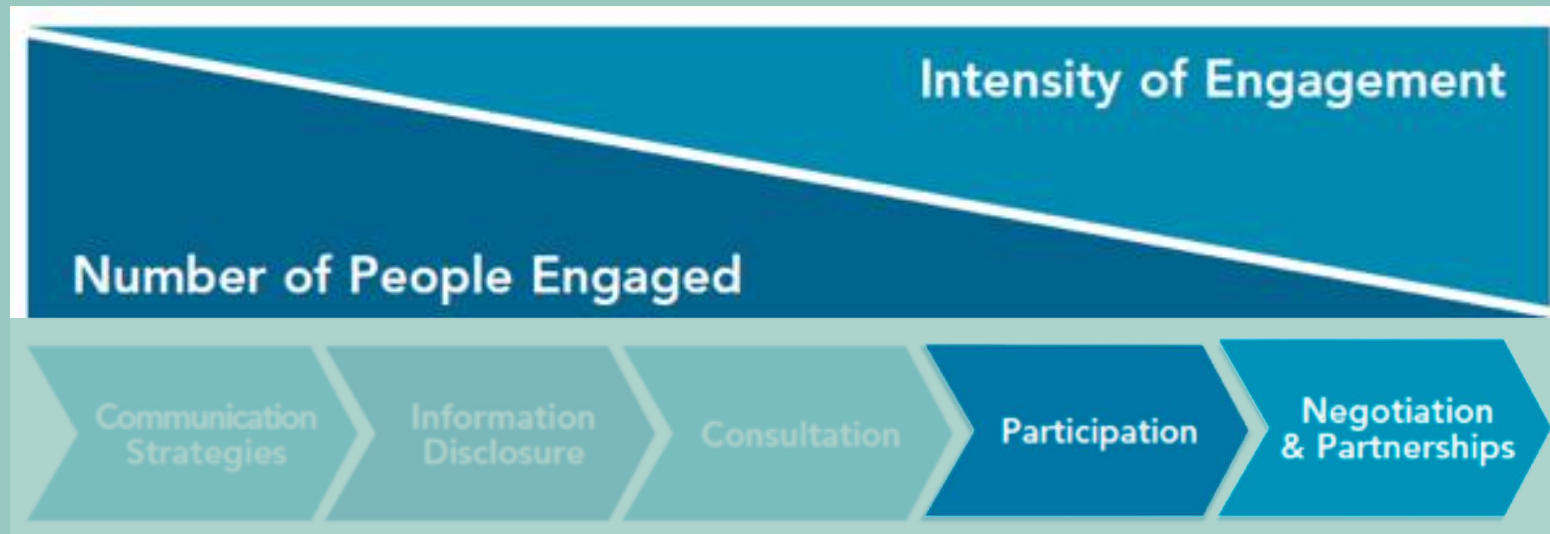
Levels of engagement

- Convert 'latents' (High influence/low interest!)
- Keep in touch
 - Provide opportunities to interject
 - Try to bring them around....
 - ...or leave them alone but be aware if they stir...



Levels of engagement

- Engage 'promoters' (High influence/high interest!)
- Cultivate and involve throughout:
 - Listen to their opinions
 - If you don't act explain why
 - Make them part of the team



International Finance Corporation 2007

LATENTS

High influence
Low interest

PROMOTERS

High influence
High interest

INFLUENCE

GROW

APATHETICS

Low influence
Low interest

DEFENDERS

Low influence
High interest

REDUCE

STRENGTHEN

Use the post-it notes - put a stakeholder on each note.

Indicate if they are primary or secondary

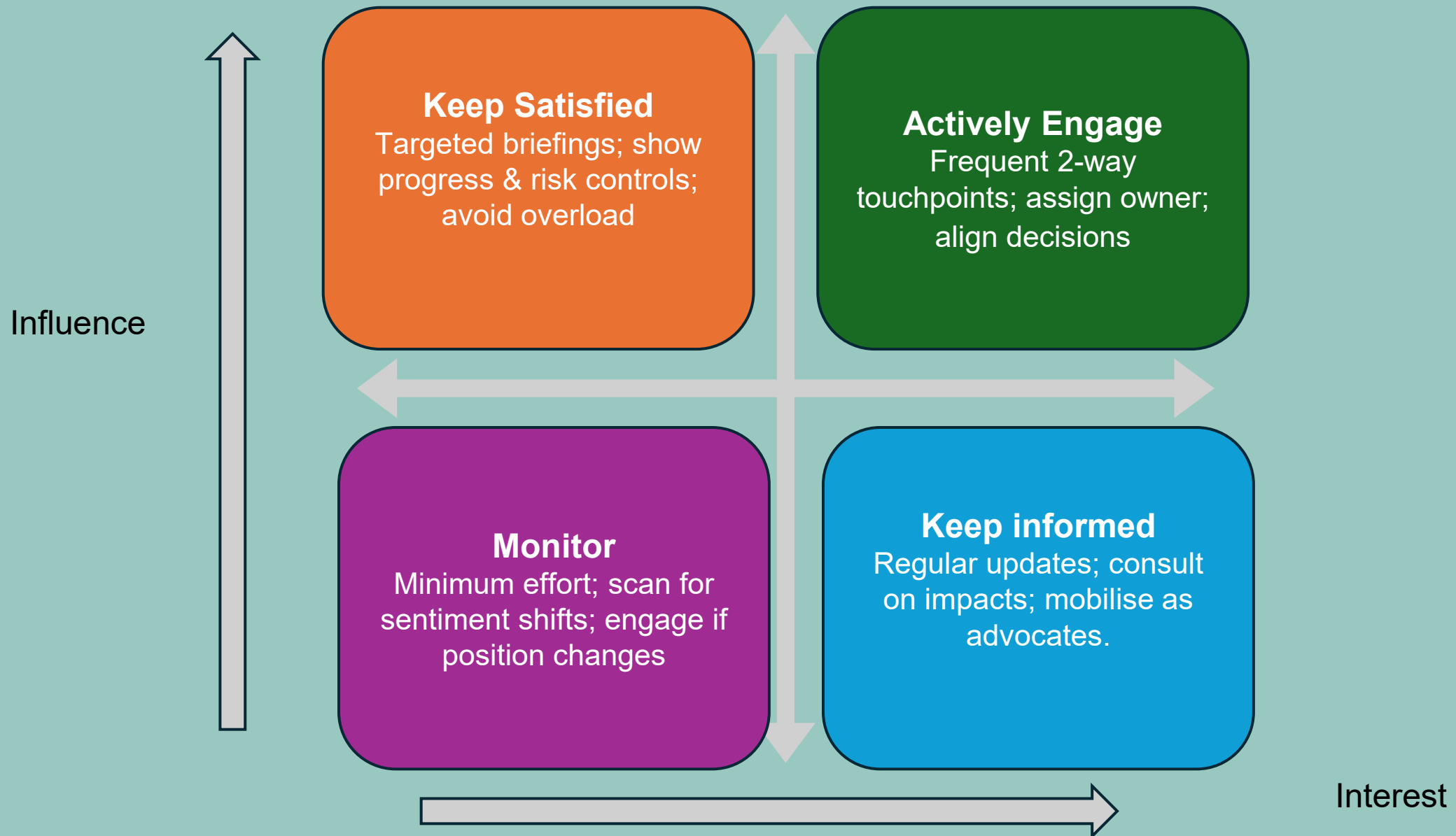
Create a copy of the following diagram onto a flip chart

Place your stakeholders in the relevant quadrant

Find your stakeholders around the room

If they are not in the room, make a note.

Influence and Interest. Part 2



And Finally (but firstly)....

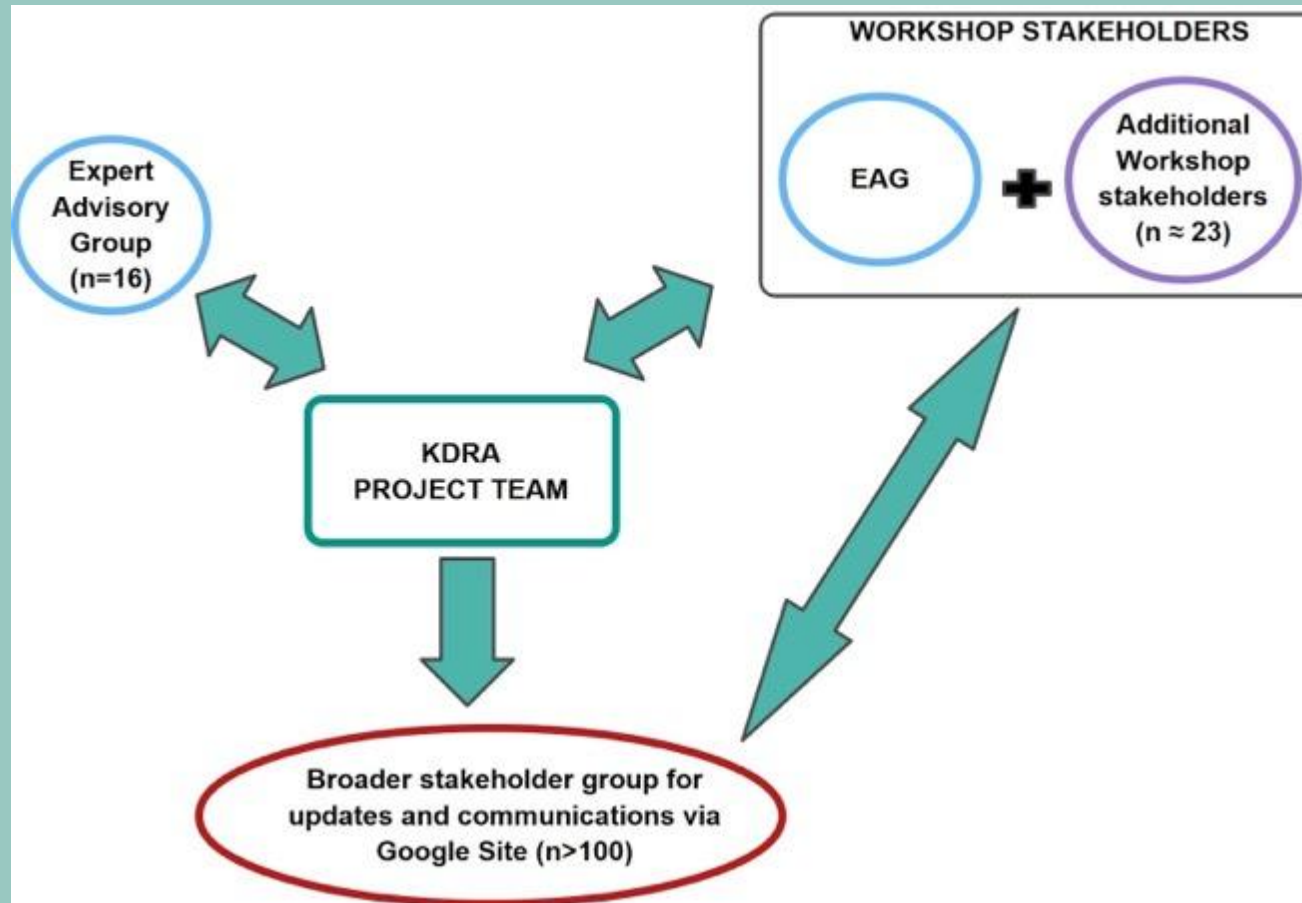
Communication Risks	Risk Mitigation Plan
Lack of interest and fear	Cultural appropriation. Education.
Funds	Research grants (Government or global organisations)
Distance	Involve local population
Access to information	Workshops. Posters, folders, flyers.
Fake news	Workshops, posters, folders, flyers.
Cultural barrier	Education. Involve local populations.

The beginnings of a risk communications plan

Effective engagement requires careful consideration of stakeholder groups, their information needs, communication channels, timing and responsible party.

Stakeholder Groups	Who They Are	Information Needs	Communication Method	When	Responsible Party
Primary Stakeholders	- Chicken Farms - Ministry of Manpower	- Compensation - Actions to be taken - Workers' safety	- Face to face meetings	- Immediate and weekly update	- Singapore Food Agency - NParks
Secondary Stakeholders	- Members of public - Supermarkets - Ornamental bird traders	- Supply and cost - Import and export	- Dialogues with supermarkets and OF traders - Press release and emails	- Monthly - Immediate	- Singapore Food Agency
Policy Influencers	- Singapore Food Agency	- Actions to be taken - Resources - Data	- Face to face meetings	- Immediate and daily	- NParks

Example Koala Disease Risk Analysis – workshop stakeholders – getting to the problem



- Stakeholder participant agreement
- 32 hours of online workshops
- Post Workshop evaluations
- 14 MURAL workspaces containing over 1000 sticky notes
- Feedback on 13 literature review chapters by 30 reviewers (many of whom reviewed multiple versions of more than one chapter)
- Review of 13 disease risk assessments by 23 subject matter experts

Example - KDRA - keys to success- communication!

- A strong project team, supported by national and global experts
- Appropriate funding and resourcing
- Consistent and transparent stakeholder engagement process
- The “right” people in the room – broad and expert stakeholder representation
- Regular cross-checking for alignment in process between stakeholders
- Effective use of collaboration tools eg Mural, Teams
- Excellent communication (an ‘open door’ policy for out-of-session comments, the participation agreement, rigorous documentation of decisions and processes)
- Extensive input from Subject Matter Experts to assist in drafting Hazard Literature Reviews and reviewing Hazard Risk Assessments.



credit: Tamsyn Stephenson

In summary

- Stakeholder engagement critical
- Consider levels of Influence and Interest
- Primary and secondary stakeholders
- Don't forget the latents!
- Different stakeholders at different points in the process



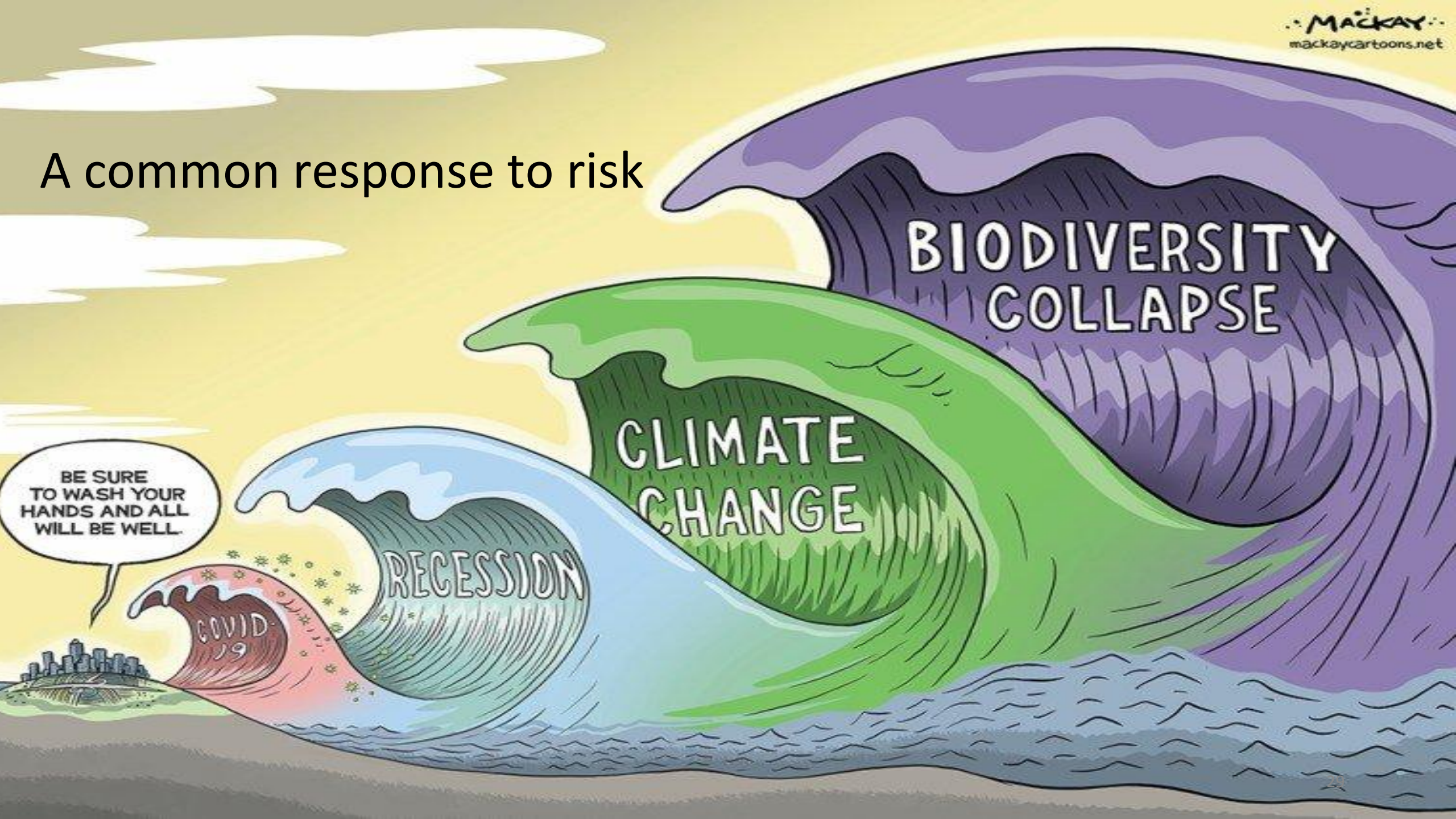


Introduction to Describing the problem and prioritising hazards.

Steve Unwin (WHA, IUCN CPSG/WHSG), Fabiana Rocha (IUCN CPSG), Simone Vitali, Andrea Reiss, Erin Davis (WHA), Jamie Copsey, Richard Jakob-Hoff (IUCN CPSG), Fransiska Sulistyo (OVAG), Julie Sherman (Wildlife Impact), Dominic Travis (Marine Mammal Centre)

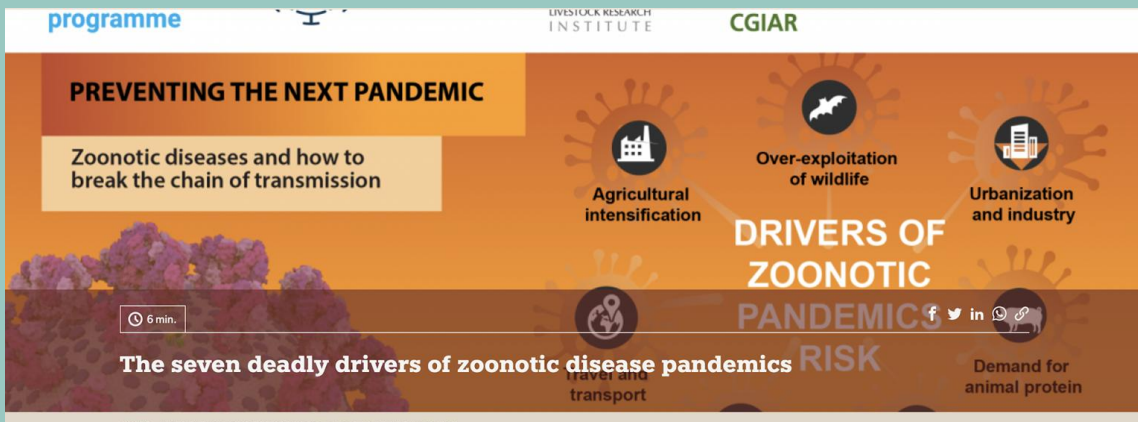


A common response to risk



Response to risk

- Repeated, poor responses
- Unintended consequences
- Overcoming our primate brains' psychological discomfort and confronting decision-making and uncertainty



<https://www.ilri.org/news/seven-deadly-drivers-zoonotic-disease-pandemics>

September 11's indirect toll: road deaths linked to fearful flyers

German professor estimates an extra 1,595 Americans died in car accidents in year after September 11 attacks



<https://www.theguardian.com/world/2011/sep/05/september-11-road-deaths> Poor decision-making skills as a species in a crisis

THE LANCET

Submit Article

HEALTH POLICY | VOLUME 377, ISSUE 9775, P1438-1447, APRIL 23, 2011

Priority actions for the non-communicable disease crisis

Prof Robert Beaglehole, DSc • Prof Ruth Bonita, PhD • Richard Horton, FMedSci • Cary Adams, MBA • George Alleyne, MD • Perviz Asaria, MPH • et al. [Show all authors](#)

Published: April 06, 2011 • DOI: [https://doi.org/10.1016/S0140-6736\(11\)60393-0](https://doi.org/10.1016/S0140-6736(11)60393-0)

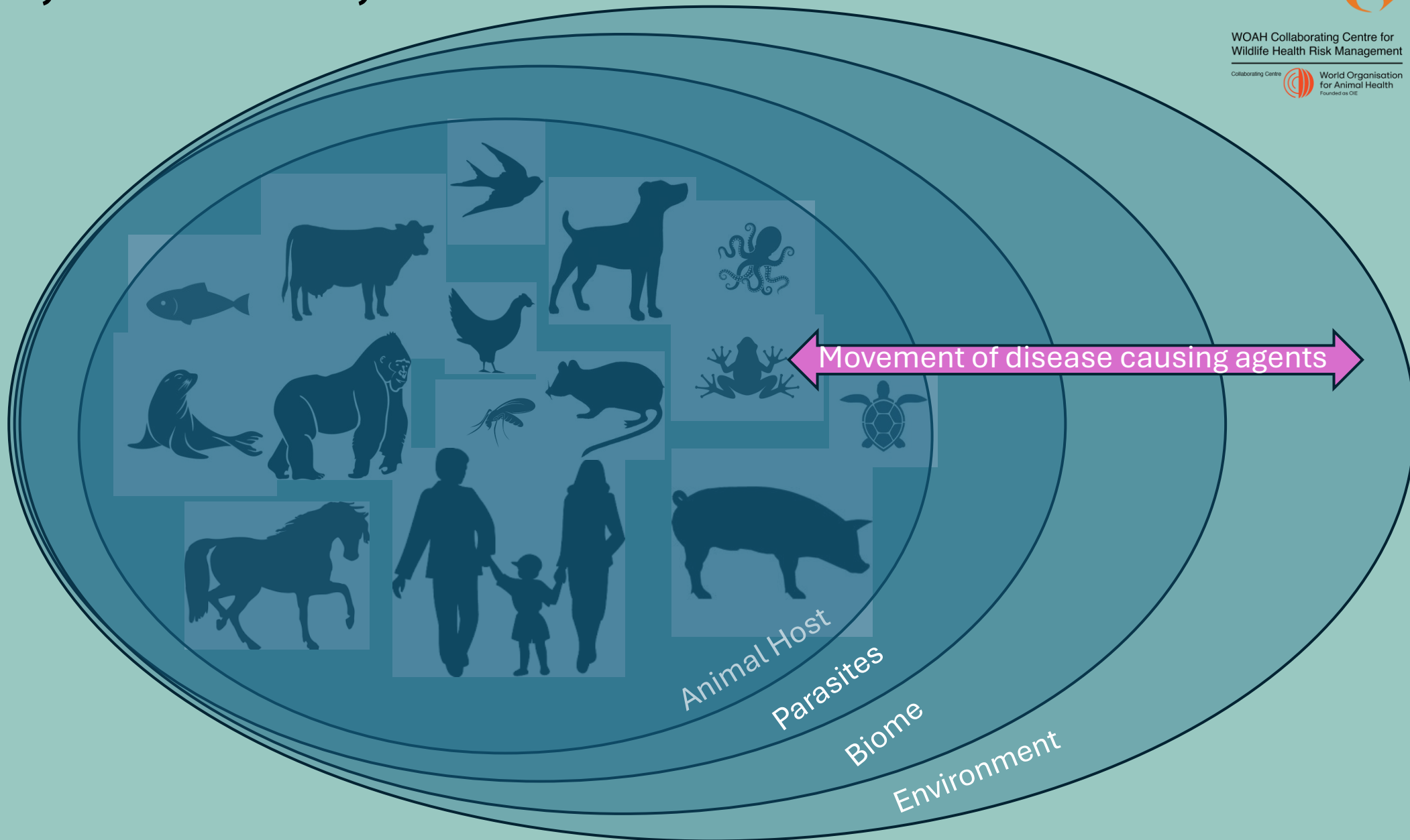
<https://www.thelancet.com/article/S0140-6736%2811%2960393-0/fulltext> systems approach to priority assessment of non communicable diseases in humans

One System, One Planet, One Health

Understanding
interactions
with the
environment
are essential

Disease
causing
agents do not
know
directions

Every new host
encountered is
an opportunity
for pathogen
adaptation



Risk

Two components:

the **likelihood**, or probability,
of something happening and, if
it does happen

the **consequences**, of the
deleterious activity



Wildlife Disease Risk Analysis (WDRA)

WDRA - collaborative process to



Those that could
have an **impact**

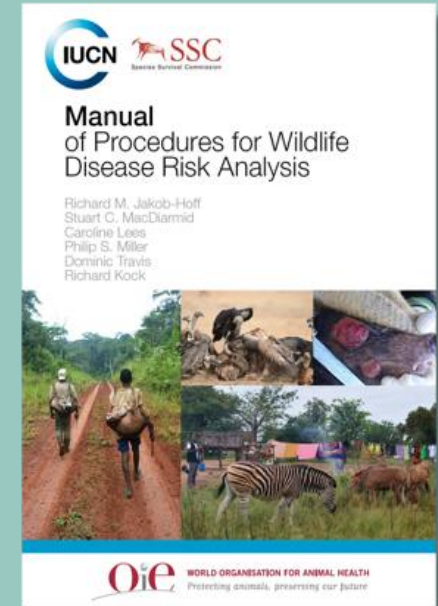
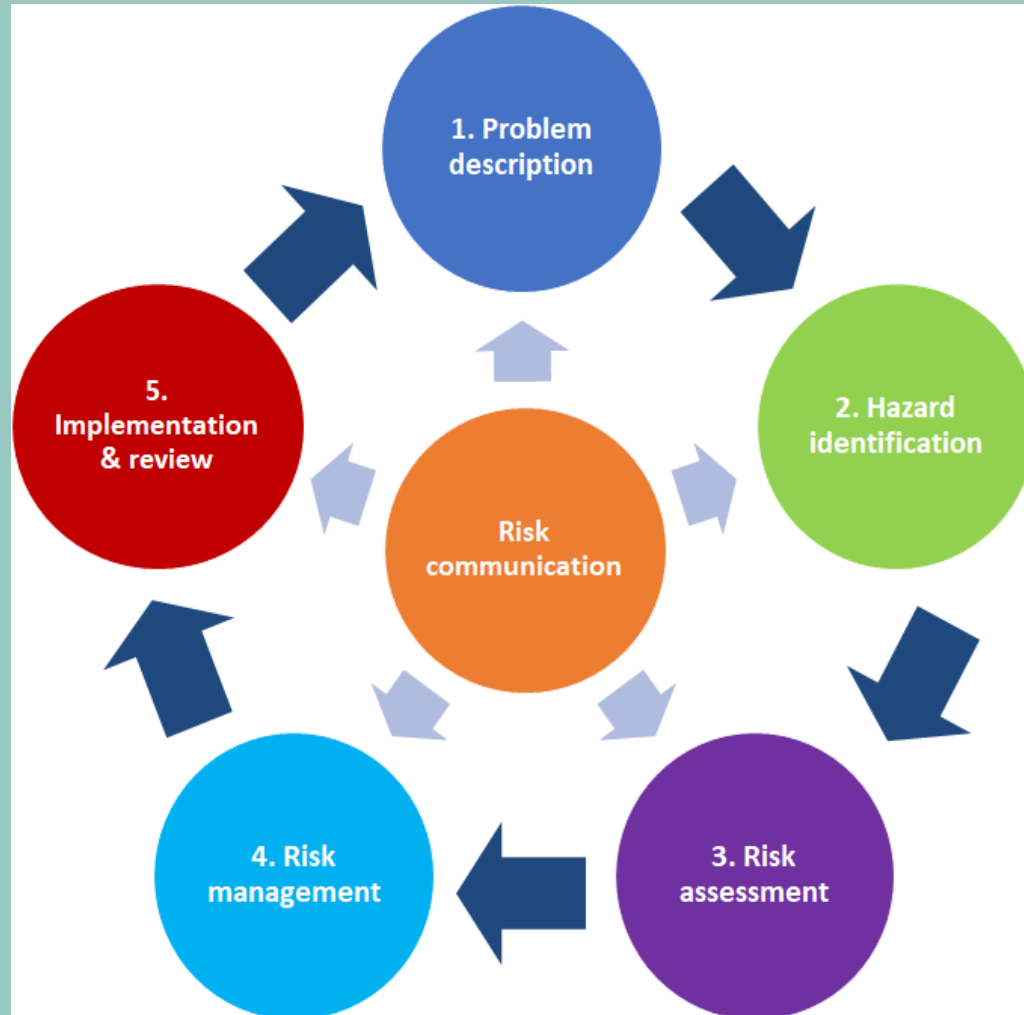


Those that could be
impacted

Support any disease **management decisions**

Agree on how to best **respond**

WDRA Process Overview and Examples



LEARNING OUTCOMES

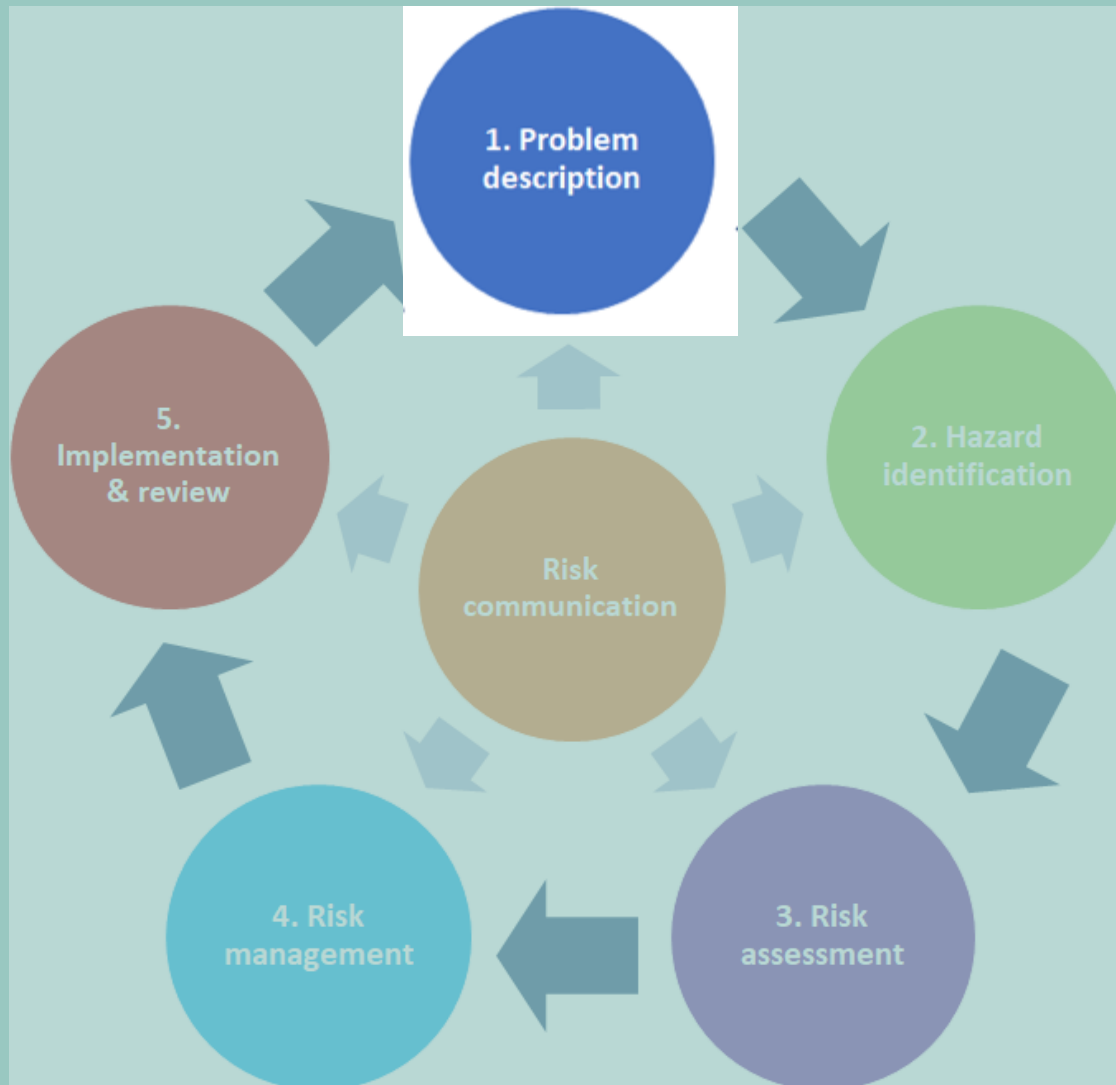
This course is designed to equip participants with an understanding of how to put the IUCN Guidelines for Wildlife Disease Risk Analysis into practice.

By the end participants will be able to:

- Recognize and justify situations where a WDRA process can contribute to a) wildlife conservation, b) domestic animal health care, and c) public health protection
- Explain how the principle of One Health and the science of epidemiology are applied to a WDRA
- Design a workshop to effectively engage multiple stakeholders in completing a WDRA

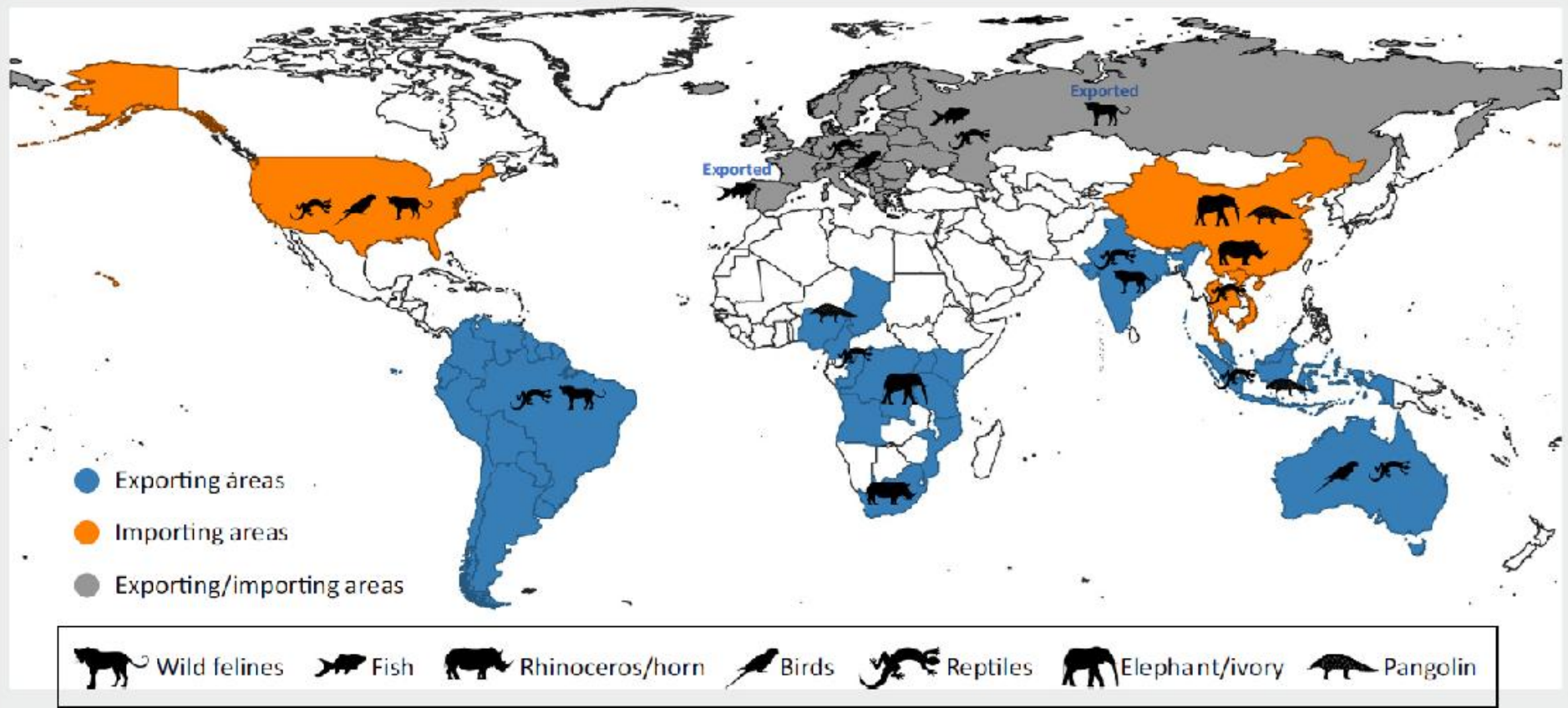
WDRA Step 1

- Outline the **background and context** of the problem
- Identify the **goal, scope, and focus** of the WDRA
- Formulate the DRA **question(s)**
- State assumptions and limitations
- Specify the acceptable level of risk



Box 1. IWT: Drivers and Consequences

The IWT is a global trend phenomenon (Figure I) due to the attractive prices, the low effort made by poachers to acquire wildlife, and the more lenient legal penalties applied for people involved in this activityⁱⁱ. This criminal network is composed of people from several socioeconomic levels, from local subsistence poachers to transnational organized crime. People from local communities in developing countries highly influence the IWT due to factors such as low income, poverty, and illiteracy [14]. This trend has been observed on the illegal trade of pangolins in Nepal, where the low socioeconomic status of locals associated with the growing demand for this animal, particularly in China, facilitated its trading, directly impacting on its conservation [14]. In popular markets, several wildlife species are in contact with each other before being sold or shipped to other regions, this being a driver for the interspecies transmission of pathogens [2]. A study conducted in Laos assessed the potential transmission of zoonotic pathogens from wildlife traded in local markets, identifying 36 zoonotic agents being potentially transmitted. Increased human–wildlife contact, poor biosafety measures, and high-risk taxa for zoonoses were also accounted as risk factors for the presence and dissemination of pathogens in these markets [2].

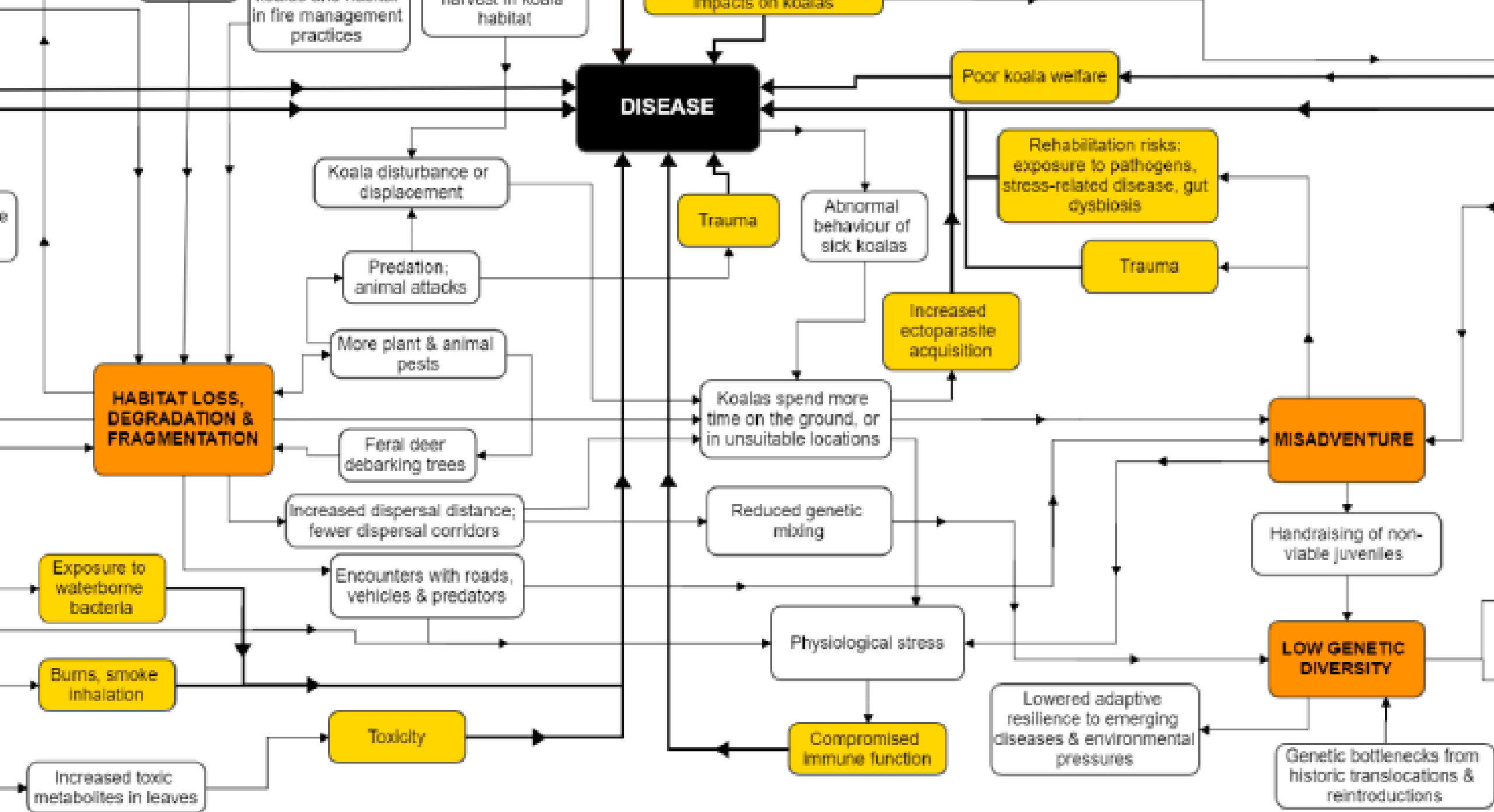


Trends in Parasitology

Figure I. The Main Source and Destination Areas of Endangered Wildlife Species Involved in the Illegal Trade Worldwide^{iii-v}. Europe and Russia are mainly importing areas, but for some animal groups, such as fish (*Anguilla anguilla*) in Europe and wild felines in Russia, exportation is also recorded.

Table 1. Pathogens of Public Health Concern Reported in Wildlife Illegally Traded Worldwide

Pathogen	Wildlife involved	Wildlife products	Trade type	Public health issues	Refs
Viruses					
Simian foamy virus (retrovirus)	Non-human primates	Bushmeat	International	Increase in pathogenicity following cross-species transmission	[11]
Cytomegalovirus (herpesvirus)	Non-human primates	Bushmeat	International	Concern for immunocompromised people	[11]
Lymphocryptovirus (herpesvirus)	Non-human primates	Bushmeat	International	B-cell tumors in immunocompromised individuals	[11]
Bacteria					
<i>Escherichia coli</i>	Birds, duiker	Live animals, bushmeat	National, international	Urinary-tract infection, meningitis, septicemia	[4,12]
<i>Klebsiella pneumoniae</i>	Birds	Live animals	National	Pneumonia, urinary-tract infection, septicemia	[4]
<i>Salmonella enterica</i> serovar Typhimurium	Birds	Live animals	National	Gastrointestinal infection	[4]
<i>Listeria monocytogenes</i>	Pangolin, red hog	Bushmeat	International	Meningitis, septicemia, and abortion in immunocompromised people	[12]
<i>Staphylococcus aureus</i>	Pangolin, duiker, red hog, fish	Smoked fish, bushmeat	International	Osteomyelitis, endocarditis, pneumonia, bacteremia, toxic shock syndrome	[12]
Parasites					
<i>Baylisascaris procyonis</i> (nematode)	Raccoons	Live animals	International	Neurological signs, visceral larva migrans	[7]
<i>Toxocara</i> sp. (nematode)	Raccoons	Live animals	National, international	Neurological signs, visceral larva migrans	[7]
<i>Trichinella</i> spp. (nematode)	Black bear, grizzly bear	Meat products	International	Intestinal, muscle, and neurological clinical signs	[1]
<i>Cryptosporidium</i> spp. (protozoan)	Non-human primates	Live animals	National	Intestinal clinical signs	[15]
<i>Hyalomma aegyptium</i> (tick)	Turtles	Live animals	International	Potential vector of zoonoses (e.g., <i>Borrelia turcica</i> ; Crimean-Congo hemorrhagic fever virus)	[3]







(c) Limbe Wildlife Centre

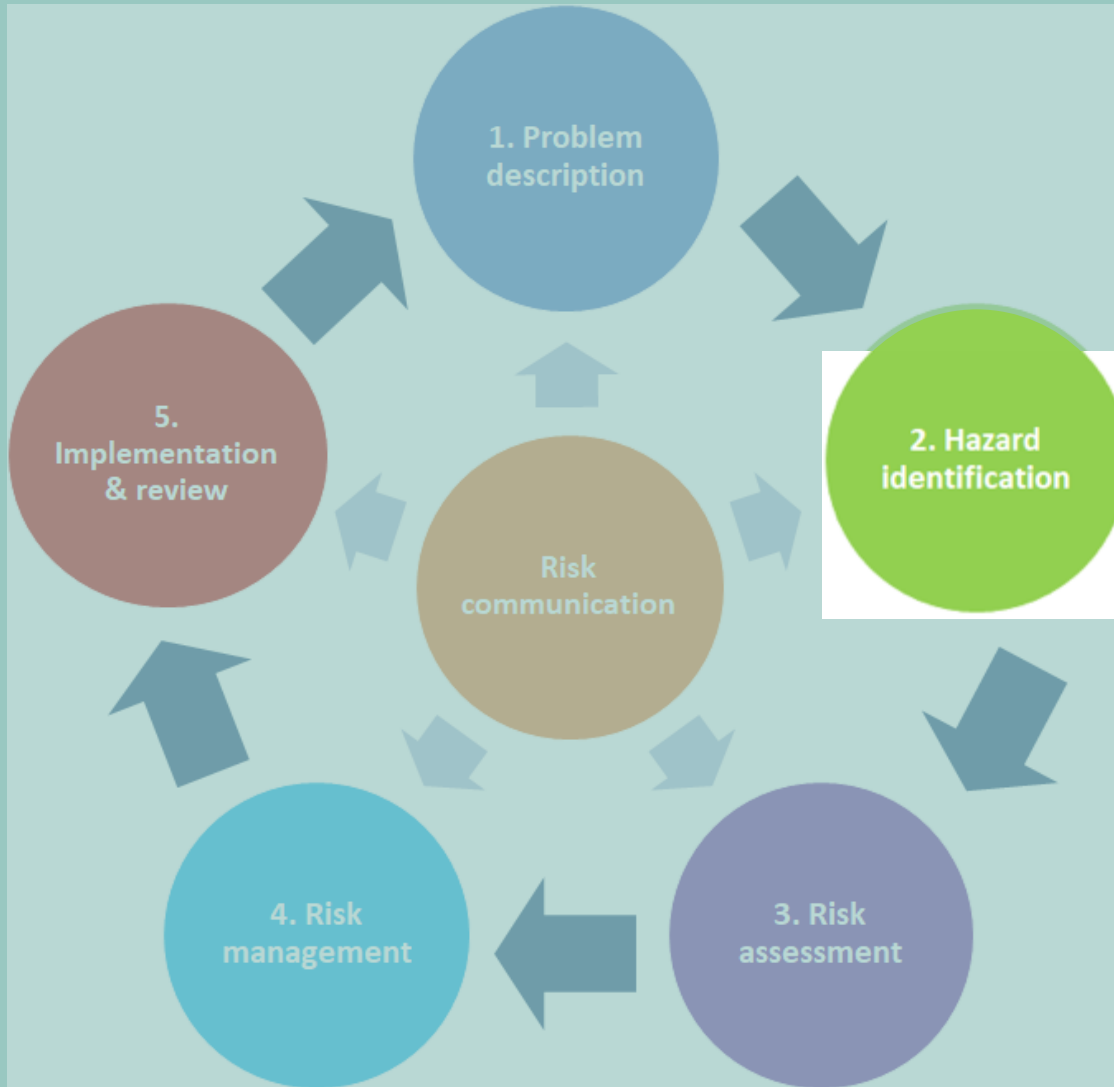


© L.W.C. 2012

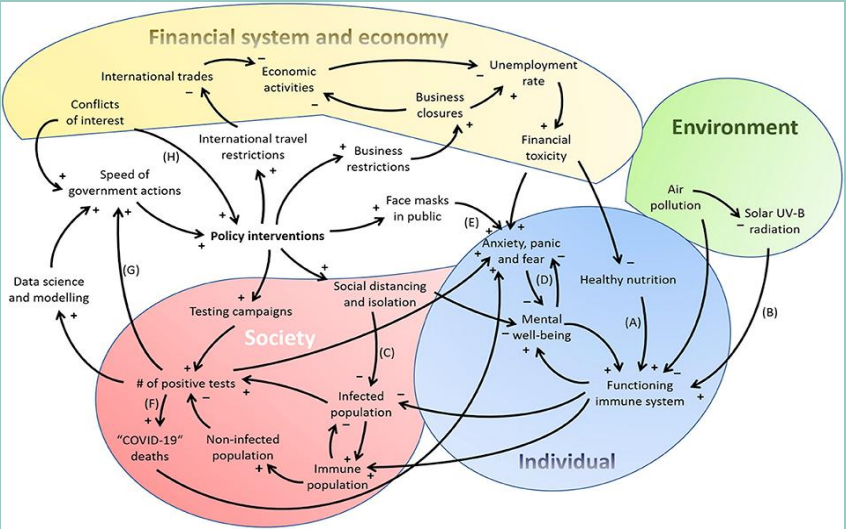


WDRA Step 2

- Identify **all possible health hazards** of concern
- Establish criteria for **ranking the importance** of each hazard within the bounds of the defined problem



An example of an ALL HAZARDS approach.



(Council of Canadian Academies, 2011)

For each selected hazard take into account:



**Specific
circumstances**



Risky activities



**Population at
risk**



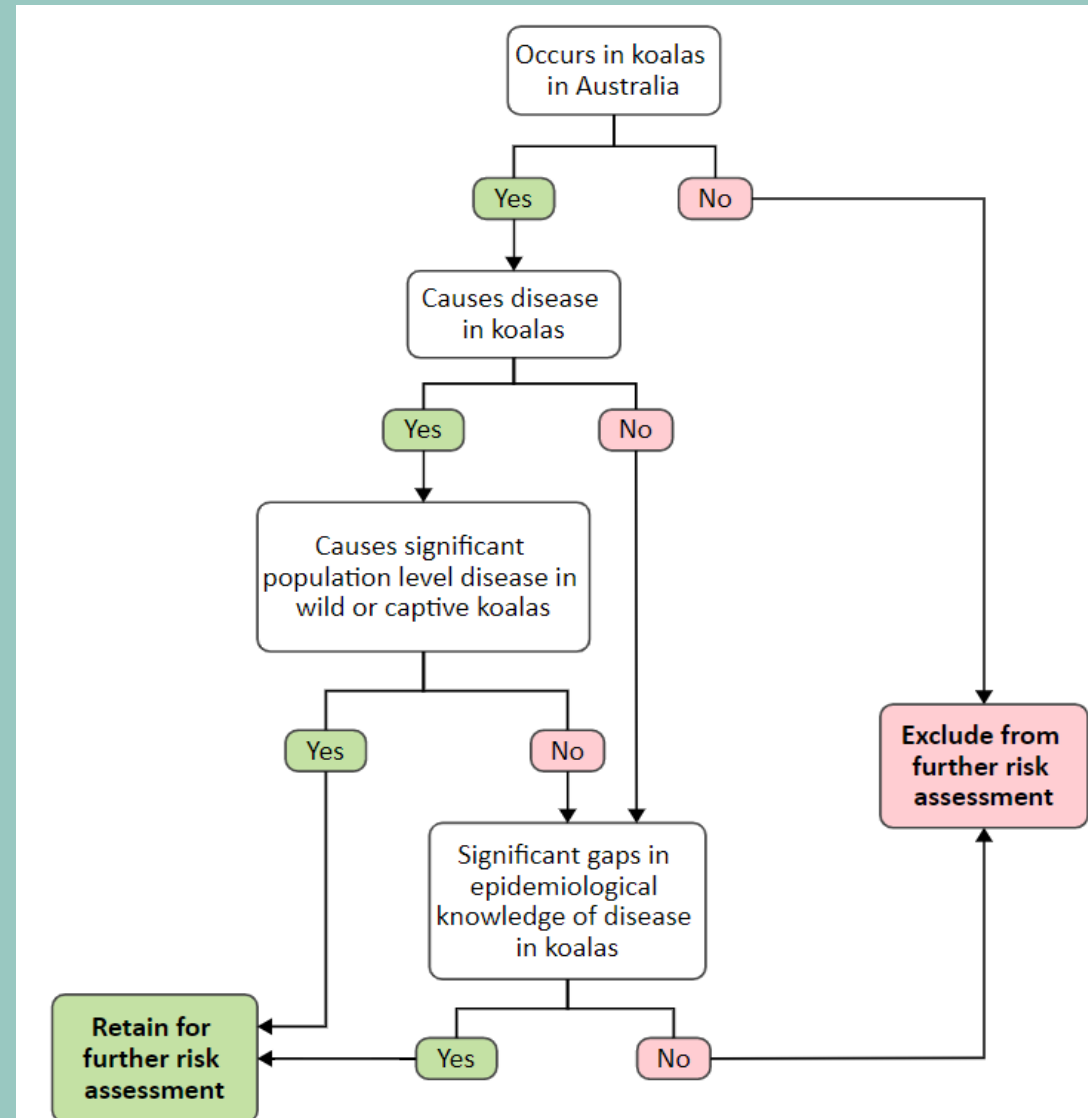
**Geographical
location**



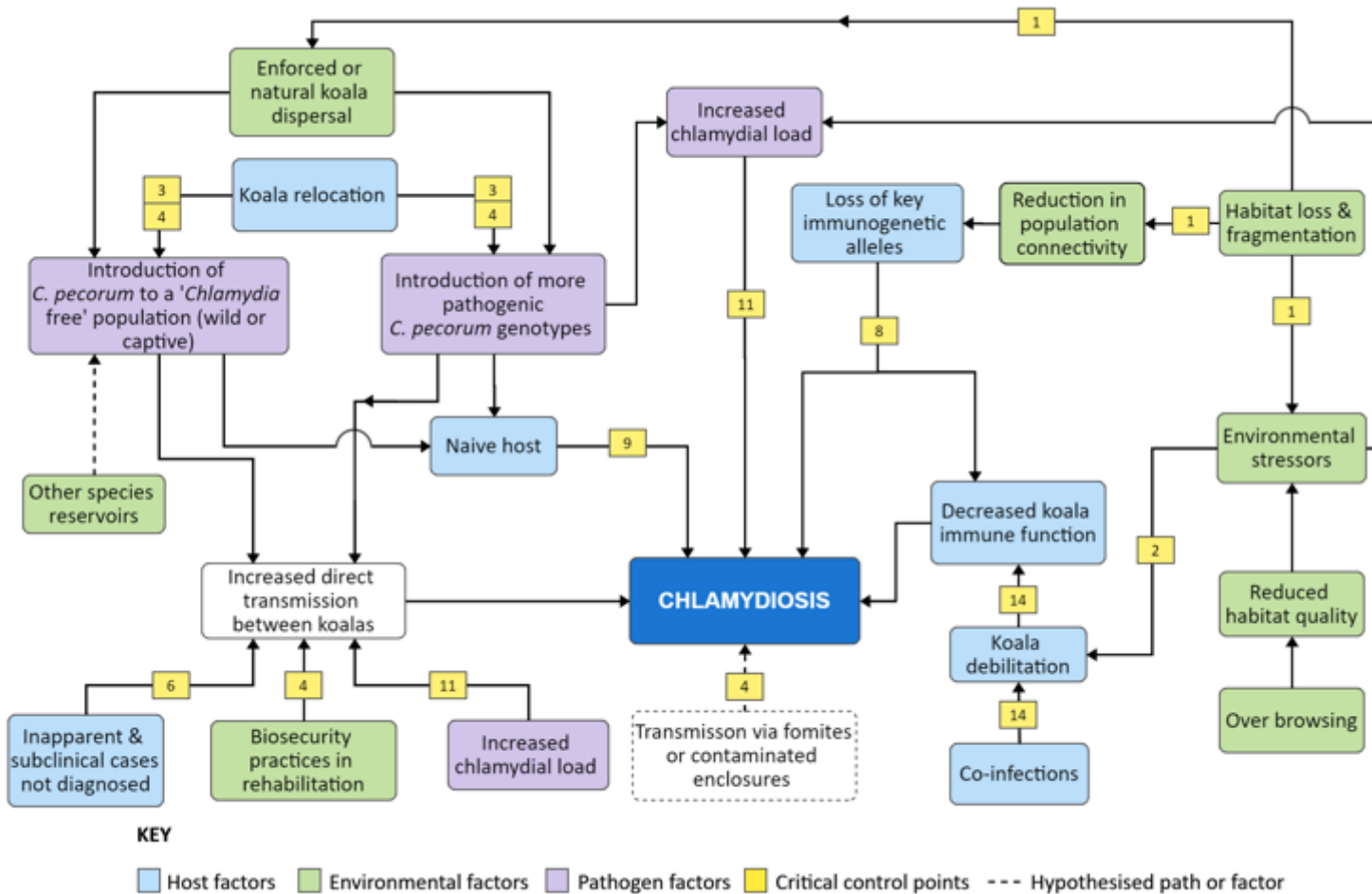
**Socio-
environmental
context**

KDRA - hazard identification and refinement

- Disease = any disturbance in the health or function of an animal or human
- Hazard identification
 - 91 disease hazards
 - 56 Infectious diseases
 - 35 Non-infectious diseases
- 13 disease hazards identified as requiring detailed risk assessment



KDRA: For each hazard...

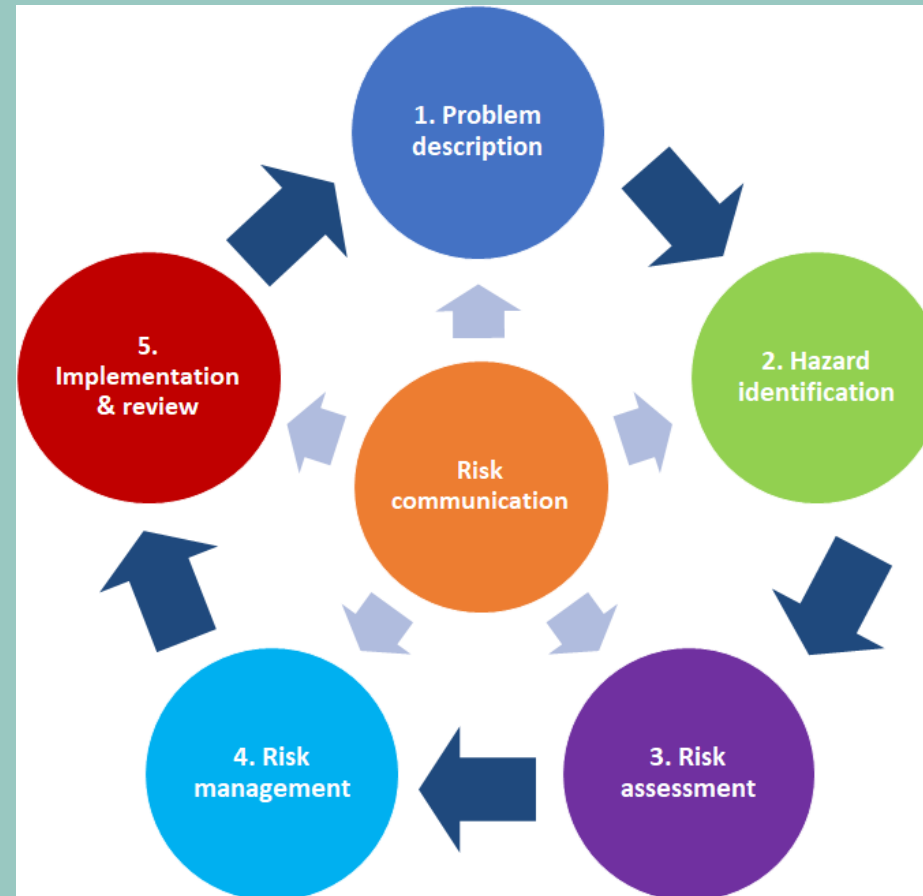


- Detailed literature review
- Hazard pathway
- Critical control points
- Risk assessment
- Risk mitigation options
- Recommendations

If you want to go fast, go
ALONE.

If you want to go far, go
TOGETHER.

WDRA – collaboration, co-ordination, communication to capacity build One Health.
Thank you for your attention



Thank you for
participating

