

1.1 Stakeholder mapping/analysis

[1.2 Jointly define the problem](#)

[1.3 Jointly define the goals/objectives](#)

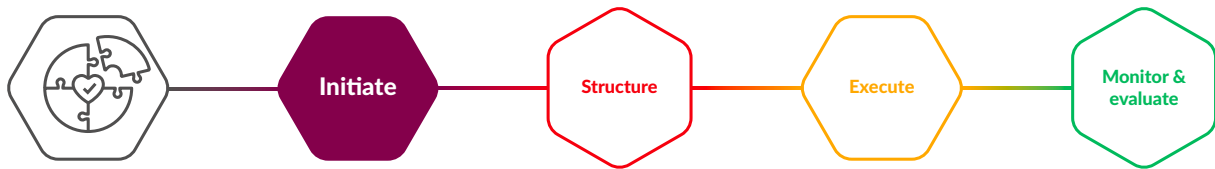
[1.4 Jointly agree on how to achieve the goals](#)

Identifying who your stakeholders are and how to manage and involve them is important when preparing for your collaborative project. The stakeholder mapping should help you to identify all those who have a stake in the problem. Several stakeholder mapping tools can be used to achieve this task. Once you have identified the stakeholders the following needs to be considered:

- Buy-in is when all those involved accept and are willing to actively support and participate in the collaboration. It's important because it guarantees that all stakeholders are on the same page, increasing the likelihood of success, improving collaboration, and leading to better decision-making.
- Sectors coming together in a multisectoral way should individually recognise their interdependence in moving towards a common goal or vision. This involves a recognition of the failure of single efforts to solve a public problem.
- What do the different stakeholders bring to the collaboration? To be effective, project members should have the necessary skills and knowledge needed to perform their functions and manage affairs successfully. Such skills include listening, negotiation, resource mobilisation and reasoning so that meaningful contributions are made.
- Prior relations between sectors set a solid ground on which to collaborate as they can judge the trustworthiness of other parties and make an informed decision regarding their participation. Those who have had good prior experiences will start from a positive stance with confidence in what the collaboration is likely to produce.

Resources:

- [Stakeholder mapping \(Innovation & Technology for Health, 1.3 Map stakeholders, CESH\)](#)
- [A stakeholder analysis \(Z. Varvasovszky, R. Brugha\)](#)



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Sustainable health challenges are often “wicked problems” with no clear and objective problem formulation. Although you will have identified the problem initially, it is thus important to ensure a common understanding of the problem with the multiple stakeholders now on board. This can be a challenging task since your understanding of the problem might depend on which sector you come from. It is therefore always worthwhile spending some time and effort discussing the problem and putting all possible causes on the table. Shared understanding implies agreement on a definition of the problem.

Sustainable health problems can be described as “Wicked problems”

- Lack clear and objective problem formulation
- Different actors may not even be able to agree on how to define the problem
- The description of the problem is related to its solution
- Lacks a unique and objectively "optimal" solution
- Characterised by a high degree of complexity, uncertainty and value conflicts
- Dynamic and changing over time.

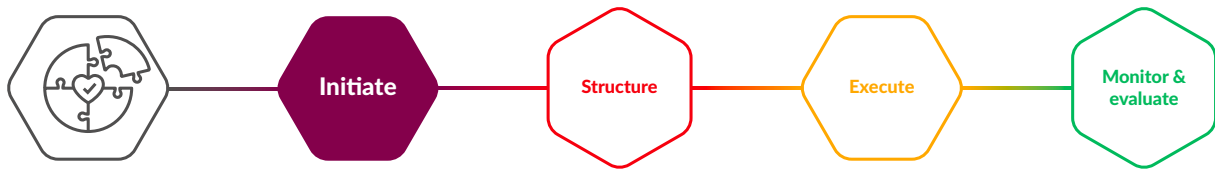
Different systems thinking techniques can be used to do the problem in practice as they guide examining the problem from different angles.

Systems thinking is needed to solve wicked problems

- Systems are dynamic structures of interactions and synergies
- Every intervention, from the simplest to the most complex, affects the overall system, and the overall system and every intervention
- Systems thinking can provide a way forward for operating more successfully and effectively in complex, real-world settings
- Systems thinking will increase the likelihood that investments and interventions will be effective (Rittel and Horst 1973)

Resources:

- [!\[\]\(0551a83d441798e532995956b603f604_img.jpg\) The problem tree \(Innovation & Technology for Health, 1.1 Define the problem, CESH\)](#)
- [!\[\]\(54ee180c0037b66a36ce2219a481afde_img.jpg\) Systems thinking \(SDG Synergies\)](#)
- [!\[\]\(73ae654e8897db9b21f1bf9d9efc07ef_img.jpg\) Climate change: a wicked problem \(Youtube\)](#)
- [!\[\]\(278ecf8622de254ce2917d264729f4b0_img.jpg\) How to work with wicked problems \(Youtube\)](#)
- [!\[\]\(3b5d74d5eba68301b1a5c22417b6b52c_img.jpg\) Dilemmas in a general theory of planning \(Horst W. J. Rittel, Melvin M. Webber\)](#)



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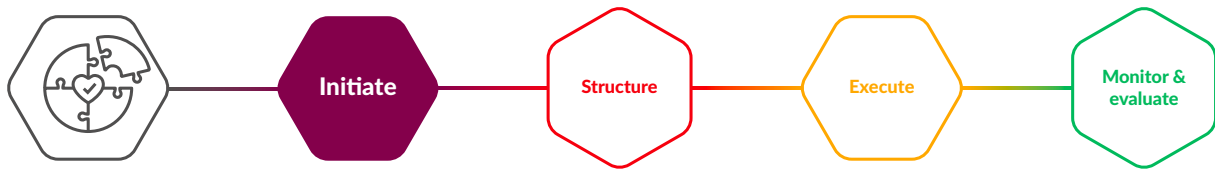
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Different actors will usually see different solutions to the identified problem and multisectoral collaboration requires that stakeholders develop a shared understanding of what they can collectively achieve. A shared understanding of this is variously described in the literature as common mission, ground, purpose, shared vision, clear goals, clear and strategic direction or the “alignment of core values”.

The development of shared understanding can take place in a continuous process through discussion, presenting arguments, elaborating and reasoning on evidence, and discussing and revising beliefs and values between the participants. This process is dependent on a shared understanding and definition of the problem.

Resources:

- 🔗 [From problem tree to objective tree \(Innovation & Technology for Health, 2.3 Plan for impact management, CESH\)](#)



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To be able to work efficiently towards the goals, the collaborative must agree on how to get there. This includes prioritising and focusing energy and resources and agreeing on the activities to perform. The group should also discuss how to assess and adjust the collaboration’s direction in response to a changing environment.

Strategic planning is used to set priorities, focus energy and resources, strengthen operations, ensure all stakeholders are working towards common goals, establish agreement around intended outcomes/results, and assess and adjust the collaboration’s direction in response to a changing environment.

One useful tool to depict how the inputs and activities will lead to the goals is the “Theory of Change”. A Theory of Change is a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. The theory of change should be kept simple and understandable by the collaborative and should reflect all expected efforts in aligning towards the goal of the collaboration.

Resources:

- 🔗 [Agree on a theory of change \(Innovation & Technology for Health, 2.3 Plan for impact management, CESH\)](#)
- 🔗 [Strategic planning \(Asana\)](#)