



**Global Shelter Cluster**  
ShelterCluster.org  
Coordinating Humanitarian Shelter

## **Step 3 Identifying stakeholders and audiences**

### **Informing Choice for Better Shelter**

**A Protocol for Developing Shelter and Settlement  
Information Education Communication (IEC) Resources**



2nd Issue (September 2021)

Global Shelter Cluster – Promoting Safer Building Working Group

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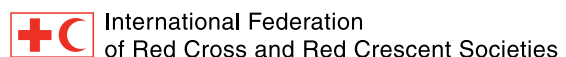
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## Step 3 Identifying stakeholders and audiences

### 3.1 Stakeholder group mapping



Householder with carpenters preparing coco-lumber. Photo: David Dalgado, Philippines, 2012.

#### 3.1.1 Importance of sub-step

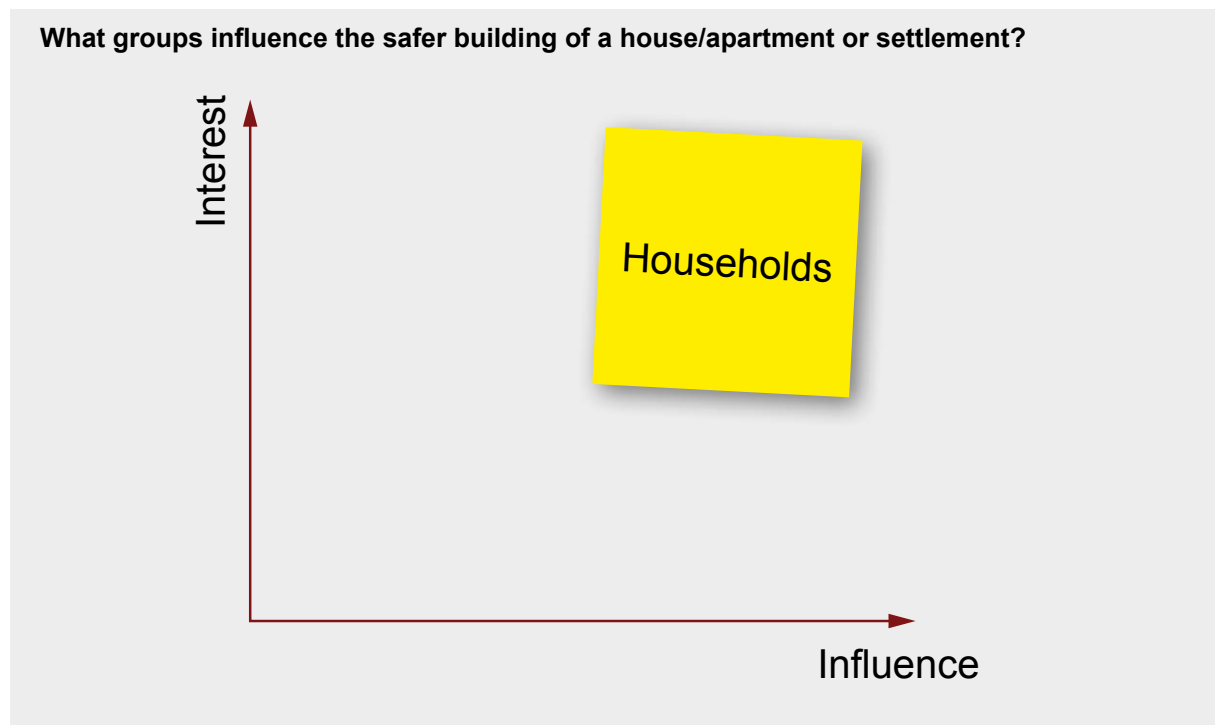
- Traditionally, shelter programming has targeted IEC resources at households and skilled construction artisans (builders, carpenters, masons). Although these are clearly very important groups, it is recognised that there are far more stakeholders than this who have an interest and/or influence in better shelter and settlement, and for the success of the IEC objectives, the technical working group (TWG) needs to identify these stakeholders and consider engagement with these groups.
- This step starts with just understanding the groups of stakeholders involved and their likely influence and interest. It is intended to help the TWG prioritise who they will need to engage with to achieve better shelter and settlement objectives. For example, if the preliminary IEC objectives have highlighted that the TWG wants to ensure households use thicker corrugated galvanised iron (CGI) sheeting, then stakeholders are likely to include amongst others:
  - households
  - neighbours (who could be hit or have their assets damaged by a flying sheet, or are influencers to the household because of the pressure of social norms)
  - roofers (who might help with installing the sheet or give advice to the household regarding which sheet to purchase)
  - hardware stores (who might sell specific thicknesses of sheet and give advice to householders on what to purchase)
  - local government building control (if roof repair is a regulated piece of work and if there is enforcement)

- national agency responsible for setting building standards
- government ministry who may have temporarily removed import tariffs on some construction goods.

### 3.1.2 Process – stakeholder group mapping

- Agencies may have already done stakeholder mapping as part of other shelter programming work. If this is available, review it. (use templates 3.0 and 3.1 of the toolbox)
- This could be undertaken through short 30 minute to one-hour small focus group discussions (FGDs), or key informant interviews (KIIs) with some key groups. Examples could include:
  - households in a rural context
  - households in an urban context
  - local government officials
  - hardware store owners
  - national government (e.g. shelter cluster lead government staff)
  - national NGO shelter staff.
- Undertaking this process with different groups enables the TWG to understand different viewpoints.
- Ask the FGD participants to write groups (e.g. house owners) on cards to plot on the following graph.

### Stakeholder mapping plot



- In general, the TWG will end up with a list that should include groups like the following:
  - affected households
  - neighbours
  - landlords/owners
  - hardware stores
  - wholesale suppliers of construction materials and tools
  - importers of construction materials and tools
  - manufacturers of construction materials and tools
  - banks and formal financial institutions
  - micro-credit organisations
  - insurance institutions
  - religious leaders
  - community leaders
  - (various) skilled construction tradespeople – builders, roofers, masons, carpenters etc.
  - (various) national government ministries – housing, environment, urban development etc.
  - government agencies – land registry, building codes institute etc.
- If preliminary IEC objectives have been defined, introduce these, so that the stakeholders identified can be considered in relation to more concrete and specific objectives.
- The TWG may want to ask about ‘when’ it is most appropriate to engage with these groups, e.g. political cycles, harvesting seasons in rural areas etc.

### 3.1.3 Output – stakeholder group mapping

- Take photos of the output from the FGDs and record short notes from any discussions which highlight what sort of influence or interest these groups might have. These notes could be recorded in a table with the headings: group, interest, influence.
- Prioritise who the TWG is going to produce IEC resources and an engagement strategy for.

## 3.2 Segmentation of household audience

### 3.2.1 Importance of sub-step

- Affected households will be in different situations and have different attributes which will significantly influence what the cluster engages with them about and how it does this. They will have different:
  - barriers and enablers, values, attitudes and motivations
  - capacities and vulnerabilities
  - information gaps in relation to better shelter and settlement
  - ways (channels) they like to engage with information (e.g. mobile phone internet vs. seeking face-to-face information)
  - ways they understand, deconstruct and encode information.

It is therefore important to break down this key group of stakeholders and audience further.

### 3.2.2 Process – segmentation of household audience

- The country/response level shelter cluster will normally have broken down the affected households into different caseloads. This will take into account different attributes like tenure and post-crisis settlement type, but it may also include an attribute related to other vulnerabilities and capacities. Use this as the starting point but be aware the TWG may want to amalgamate groups or split down groups further. This could be by rural vs. urban, for example.
- Meet with those working in advertising, marketing, and campaigning to understand how these affected groups can be further broken down. Share the preliminary objectives already determined and explain why the TWG may want to segment audiences.
- With the help of these specialists the TWG can identify approximately four to eight groups of households and keep the categorisation broad. An example breakdown of groups (which must be contextualised when the TWG undertakes it) is below:
  - urban vulnerable owner-occupiers
  - urban vulnerable renters
  - urban vulnerable informal settlement dwellers
  - urban independents
  - rural vulnerable
  - rural independents.

Note that it might also be necessary to consider groups by shelter vulnerability or other types of defining attributes.

- A statement needs to be made against each to describe what are usually the main attributes of these groups; for example:
  - urban independents – usually households living in urban areas with capacity who will likely self-recover through their own means or remittances
  - rural vulnerable – usually households living in rural areas who primarily depend on agriculture at or below the poverty line.

### 3.2.3 Output – segmentation of household audience

- The TWG should have a list of household groups for which it intends to formulate detailed engagement strategies and produce IEC resources.
- The output from this step will feed into other steps when developing detailed IEC resources. For example, some segments may have specific interested and powerful influencers.

## 3.3 Intra-household segmentation

### 3.3.1 Importance of sub-step

- Understanding roles within the household in relation to shelter and settlement may be important to assist with the targeting of IEC resources and developing appropriate roll-out strategy.

### 3.3.2 Process – intra-household segmentation

- Gender in relation to shelter and settlement should be explored in this sub-step. Some agencies may already have a gender analysis related to this which can be reviewed.
- Hold one to two FGDs in different contexts (say rural and urban for example) with groups of men and older boys and, separately, with groups of women and older girls.

- Questions need to be tailored to the shelter and settlement outcome which is being focused on but, for promoting safer building, these could include exploration of who in the household:
  - makes decisions regarding building practices
  - has knowledge of construction practice
  - controls or inputs into household budget/spending decisions
  - considers and undertakes the home's cleaning, maintenance and operational needs, which may have an impact on the durability of a safer building practice, for example
  - may be supervising the construction work (when the work is not undertaken by family members)
  - purchases, sources or makes construction materials
  - undertakes different aspects of construction (for example, in southern Pakistan women may be involved in external plastering, while men may be involved in the construction of the structure of the home).<sup>1</sup>

### 3.3.3 Output – intra-household segmentation

- One to two-page summary table of roles and responsibilities by gender for different contexts, relating to the shelter and settlement outcome of interest, for feeding into subsequent protocol steps.

## 3.4 Toolbox

#	TOOL	COMMENT
3.0	METHODOLOGY GUIDE for Stakeholders and Audience Analysis	<i>Word document</i>
3.1	Stakeholder Mapping template	<i>Excel sheet; Example folder</i>
3.2	Segmentation of household audience list template with roles in the household related to better shelter and settlement objectives	

<sup>1</sup> Neil Garvie, conversation with David Dalgado, July 2018.