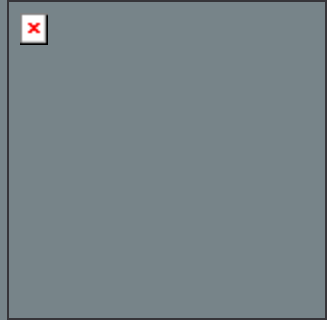




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Stakeholder Identification and Analysis

LAC Regional Workshop on Public Participation

in

Transboundary Waters Management

Montevideo, Uruguay, 6-9 December 2006

What is Stakeholder Analysis (SHA)?

- ◆ An approach, or set of tools, for generating knowledge about actors – individuals and organizations – in order to understand their behavior, intentions, inter-relations, and interests, and for assessing the influence and resources they bring to bear on a decision-making or implementation process

Why do SHA?

- ◆ Identifies relevant actors that are affected or can affect project development and implementation
- ◆ Can gather information on stakeholders for use in project and public involvement planning:
 - ◆ Levels of understanding and capacity-building needs
 - ◆ Relevant stakeholder expertise/knowledge
 - ◆ Stakeholder priorities and values
 - ◆ Existing and potential relationships among stakeholders

When do SHA?

- ◆ Can begin in project planning with preliminary analysis and follow up with full analysis in TDA development phase
- ◆ Iterative approach is useful:
 - ◆ Early definition of critical SH followed by
 - ◆ Full Analysis
 - ◆ Updates throughout project as stakeholders and project goals change

Who are Stakeholders?

- ◆ How do they differ from “the public”?
- ◆ Is it important?

Who is a Stakeholder?

- ◆ Those whose interests are affected by or potentially affected by the problems and solutions being addressed within the context of a project;
- ◆ Those whose activities affect or potentially affect the resources and institutions being addressed;
- ◆ Those who influence project management and implementation;
- ◆ Those who possess information, expertise, or other relevant resources; and
- ◆ Those who have an interest in the broader developments related to the project.

FOUR MAJOR STEPS IN STAKEHOLDER ANALYSIS

- ◆ STEP ONE: Define the objectives of the analysis
- ◆ STEP TWO: Identify key stakeholders
- ◆ STEP THREE: Identify relevant stakeholder information
- ◆ STEP FOUR: Analyze stakeholder information

STEP ONE:

- ◆ What do you want to achieve with SHA?
- ◆ How will the information assist with reaching project goals for public and stakeholder involvement?
- ◆ What other information needs can you fill with SHA?

STEP TWO

- ◆ Use
- ◆ Economics
- ◆ Mandate
- ◆ Proximity
- ◆ Values or philosophy
- ◆ Who might be affected?
- ◆ Who are the “voiceless”?
- ◆ Who is responsible for what is intended?
- ◆ Who will be actively opposed?
- ◆ Who can contribute resources?

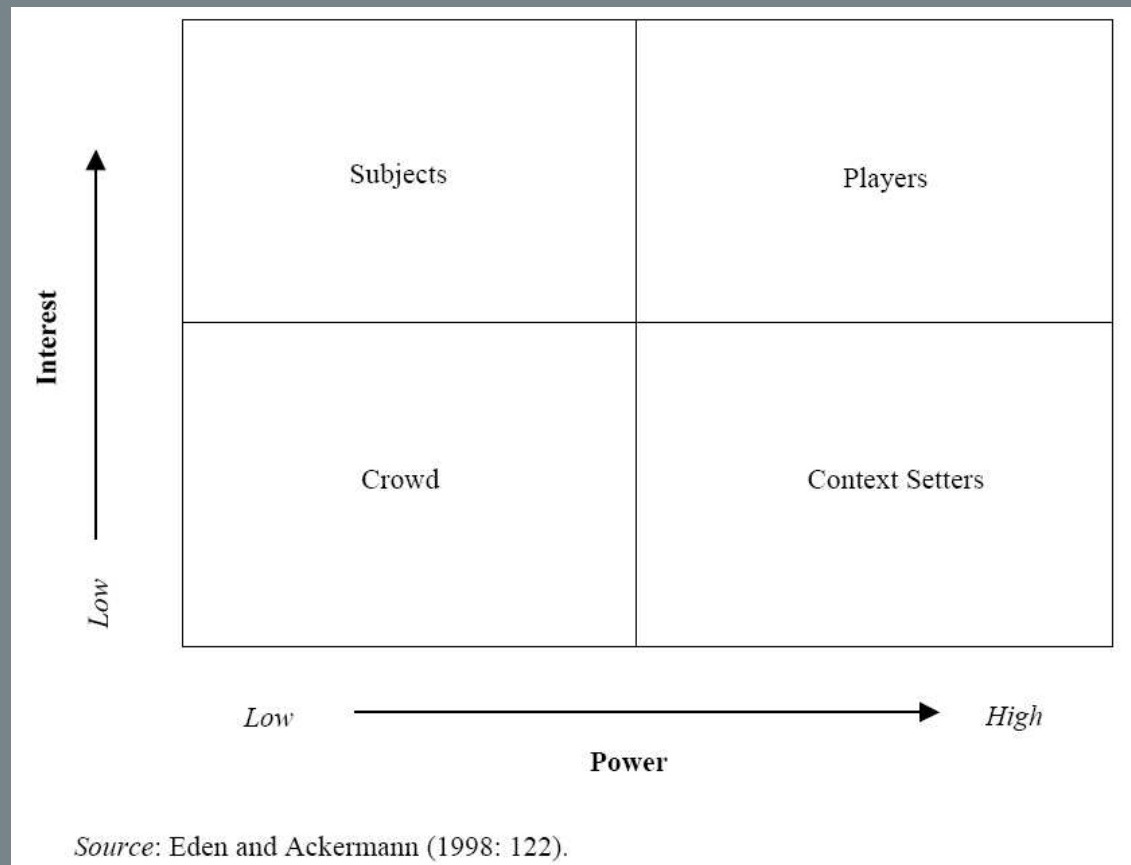
STEP THREE

- ◆ Identify the relevant interests and priorities of stakeholders and how those interests and priorities relate to the project and to each other
 - ◆ Basic SH characteristics
 - ◆ SH priorities
 - ◆ Patterns of interaction
 - ◆ Actual and potential conflicts
 - ◆ SH resources
 - ◆ SH knowledge levels
 - ◆ SH information needs

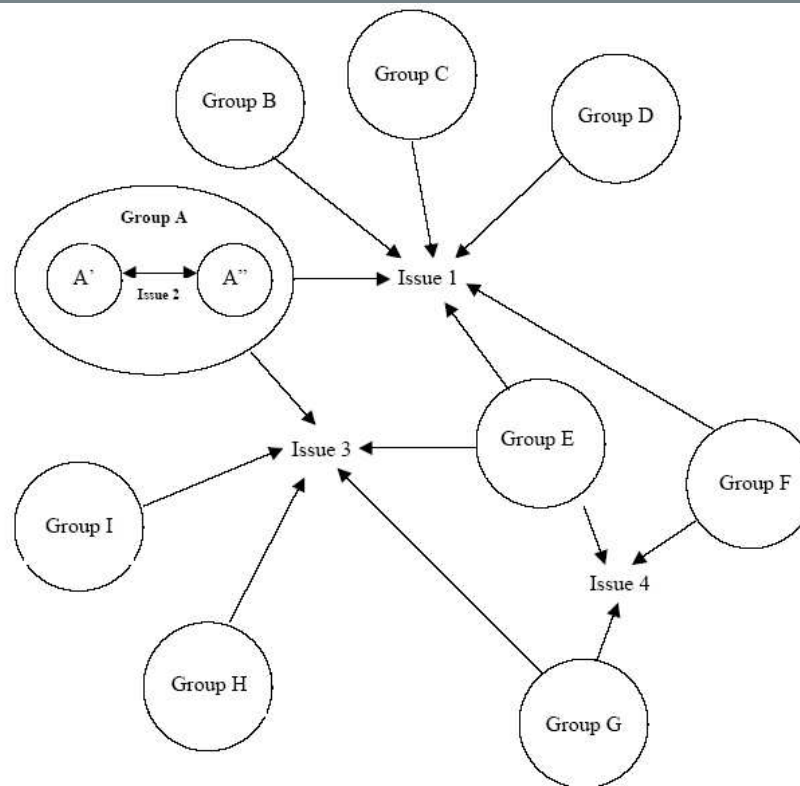
Focus Groups

- ◆ 8-15 people
- ◆ “group interview”
- ◆ Facilitated
- ◆ Provides in-depth feedback from stakeholder representatives

STEP FOUR



STEP FOUR cont'd



Source: Adapted from Bryant 2003: 196, 264

Final thoughts and question for group discussion

- ◆ A note on representivity

- ◆ Potential question for discussion:

- ◆ What techniques have you used to identify stakeholders and analyze the relevant information?