

# **Stakeholders Analysis**

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# Importance of stakeholders analysis

- 1. Identify conflicts of interest (actual & potential) between stakeholders**
- 2. Identify positive relations between stakeholders to promote ownership and cooperation**
- 3. Identify negative relations between stakeholders (this may limit the scope of the strategy)**
- 4. Identify the type of participation most appropriate for different stakeholders**



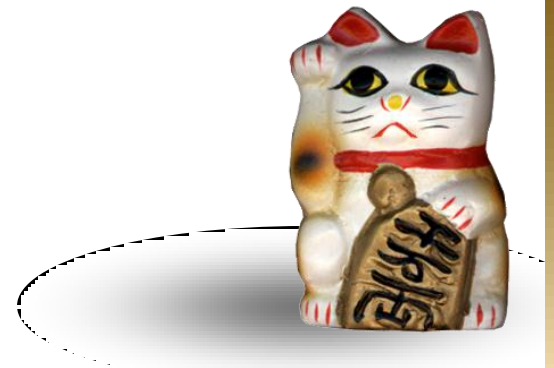
# Types of stakeholders

## ❁ Primary stakeholders

- ❁ **Who are likely to be affected by the issue or a potential response both positively and negatively**
- ❁ **E.g. farmers, children, community members**

## ❁ Secondary stakeholders

- ❁ **Intermediaries in the process**
- ❁ **Often related institutions**
- ❁ **E.g. funding agency, government organizations, NGOs, politicians, and local leaders**



# Basic steps: Stakeholders Analysis

## 1. Draw up a stakeholder table

- ✿ identifying the stakeholders according to their interests (overt and hidden)

## 2. Develop a relationship matrix

- ✿ 'mapping' each stakeholder's importance to issues and their relative power/influence
- ✿ Indicate what priority should be given to meeting their interests

## 3. Identify risks and assumptions affecting stakeholders

- ✿ What is the role of stakeholders if the strategy is to be successful?
- ✿ What negative responses might be expected?
- ✿ What impact would these have on the activity?

## 4. Identify appropriate approaches to stakeholder participation

- ✿ Partnership with stakeholders with high importance
- ✿ Consulting those with high influence
- ✿ Informing those with high influence but with low importance



# Brainstorming method

## ❁ **Basic demography:**

- ❁ **men/women. rich/poor, young/old**

## ❁ **Location**

- ❁ **Rural/urban, near the issue/far away, city · town · village/region**

## ❁ **Ownership**

- ❁ **Manager, staff, unions, councils**

## ❁ **Function**

- ❁ **Producers/consumers, policy-makers/implementers,**

## ❁ **Scale**

- ❁ **Small-scale/large-scale, local/international communities**

## ❁ **Time**

- ❁ **Past, present, future generations**



# Analyzing the relationships

## ❁ Function of the relationship

- ❁ Whether it is legal/contractual; information exchange; interpersonal links; power-building, etc

## ❁ Strength of relationship

- ❁ Frequency of contact, intensity of contact

## ❁ Formality of relationship

- ❁ Whether formal or informal relationship

## ❁ Dependence between stakeholders

- ❁ A business-type dependency; regulatory-type dependency; technical dependency or social dependency

## ❁ Quality of relationship

- ❁ Each stakeholder's perception of relationship with other parties
- ❁ E.g. 'good', 'moderate', 'conflictual' etc.



# Stakeholders Analysis: limitations

- ❁ **Stakeholder groups overlap**
- ❁ **Stakeholder groups change over time**
- ❁ **Problem of representation**
  - ⚙ **Some stakeholders may get under-represented or misunderstood**
- ❁ **Stakeholders analysis is an information tool rather than one for decision-making → cannot provide easy solution**
  - ⚙ **Challenges**
    - ⚙ **“what is the common ground for compromise?”**
    - ⚙ **“How to manage conflict?”**
    - ⚙ **“Which stakeholders’ interest to prioritize?”**

