

OP
ACT

Options of Actions



Stakeholder analysis

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Stakeholder analysis

Stakeholder identification

Potential stakeholders in the non-public sector are

- individual people in an affected community or neighbourhood,
- spokespersons of a community,
- citizens' action groups and NGOs,
- non-profit associations and societies,
- commercial and business umbrella organisations,
- companies and firms.

The following questions can help to decide whether there is a potential contribution to the development of a project and the implementation of measures:

- To whose benefit will the potential outcomes of a project / an action be?
- Which interests exist? Do these interests suggest the project will be welcomed/supported or will there be opposition/resistance?
- What information, knowledge and expertise is needed? Who has it?
- What other resources (financial or in-kind) are needed? Who has it?
- Whose decision/ approval is needed?
- Are there legal requirements for the inclusion of specific stakeholders?

In many cases it is not sensible to include all potential stakeholders into the development or implementation phase of a project. On the basis of the questions mentioned above, the following matrix can be a tool for making a decision as to who needs to be included:

Fig. 1: *Influence-Interest-Matrix*¹

	<i>high influence</i>	<i>low influence</i>
<i>high stake</i>	most important stakeholders, inclusion is a 'must'	important stakeholders (in socio-spatial projects most important) stakeholders; need for empowerment in the course of a project
<i>low stake</i>	useful for opinion formulation and 'brokering'	lowest-priority stakeholders, informing them is sensible

The initial stakeholder analysis does not lead to results that are carved in stone. In many cases there will be a need to include additional stakeholders in the course of a project while others retreat. The basic principles and decision making tools for stakeholder inclusion, however, are relevant in a later phase of the project as well.

¹ UN-Habitat (2001): Tools to Support Participatory Urban Decision Making. Nairobi, p. 24; supplemented by the author

An adequate project management needs to ensure balanced representation and that all relevant stakeholders are included. Relevance, however, refers not only to the questions mentioned above, it refers also to gender and social justice. There are, for instance, social groups and members of these groups whose power and ability to formulate their interests is constrained. Including them is certainly a task of good governance.

Stakeholder and residents' mobilisation

Mobilising the general public in deprived areas is often a very challenging task. Generally speaking classic-type public participation procedures reach those residents groups who have a special connection to the area or those who are dependent in a particular degree on capacity to function and quality of living locations. These are for example socially stable families with young children or those who are active in citizens' action groups or committees. In disadvantaged neighbourhoods, high levels of fluctuation, frustration about one's own situation, distrust of 'politics' or politicians and a proportion of residents who have, due to personal problems, retreated into an 'inward isolation', make activating residents to assume responsibility more difficult.

Stakeholder mobilisation needs communication: right at the outset the potential advantages and the anticipated outcomes of a project need to be communicated, opportunities for residents to influence development need to be made clear. Often it is a good idea here to include well-known and accepted figures in the community. In some instances small financial rewards have been made available as encouragement to become involved in the project.

Stakeholder mobilisation needs patience: frequently it will not be possible right at the beginning to include all the relevant stakeholders. That is why during the course of the project too not only the outcomes and interim results, but also difficulties arising, need to be communicated. Often some groups can be reached after some time has elapsed, when the first positive project results can be seen, fears of getting into contact can be appeased and it has become evident that residents really can exert some influence.

Stakeholder mobilisation needs transparency: motives and reasons for a project and for individual decisions in the course of the project need to be quite evident and comprehensible. Hardly anything is more damaging than an impression that a project in actual fact is (in addition) serving different purposes other than those which have been postulated, that specific interests of individual groups are being served and this is contrary to one's own interests.