

Stakeholder Identification & Analysis

Dr. Arch. Pamela Durán Díaz
IHS – Institute for Housing and Urban Development Studies
Erasmus University Rotterdam





Objectives

- Understand the need and importance of stakeholder engagement and citizen participation
- Identify key stakeholders
- Analyse their roles and contributions
- Map their power and interest
- Explore how they can be involved through participatory approaches and co-creation tools

The need for participation

Why is stakeholder engagement and citizen participation important?

Article 1. The right to development is an inalienable human right by virtue of which every human person and all peoples are entitled to participate in, contribute to, and enjoy economic, social, cultural and political development, in which all human rights and fundamental freedoms can be fully realized.

[Declaration on the Right of Development 1986](#)



Participation in public affairs is a fundamental human right and an underutilized tool for better policy making. It deepens our understanding of issues and helps identify better solutions. It ensures that concerns are heard, reducing social tension and preventing violence. It leads to a greater sense of ownership, allowing effective implementation. It can be the difference between progress and disarray.

UN Secretary General Antonio Guterres



WHY IS STAKEHOLDER ENGAGEMENT IMPORTANT?

“

Fostering ownership and accountability beyond the project lifecycle ensures long-term sustainability.



Improves the quality of decisions by incorporating local knowledge, expertise and diverse perspectives.



Reduces risks and conflict by identifying concerns early and managing resistance proactively.



Builds trust and legitimacy through transparency and inclusive participation.



Strengthens implementation and outcomes by securing buy-in, resources, and cooperation

STAKEHOLDER BY DEFINITION

- * Any group or individual who can affect or is affected by the achievement of an organization's objectives.

(Freeman, 1992)

- * Any person, group or organization that can place a claim on the organization's attention, resources, or output, or is affected by that output.

(Eden and Ackermann, 1998)

- * Those individuals or groups who depend on the organization to fulfil their own goals and on whom, in turn, the organization depends.

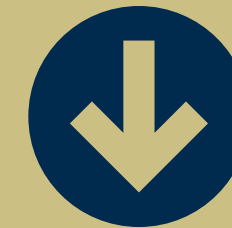
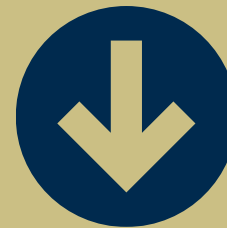
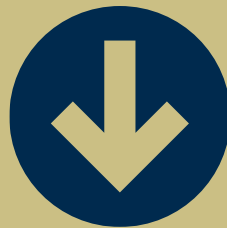
(Johnson and Scholes, 2002)



Influence

Power

Interest



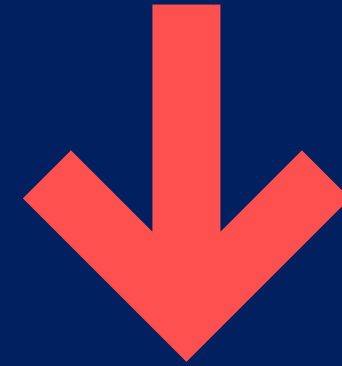
Stakeholders should be a broad array of people, groups, organizations, or institutions, including the powerless.

John M. Bryson

Positive influence



Negative influence

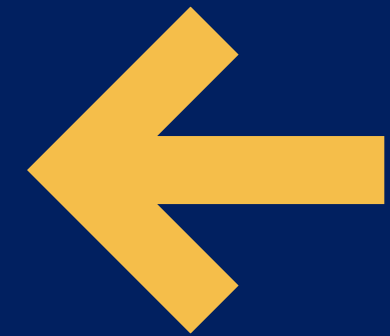


Stakeholders should be a broad array of people, groups,
organizations, or institutions, including the powerless.

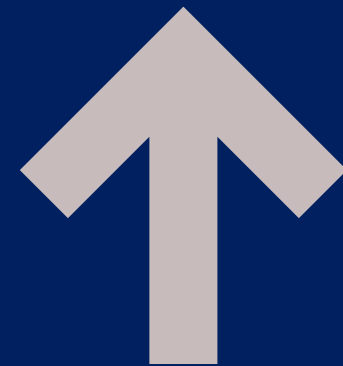
John M. Bryson



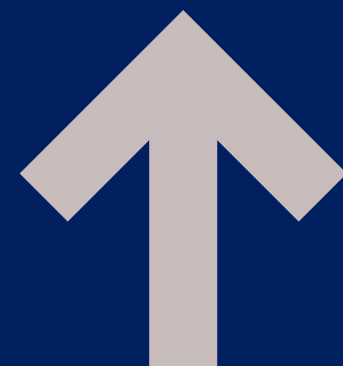
Affected by



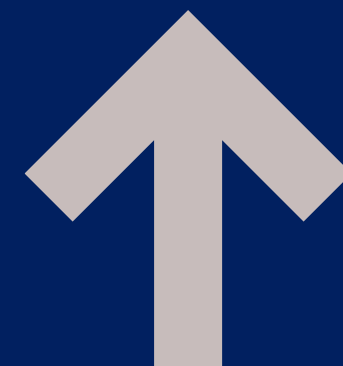
Interest in



Finance



Manpower



Knowledge

Control of
resources

Access to
resources

STAKEHOLDER ANALYSIS

Seeks to identify all persons, institutions, etc. involved in a project or program, in addition to the target group and the implementing agency.

It speculates on their expected support or opposition to a program or project.



STAKEHOLDER IDENTIFICATION

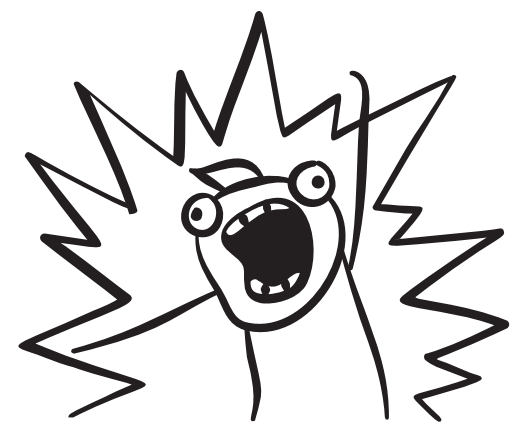
Categories	Stakeholders
International (outside LAC)	Multilateral donors e.g. World Bank, ADB, CAF, IADB, UNCHS, Bilateral donors e.g. GIZ, DGIS, ODA
National	Ministry of Urban Development, Ministry of Public Works, Ministry of Home Affairs, Local member of parliament
Sectoral Agencies - National/State or Provincial	Water Company or Board, Housing Department, Health Department
Local Government inter-sectoral	Mayor, Councillors, Chief executive, planning, finance, administration, legal, communications
Local Government sectoral	Health, Employment, or Economic Development, Social Affairs, water supply
Private sector: formal	Registered business, industrialists, banks, professional services and consultants, shops, Chamber of Commerce
Media	Local newspapers, local radio, television, informal/social media
Community-based organization (CBO)	Neighborhood association
Non-Governmental organization (NGO)	Can be supportive of communities, intermediary, activist
People (not organized)	Local people, families not organized
Knowledge institutions	Universities, research institutions, vocational & technical colleges, secondary schools, primary schools, etc.



The more specific the names of the stakeholders, the better

ACTIVITY

IN THE RESILIENCE TEAMS FOR LUSAKA AND KITWE



Identify (20 min)

Identify your stakeholders: Brainstorm on and make a list of potential stakeholders. Sort them by category.



Analyse (20 min)

Use the Stakeholder analysis tool: Analyse your stakeholders based on role, contributions.



Power-Interest Grid
(10 min)

Place them in the matrix: Assess all stakeholders in the tool according to their interest and power. The matrix will create itself!



Share (5 min)

Share your results

STAKEHOLDER CHECKLIST

Questions to be asked when selecting stakeholders

Have all the relevant
stakeholders been
listed?



Have the marginalized
and vulnerable groups
been identified?

(low-income, ethnic
minorities, female-headed
households, migrant groups,
etc.)

Have all the groups who
will be negatively
affected by the project
been identified?

MORE QUESTIONS



To be asked when selecting stakeholders

Have all the groups who
will be **positively**
affected by the project
identified?

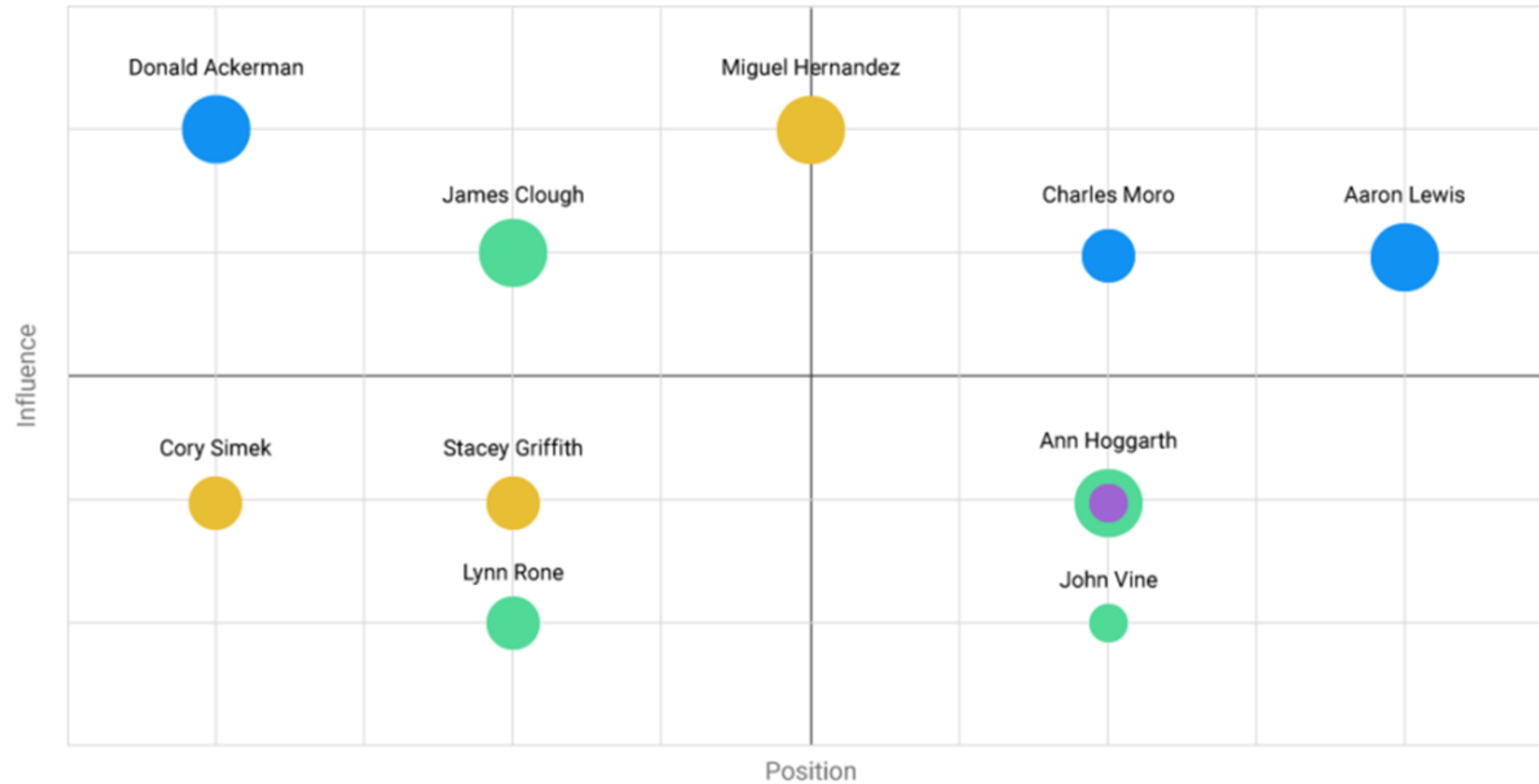
Have all the potential
supporters and
opponents of the
project been identified?

Have the groups who
will be **negatively**
affected by the project
been identified?

STAKEHOLDER POWER-INTEREST GRID



Example of scatter plot for stakeholder mapping



Categorization

- Local Leader
- Landowner
- Elder
- Youth

Stakeholder Mapping

General Information

It is a participatory workshop which should not exceed more than an hour. However, time is relative on how and which phase the tool is being used.

Introduction

Objectives: To capture the degree of influence and level of interest of each stakeholder over the relevant issues or possible objectives of the Multi-Stakeholder Partnership (MSP).

Output: The outcome material can be an illustrative sketch or a map that illustrates different stakeholders, their values and agendas and the relationships among the different stakeholders. The stakeholders can be singular or several ones clustered in groups placed in regard to agendas and relations.

Tools Instructions

STEP 1

Write down the identified issue in the middle of the board.

STEP 2

Identify the sectors/pillars that are important to address the identifies issues.

STEP 3

Brainstorm together and identify which stakeholders are relevant for addressing the issue that you have identified and write them down.

STEP 4

Assess the importance that each stakeholder attaches to the MSP issue.

STEP 5

Assess the influence of each stakeholder on the MSP issue.

STEP 6

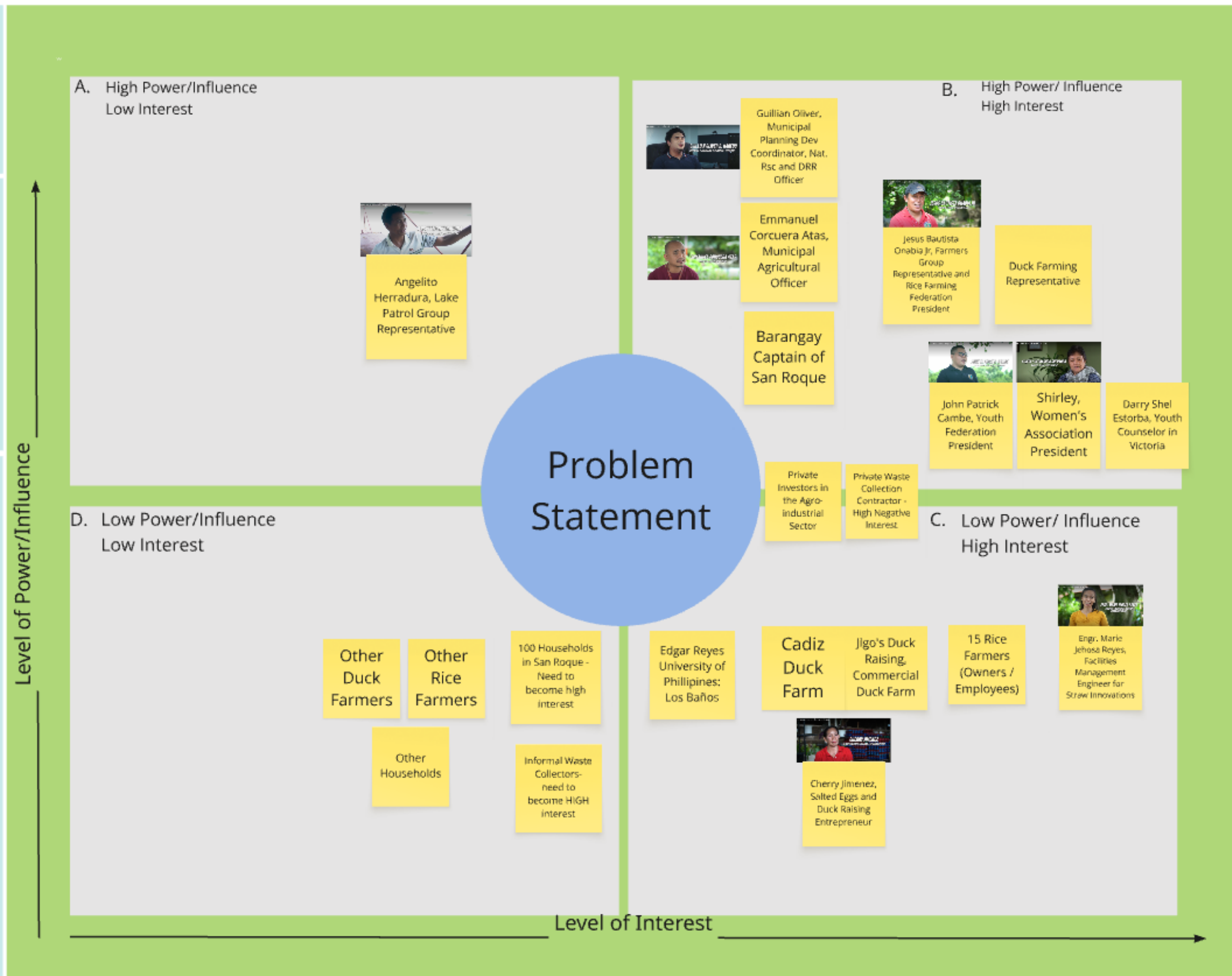
Position the stakeholders on the identified quadrant and cluster them based relevant sectors you have chosen.

STEP 7

Draw the relationships between the stakeholders.

STEP 8

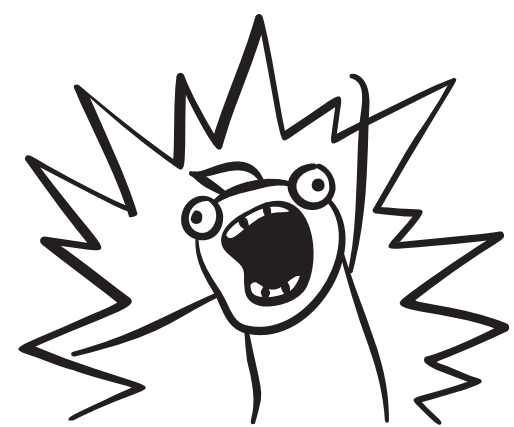
Reflect on the results and the tool and prepare to present



Example of Stakeholder mapping results.
Municipality of Victoria, Philippines

ACTIVITY

IN THE RESILIENCE TEAMS FOR LUSAKA AND KITWE



Identify (20 min)

Identify your stakeholders: Brainstorm on and make a list of potential stakeholders. Sort them by category.



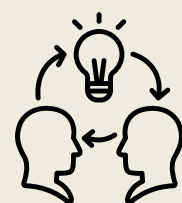
Analyse (20 min)

Use the Stakeholder analysis tool: Analyse your stakeholders based on role, contributions.



Power-Interest Grid
(10 min)

Place them in the matrix: Assess all stakeholders in the tool according to their interest and power. The matrix will create itself!



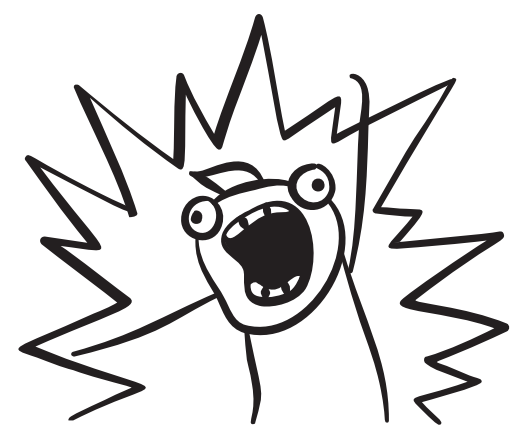
Share (5 min)

Share your results.



ACTIVITY

IN THE RESILIENCE TEAMS FOR LUSAKA AND KITWE



Identify (20 min)

Identify your stakeholders: Brainstorm on and make a list of potential stakeholders. Sort them by category.



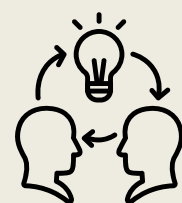
Analyse (20 min)

Use the Stakeholder analysis tool: Analyse your stakeholders based on role, contributions, power, interest, position.



Power-Interest Grid
(10 min)

Place them in the matrix: Assess all stakeholders in the tool according to their interest and power. The matrix will create itself!



Share (5 min)

Share your results.



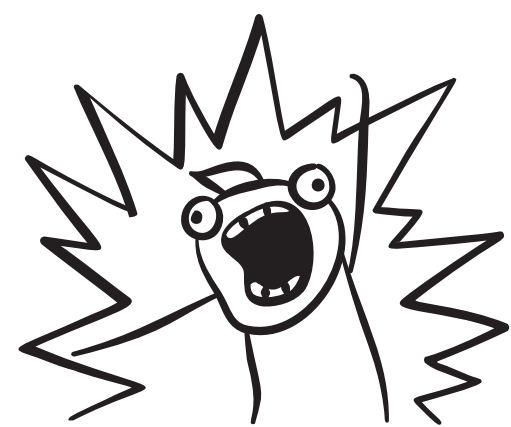
CO-CREATION WITH STAKEHOLDERS



Explore:
SCORE [Co-create your city tools](#)

ACTIVITY

IN THE RESILIENCE TEAMS FOR LUSAKA AND KITWE



Identify (20 min)

Identify your stakeholders: Brainstorm on and make a list of potential stakeholders. Sort them by category.



Analyse (20 min)

Use the Stakeholder analysis tool: Analyse your stakeholders based on role, contributions, power, interest, position.



Power-Interest Grid
(10 min)

Place them in the matrix: Assess all stakeholders in the tool according to their interest and power. The matrix will create itself!



Share (5 min)

Share your results.



QUESTION

Looking at your Resilience Strategy and Stakeholder Analysis, how well do they support your VISION for the future of the city?

REFLECTIONS? MAIN TAKEAWAYS?

durandiaz@ihs.nl

THANK
☺ you