Stakeholder analysis within evaluation practice

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- What is stakeholder analysis?
- Why is it important and what are some of the benefits?
- Some of the tools and techniques
- How do you do it?
- Where is it used in evaluation?
- Where do I use stakeholder analysis?

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What is stakeholder analysis?

- Systematic process to identify 'factors' around stakeholders
- Note – *a different view of stakeholders*
- Importance lies in the process.
- These factors can include –
  - Ability to assist or confound a project
  - Political influence
  - Importance/ influence mixture
  - Lifecycle
  - Participation in project
  - Trade offs and conflicts of interest

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Why is it important and what are some of the benefits?

- Understanding stakeholders key
- Understanding influence key
- Can boost participation

- Communication
- Risk identification
- Resource allocation
- Dissemination

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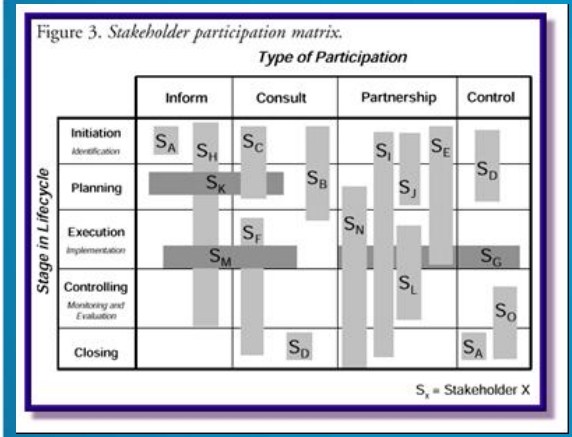
Some of the tools and techniques (1)



- Project lifecycle focus
- Flexible
- Multiple factors
- Differing levels of aggregation

Source: Smith (2000)

Some of the tools and techniques (2)

CASE STUDY: CONFLICTS AND TRADE-OFFS IN PARK MANAGEMENT: PHU WIANG WATERSHED, NORTH EAST THAILAND

Phu Wiang is a small watershed which is one of the last remaining well-preserved forested areas in central parts of North-East Thailand. The relationships between different stakeholders and the impact of environmental policy on them was investigated during a workshop on stakeholder analysis held in the area (January 1994). A matrix was developed to identify the stakeholders and the conflicts and complementarities that exist between them, and from this it becomes clearer as to what trade-offs between objectives were or should be made.

Government departments	✗ ⊡				
NGOs	✗ ⊡				
Wood-based industry	✗ ⊡	✗			
Non-resident land owners		✗			
Local people	✗ ⊡	✗ ⊡	✓	✗	✗
	Government departments	NGOs	Wood-based industry	Non-resident land owners	Local people

Conflicts of interest are represented by ✗ complementarities by ✓ and co-operative action by ⊡
Source: CHAN, Man-Kwun (1995) *Tree Resources in Northern Thailand: Local Stakeholders and National Policy*. Chatham, UK, Natural Resources Institute.

- Multi industry and sector focus
- Little detail provided

Source: Grimble & Wellard (1997)

Some of the tools and techniques (3)

Table 4: Matrix Classification of Stakeholders According to Importance and Influence: Cox's Bazar Healthy Town Programme

High importance

A. (high importance and low influence)	B. (high importance and high influence)
* (1, 2, 3, 4, 5, 6, 7,8,) *9 *18	*12 *14 *10 *16 *13
C. (low importance and low influence)	D. (low importance and high influence)
*15 *16 *11 *19	*20 *17

Low importance/low influence — High influence

Primary stakeholders
1. Slum dwellers
2. Migrants
3. Hawkers
4. Rickshaw pullers
5. Day labourers
6. Shell sellers
7. Fishermen
8. Stallholders
9. School children

Secondary stakeholders
10. Political leaders
11. Municipality staff
12. Project staff
13. Regional administration
14. WHO
15. NGOs
16. Task forces
17. Businessmen
18. School teachers
19. Tourism sector
20. Religious leaders

- Useful when large number of stakeholders
- Primary-secondary stakeholder focus
- Simple, clear, easy to use

Source: Burton (1999)

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Some of the tools and techniques (4)

Box 3: Variables affecting stakeholders' relative power and influence	
Within and between formal organisations	**For informal interest groups and primary stakeholders**
Legal hierarchy (command and control, budget holders)	Social, economic and political status
Authority of leadership (formal and informal, charisma, political, familial or cadre connections)	Degree of organisation, consensus and leadership in the group
Control of strategic resources for the project (eg. suppliers of hardware or other inputs)	Degree of control of strategic resources significant for the project
Possession of specialist knowledge (eg. engineering staff)	Informal influence through links with other stakeholders
Negotiating position (strength in relation to other stakeholders in the project)	Degree of dependence on other stakeholders Assessing importance to project success

- Variables focus
- Complimentary to other approaches
- Potential for more detail

Source: UK Department for International Development (1995)

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Some of the tools and techniques (5)

TABLE 2
A Classification of Trade-offs and Conflicts at Different Levels in NRM

Level[a]	*Trade-off*	*Conflicts of interest*
Macro-Macro	Between policy objectives (e.g. the three 'E's)	Between national institutions or line departments (e.g. a forestry vs agriculture department)
Macro-Micro	Between national and local interest (e.g. ban on forest clearance affects local cassava production)	Between national institutions and local people (e.g. a forestry department vs shifting cultivators)
Micro-Macro	Between internalities and externalities (e.g. a farmer uses pesticides which affects biodiversity)	Between local people and 'society at large', or farmers and environmental lobby groups
Micro-Micro	On-farm resource allocation (e.g. short-term vs long term, or forest products vs cash crops)	Between different sets of local people (e.g. farmers vs pastoralists over use of forest land)

Source: (Grimble *et al.*, 1994).
[a]In each macro–micro 'pairing', the first half of the 'pair' is the active decision-maker, the second half the passive. For example, in both the macro-macro and macro-micro cases, the decision-maker could be a planner or adviser at national level. In the micro-macro and micro-micro cases, the decision-maker could be a local farmer or forest dweller.

- Trade off and conflicts
- Macro-micro approach

Source: Grimble & Wellard (1997)

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Some of the tools and techniques (6)

TABLE 1
A Typology of Stakeholder Groups, with Illustrative Examples

Perceived Legitimacy of Interests	Perceived Power: *Low*	Perceived Power: *High*
High	Clients Social Service recipients	Traditional decision makers Service deliverers with organizational lobbying power
Low	Rapists in studies of rape law reform (e.g., Marsh et al.) Ku Klux Klan in studies of desegregation	Teachers in performance contracting studies Absentee owners in studies of old age homes

- Very early example
- Power-influence focus
- Very flexible
- Rich in detail
- Simple and clear

Source: Mark & Shotland, 1985

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How do you do it?

- Very little guidance – two main examples
- Flexible in approach – no ‘right’ way
- Best as a participatory activity
- Use it to promote engagement
- Approach should be *fit for purpose!*

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DFID approach -

- draw up a "stakeholder table";
- do an assessment of each stakeholder's importance to project success and their relative power/influence (or other factors);
- identify risks and assumptions which will affect project design and success

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Grimble's stages in stakeholder analysis

Stages in Stakeholder Analysis

- Clarify objectives of the analysis
- Place issues in a systems context
- Identify decision-makers and stakeholders
- Investigate stakeholder interests and agendas
- Investigate patterns of inter-action and dependence (e.g. conflicts and compatibilities, trade-offs and synergies)

Source: Grimble, 1998

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Where is it used in evaluation?

- Output is possibly least important
- Used as a technique
- Used as a process step
- Use in scoping of projects
- Revisit and review regularly

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Where do I use it?

- Scoping of projects
  - Workplace safety evaluations
  - Safe communities
  - Evaluation of the PBRF*
- To facilitate participation and engagement
- To put stakeholders to the forefront

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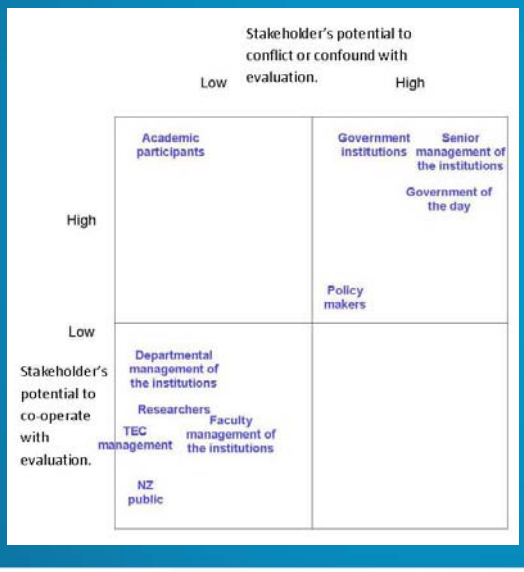
My use – evaluating the PBRF



- Retrospective
- Reflective learning opportunity
- High level of aggregation
- Strategies to move groups between segments

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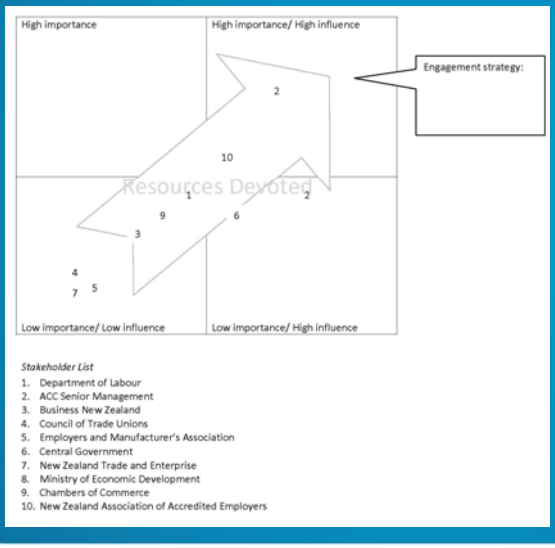
My use – workplace safety project



- Part of scoping
- Stakeholder identification
- Brainstorming engagement and resources put to this
- High aggregation
- To be developed further

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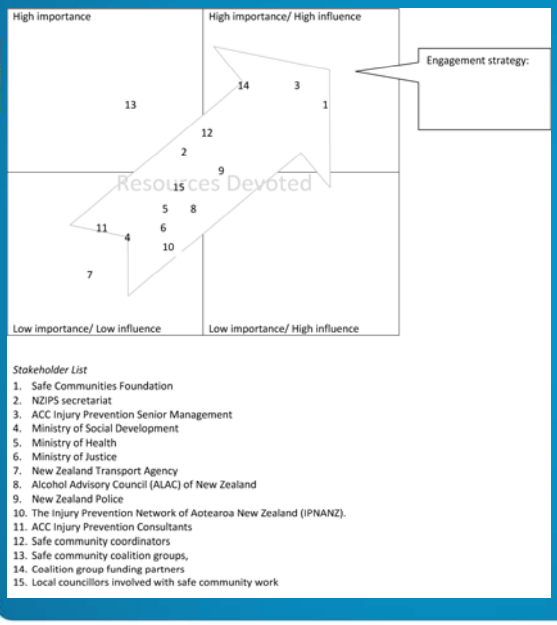
My use – safe communities



- Used in early scoping
- Drives resources

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To end -

why are the tools and techniques of stakeholder analysis so little used in evaluation and what can we, as an evaluation community, do to increase the use of stakeholder analysis?

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