Guideline for Stakeholders Analysis

1 Introduction

This document is a guide to staff of ESD who is involved in stakeholders' analysis for collecting inputs in enriching the SPMII. It is offered as guideline to be built on and enriched through practical exercises related with ESD projects. The reason/ rationale for doing a stakeholder analysis are to help you identify:

- which individuals or organizations to include in the   SPM II (although its composition may evolve during project design and implementation)
- What roles stakeholders should play and
- At what stage do they play key roles (Assessment, planning, agreement, implementation, monitoring, evaluation, phase out, etc.)

2 Definition
2.1. Stakeholders

Stakeholders are people (individuals, family members, community members, elders, experts, religious leaders) or organizations (GO partners, local   Administration, like minded organizations) who are either directly or indirectly affected by the project.

The range of stakeholders relevant to consider for analysis varies according to the complexity of the project proposed. Stakeholders can be of any form, size and capacity. They can be individuals, organizations, or unorganized groups.

Stakeholders are not only local people. They include governments and their agencies, as well as people, organizations, institutions and markets, which are not necessarily located close to the projects that are being implemented. For example, in an intervention for irrigation in Hawassa Zuria , stakeholders will include local residents, but also a wide range of governmental agencies, the economic sectors that have a stake in the local resources (e.g. tourism, transportation and fisheries, cooperatives), as well as the environmental groups concerned with the conservation of lake Hawassa and other natural habitats in the area.

Stakeholders change over time. New stakeholders can enter a resource management system, while others may lose their role or interest. Changes in the local economy and society, or in the status of resources, structural change of the Go or introduction of other organizations in the area, change in the management of the stakeholders , even change in person who is leading the office will inevitably provoke changes in the roles of stakeholders . Stakeholder identification is therefore **an on- going process, and it is one that must incorporate a historical dimension.**

2.2. Analysis

Stakeholder analysis is the assessment of stakeholders' interests, threats, expected roles and related issues   in the project and the ways in which these issues may affect the community and the project. There are different names used for stakeholders' analysis like stakeholder mapping, partnership analysis, etc.

An analysis of the internal and external environment will help to prepare, align and focus our strategies and cooperative efforts by mapping the different partners at the project area and their key priority development areas, and identifying their relative positioning regarding ESD's project.

During the initial brainstorming it would be useful to consider different programming or phases of our projects like need assessment , planning, operational agreement , implementation, MOU, monitoring, evaluation and phase out strategy .

Here the analysis helps us to know
- ✓ Who are the relevant external stakeholders, including government, development partners (both represented and non-represented partners) and other partners such as NGO's, CBOs, and CSOs, in our operational area and country level?
- ✓ Who are the relevant internal stakeholders, such as senior management, staff associations and individual staff members
- ✓ What are their priorities and agendas vis-à-vis the portfolio of ESD and its donors?
- ✓ What coping strategies would ensure key stakeholders priorities are taken into account to maximize stakeholder's added value to the ESD's development agenda?

Examples of possible stakeholders may include:

Category	Guideline
Impact group	The starting point to the mapping should be the impact group and the goal , these are the target groups of the project and define each category precisely
Government (national & local)	Government officials from schools to regional level (PTA, teachers, students, principals, supervisors, district experts, other desks at district level, zone, region, municipalities, colleges, etc.
Local Community	People who are living in the target area (target specific beneficiaries, elders, religious leaders, clan leaders, parents,
Financial institutions	Representatives of CBE, DBE, CBE, ACSI, Wisdom, etc.
CBOs, CSO, NGOs,	Representatives, including local and international of these organizations working in the area
Private Sector	Select the private sector that ESD can potentially deals with on partnership basis (legal advisors, audit firms, consultancy firms, cooperatives, business men/women , contractors, etc.
Academia	ESD will have network with Colleges , Institutes, research centers, etc.
Media	Select the media partners with which ESD works like Radio Fana, Sidama radio, EBC, publishers, newsletters, etc.
ESD committee and Staff	Representing groups of staff (management, discipline, procurement , etc.) Individual staff members
Others	????

3 Matrix for prioritizing stakeholders

Typically, a stakeholder analysis exercise will aim at answering questions related to the SPM II such as:

- What are the current and future interests of the various stakeholders in the SPM II? What are their needs and expectations? How do they use the resource and what benefits do they derive out of it ?
- What are their past and current power, rights and responsibilities, both formal and informal? What are the networks and institutions of which they are part of it?
- What are the social and environmental impacts, both positive and negative, of their past and current uses of and relationships with the SPM II?
- How ready and willing are they to participate in and contribute to the SPM II?
- What are the potential areas of agreement and shared interest, upon which consensus and collaboration can be developed?
- What are the human, technical and financial resources that they are prepared to contribute to the SPM II?

The outcome of a stakeholder analysis exercise will best be synthesized and presented in a format (e.g. a matrix or a set of diagrams) that allows for the identification of the key issues that need to be addressed by the planning process.

You could use the following simple matrix for this analysis:[1]

Name of Stakeholder	How important (L, M, H)[2]	Current level of Support (L, M, H)	What we want from Stakeholder	What is the benefit for Stakeholder	How do they block our effort	Approach to enhance their support

NB :

---

[1] Rows and Columns to be added based on the need.

[2] L- Low, M- Medium and H- High