



TOOL 1

STAKEHOLDER ANALYSIS



Completing a stakeholder matrix, Solidaridad Acorn Agroforestry Project, Nicaragua.
Credit: Plan Vivo Foundation



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STAKEHOLDER ANALYSIS

What is the **purpose** of stakeholder analysis?

- To identify all important stakeholders for a project
- To identify particularly vulnerable or excluded stakeholder groups
- To understand what the particular 'stake' of each of these groups is, and how it may be affected by the project

Plan Vivo Carbon Standard (PV Climate) **requirement?**

Yes - required for all projects.

When to use this tool?

- During PIN preparation (for PIN Section 2 and for PIN Annex 4 Environmental and Social Screening).
- During PDD preparation for PDD Sections 2.1.1; 2.1.2 (stakeholder analysis); 2.6.2 (FPIC compliance); 3.9.2 (environmental and social risks screening); 3.9.4 (environmental and social management plan); Annex 5 (Initial FPIC); Annex 9 (environmental and social screening report).
- Carry out stakeholder analysis at an early stage project planning because it will then help to ensure effective stakeholder participation later on and it will help to identify those stakeholders that may be difficult to reach and so require a particular effort to engage with them.

WHAT IS A STAKEHOLDER WHAT IS A STAKE?

STAKEHOLDER: Individual or group affected by the Project or that has potential to influence it.

LOCAL STAKEHOLDER: An individual or group that is resident within the Project Region and could be affected by Project activities.

SECONDARY STAKEHOLDER: Stakeholder with an indirect interest in the Project. For example, national or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests, the academic community, and others who have a more indirect interest in the project.

STAKE: Products and/or services that are provided by the natural resource e.g. fuelwood, timber, bush meat, food, medicine, water, recreation; soil conservation, biodiversity conservation; scenic beauty, shelter, cultural enhancement.

Why is this tool required?

Projects must ensure that different stakeholder groups (especially local stakeholders) fully participate at all stages of project development, implementation and monitoring. This is particularly important for the most vulnerable or socially excluded stakeholder groups such as indigenous people, women, minority ethnic groups; recent migrants; youth; the disabled community; LGBTQIA+ people and others who often lack voice and agency, and who are at risk of being excluded if not properly identified at an early stage. As a result of this, they may not fully benefit from the project, or may be disadvantaged by it, unless special provisions and safeguards are built into the project design to avoid or mitigate this.

After stakeholder analysis has been completed, further participatory tools (from this manual) should be used with some or all of the local stakeholder groups that have been identified - especially those that are identified as being particularly vulnerable.

Who should participate?

It is not necessary that all stakeholder groups or their representatives actually participate in the initial stakeholder analysis - because their participation will take place later in smaller groups and during different participatory tools. However, it is essential that stakeholder analysis is carried out by a group of people (normally including the project team/developer) who are very familiar with the project context and the local socio-economic situation, and who are sensitive to the needs and vulnerabilities of different socio-economic groups.

How to use this tool?

- ☐ Stakeholder analysis is best done through a process of brainstorming and sharing ideas during a group discussion. Make sure that all ideas coming from the discussion are written down by the facilitator.
- ☐ In the group of selected participants for Stakeholder Analysis first explain what the purpose of the stakeholder analysis is i.e. why it is being done and what will be the result.
- ☐ Next, explain the 'rules' of the exercise i.e. that everyone should be given an opportunity to speak (everyone has a voice), everyone should listen and that important points will be recorded (written down).
- ☐ Identify key stakeholders and put them into groups. There are various ways of doing this but all should be used in most situations:
 - Self-selection: During the meeting ask individuals and groups to come forward and identify key stakeholders or stakeholder groups (risk of powerful stakeholders dominating);
 - Identification: Let other individuals or local organisations who know the area well identify key stakeholders;
 - Documentation: Use written records and data e.g. land registration data; population census; permit holders; historical information; records of forest offenders etc.;
 - Triangulation: Identification and verification by other stakeholders.
- ☐ During the discussion, make a list of the main stakeholder groups identified. For each stakeholder group, ask a series of questions i.e.
 - What is their stake?
 - How could they be potential beneficiaries of the project?
 - How could they be adversely affected by the project?
 - What existing rights do they have (concerning natural resources)?
 - Are they likely to be voiceless and lacking in agency?
 - Are they likely to resent change and mobilise resistance against it?
 - Are they responsible for implementation of actions?
 - Do they have or lack money, skills or key information?
 - Is change in their behaviour a critical factor for success of the project?

- ☐ Discuss and write down the particular interests of each stakeholder group using the 4-R model (below).
- ☐ Consider how each stakeholder or stakeholder group can most effectively participate in further project planning.
- ☐ Prepare a blank matrix as shown below (on a large piece of flipchart paper). Explain the 4 zones (A-D) and the influence/interest lines.
- ☐ Ask participants to write the names of different stakeholder groups on flash cards (or illustrate them with pictures) and ask them to stick the cards in the matrix where they see they fit best.
- ☐ Ask others for their views and suggestions - if necessary move the cards to other zones until everyone is satisfied that the matrix is correct. Take a photograph of the completed matrix.
- ☐ List the stakeholder groups that will require particular efforts to engage in future work and suggest ways to do this.
- ☐ Summarise the stakeholder analysis in a table and using diagrams - as shown in the examples below:
 - List of stakeholders showing their stake and showing the potential impacts of the project on them (positive or negative) - example A
 - List of stakeholders showing their capacity to participate and identifying ways they can be represented during the PV process - example B
 - Influence/interest matrix for identified stakeholders. This matrix helps to decide who is most important in the PV planning process and to identify who needs particular support or control - example C

THE 4-R MODEL FOR STAKEHOLDER ANALYSIS

Categorise each identified stakeholder group according to these 4-Rs:

RIGHTS: Their legal rights to use and benefit from various natural resources

RESPONSIBILITIES: Their official and unofficial responsibilities for managing the natural resources.

RETURNS: The things they get from the natural resources (the benefits, services and products).

RELATIONSHIPS: Their relationships with other stakeholder groups (these can be collaborative or conflicting or neutral).

A. Stakeholder Analysis Summary

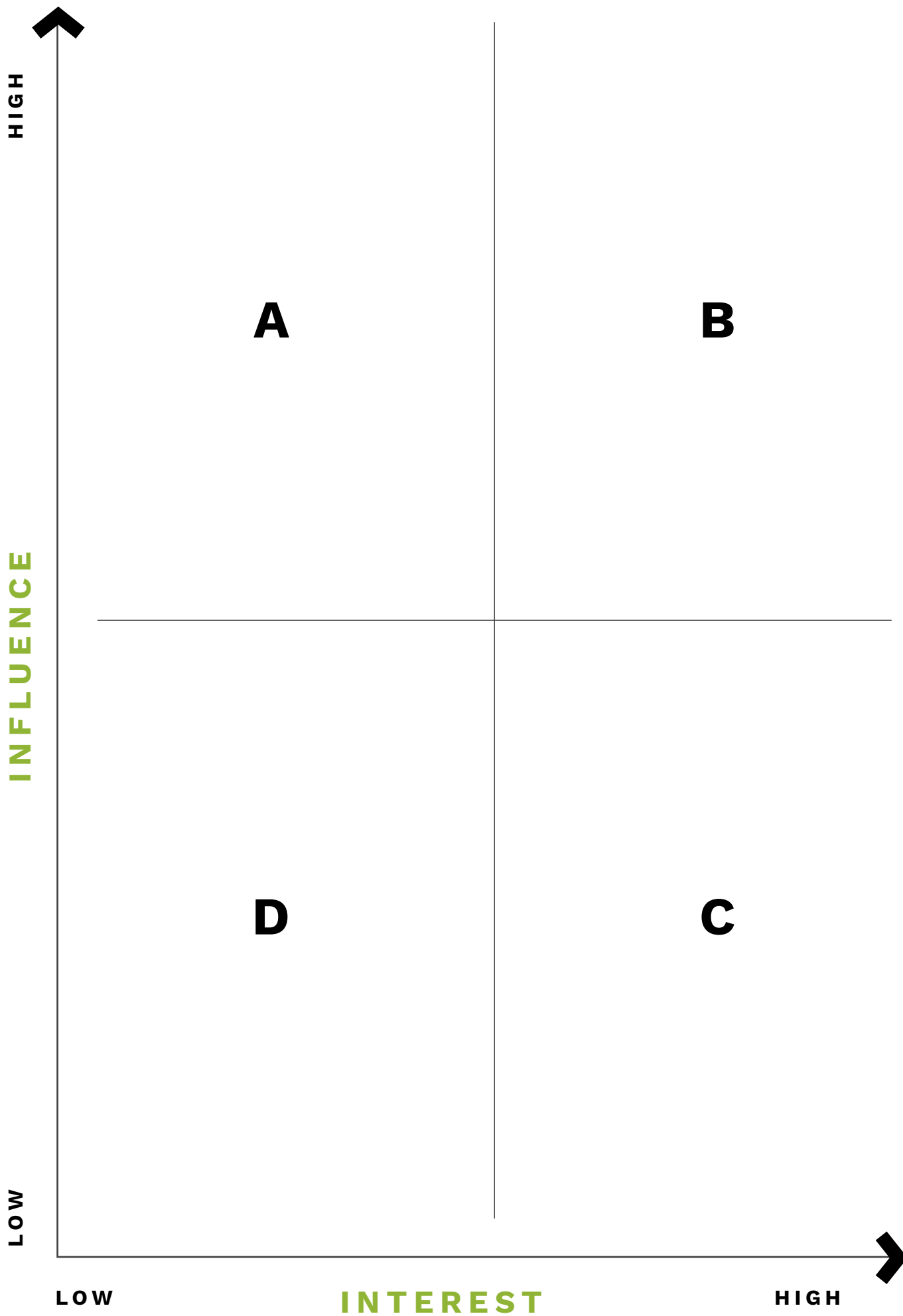
Stakeholder or Stakeholder Group	Stake	Potential positive impacts of the project (for the stakeholder)	Potential negative impacts of the project (for the stakeholder)
1.			
2.			
3.			
4.			

B. Stakeholder Capacity to Participate in the project

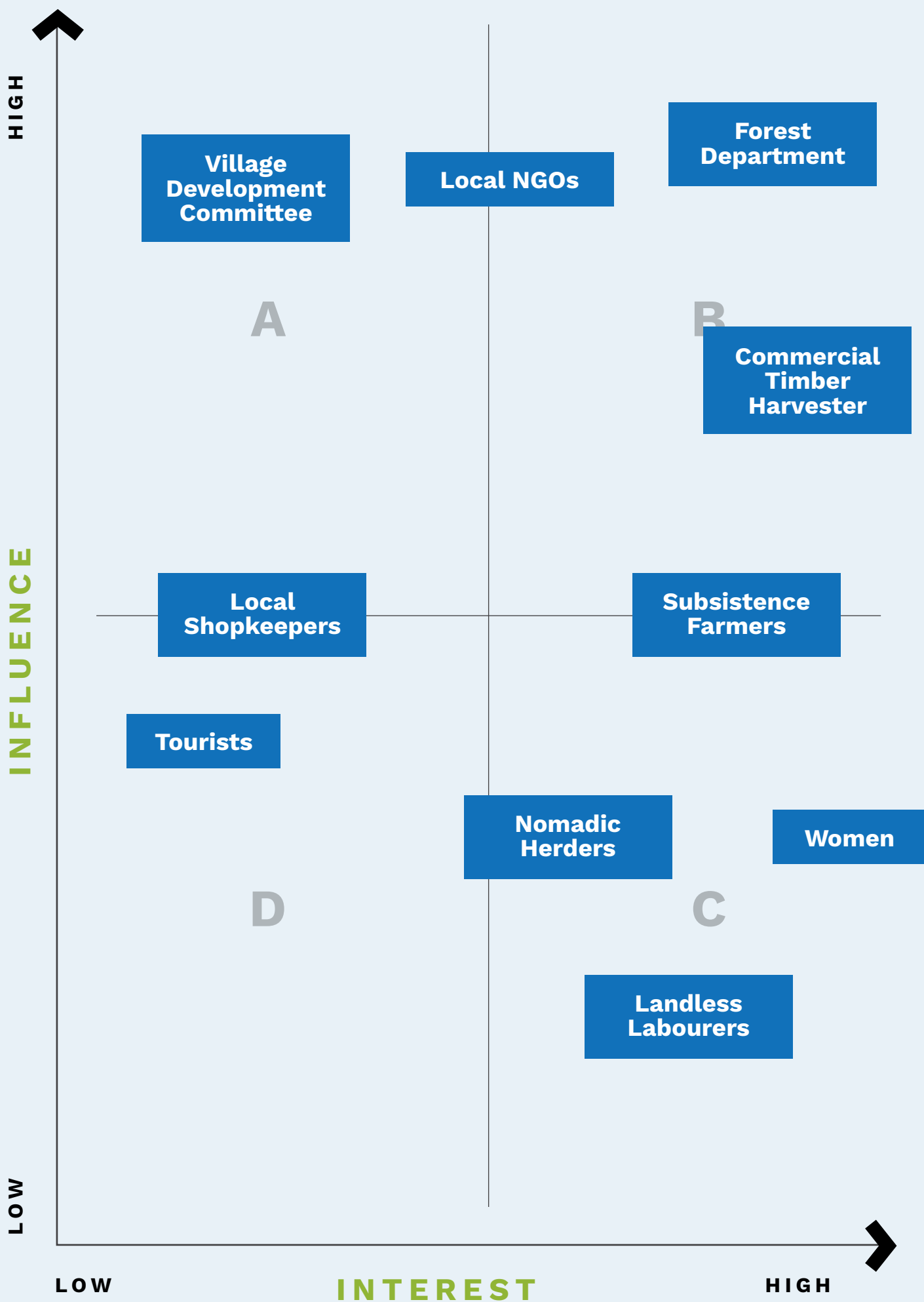
Stakeholder or Stakeholder Group	How they will be affected by the project (either positively or negatively)	Capacity or level of agency to be involved or to influence the project	Possible representative organisations or local institutions
1.			
2.			
3.			
4.			

C. Interest/Influence Matrix

- Write down the name of each stakeholder/stakeholder group on a piece of card.
- Fix the card in the correct position on the interest/influence matrix shown below:
 - Area A: Stakeholders with strong influence but low stake. They need to be involved in the project but they should be kept in check so that their influence is not out of proportion to their stake.
 - Area B: Stakeholders with strong influence and a high stake. They need to be closely involved at all stages.
 - Area C: Stakeholders with low influence, but a high stake. They need to be involved in the project but their involvement needs to be supported and strengthened to overcome their lack of influence and lacking voice.
 - Area D: Stakeholders with low influence and low interest. They could be involved in some way with the project, but this is probably not critical.
- A completed example of this matrix is shown below.
- The matrix will show which stakeholder groups need to be further involved during project development and implementation - especially by highlighting the most vulnerable and least influential groups who need to get support e.g. by using other participatory tools or by strengthening their voice.



Interest Influence Matrix for Example Community Forestry Project



D. Summary of Stakeholder Analysis

Stakeholder & Stakes in Example Community Forest	
Stakeholder Group	Stake/Interest
Village Development Committee	<ul style="list-style-type: none">• Political power• Provision of services (education, health)
Local NGO	<ul style="list-style-type: none">• Access to funds• Service availability (education, health)
Local Shopkeepers	<ul style="list-style-type: none">• Income
Tourists	<ul style="list-style-type: none">• Landscape & wildlife
Forest Department	<ul style="list-style-type: none">• Control of illegal activities• Issuance of licences• Revenue• Fire protection
Commercial Timber Harvesters	<ul style="list-style-type: none">• Supplies of timber• Income
Subsistence Farmers	<ul style="list-style-type: none">• Soil & water conservation• Supplies of subsistence forest products (fuel, fodder, timber etc)• Service availability (education, health)• Land ownership registration• Household income
Nomadic Herders	<ul style="list-style-type: none">• Grass/fodder for sheep• Household income
Women	<ul style="list-style-type: none">• Access to clean water• Food from the forest• Service availability (education, health)
Landless Labourers	<ul style="list-style-type: none">• Employment• Household Income• Supplies of subsistence forest products