Stakeholder Analysis (SA)

1. METHOD DESCRIPTION

Objective

This tool assists in identifying important government and non-government stakeholders to engage for the mainstreaming of climate change into national level urban-related policies, as well as to involve in policy implementation. It gives consideration to why each government institution and outside stakeholder would be needed for making policy implementation a success, why they would be interested in participating, what they can contribute to the process, and what kind of support they would need to effectively participate in the mainstreaming process – and crucially also in the implementation of the climate-responsive urban policy. It also provides guidance for developing Terms of Reference for your Reference Group, and for institutionalizing participation. The template can also be used to create individual stakeholder Terms of Reference for implementing agencies in Phase C: Implementation.

When to use

This activity supports the following tasks:

Phase/Element	Element I: Substantive Process	Element II: Resources and Capacities	Element III: Policies	Element IV: Institutions and Stakeholders
Phase A: Feasibility and Diagnosis				✓ Determine potential means and level of engagement of relevant institutions and key stakeholders based on capacities and interest (HOW, WHAT), and agree on Participation Strategy for mainstreaming process, including forming a Reference Group (WHO) ✓ Map and analyze relevant parts of country's institutional landscape (government), and identify potential mainstreaming champions ✓ Map and analyze relevant key stakeholders (outside government) and identify potential mainstreaming champions
Phase B: Formulation			✓ Prepare a detailed Formulation Workplan for your Policy Proposal	✓ Define roles & responsibilities for stakeholders & facilitate institutionalization of coordination processes (e.g. development of standards & procedures for stakeholders) if possible
Phase C: Implementation				

Phase D: Monitoring and Evaluation				

Spatial Set-up

In a small group setting, print the Information Sheet and Checklist for each member, as well as the Template if desired, and have one participant write or type the answers agreed upon by the group.

Group Size

This tool can be used individually, or with a small group (your Core Team)

Time

3-4 hours to complete the activities above.

Materials

- **Stakeholder Analysis INFORMATION SHEET:** A compilation of reading material to help familiarize the user with different facets of participation, including various means of stakeholder engagement, types and levels of stakeholder participation, and various barriers to meaningful participation and possible ways to address them.
- **Stakeholder Analysis CHECKLIST:** A list of possible government stakeholders, NGOs and International Organizations, individuals and groups that are particularly vulnerable to climate change impacts, and relevant private sector and academic institutions.
- **Stakeholder Analysis TEMPLATE**
- Prints of the above documents and pen/marker, OR
- Computer

Instructions

➢ **Step 1:** With your Core Team, use the tool: **Stakeholder Analysis CHECKLIST** as reference to identify all possible government stakeholders, NGOs and International Organizations, individuals and groups that are particularly vulnerable to climate change impacts, and relevant private sector and academic institutions that will be involved both in the mainstreaming process and in the implementation of the climate-responsive urban policy. Fill in **Table SA 4.1. Stakeholder Identification** the tool: **Stakeholder Analysis TEMPLATE**.

➢ **Step 2:** Fill in the table in **Table SA 4.2. Stakeholder Analysis** to conduct an analysis of all the stakeholders identified in Step 1. This exercise gives consideration to why each stakeholder would be interested in participating, what they can contribute to the process, and their current and potential relevance to the process. Based on the analysis, determine if they should be a member of your wider Reference Group (a smaller group of key stakeholders that you will engage throughout the mainstreaming process).

➢ **Step 3:** Once an initial Reference Group selection is in place, review the selection based on the criteria presented in **Table SA 4.3: Reference Group Review Checklist**. Adjust the selection as necessary to make sure you have included the right cross section of stakeholders in your Reference Group.

- ➢ **Step 4:** List your final selection of key stakeholders in **Table SA 4.4. Stakeholder Participation Strategy**. Include both stakeholders in and outside of your Reference Group. Together with you Core Team and referring to the tool: **Stakeholder Analysis INFORMATION SHEET** as needed, consider the means by which each stakeholder will be engaged, the level and timing of engagement, and possible barriers to meaningful participation.

- ➢ **Step 5:** Finally, using the guiding questions in **Table SA 4.5 Stakeholder Terms of Reference,** create a Terms of Reference that outlines the purpose of the Reference Group, and clearly lays out the roles and responsibilities of members to avoid any possible conflict during the mainstreaming process.

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2. INFORMATION SHEET

This **Stakeholder Analysis INFORMATION SHEET** provides a compilation of reading material to help familiarize the user with different facets of participation; including various means of stakeholder engagement, types and levels of stakeholder participation, and various barriers to meaningful participation and possible ways to address them. It also highlights the importance of stakeholder consensus building, as a vital part of a participatory and inclusive policy process.

1. Means of stakeholder engagement

While stakeholders and their levels of participation may change over the course of the mainstreaming process, getting the right ones involved from the beginning improves the odds of a successful consensus building. Stakeholder engagement generally will take two main forms:

- A **Reference Group** – this is a smaller group of key stakeholders that will have continued involvement throughout the project; and
- **Public involvement** – outreach to the broader public carried out at various points in the mainstreaming process, through a variety of means.

The **Stakeholder Analysis CHECKLIST** provides a list of potential national, subnational and sectoral government stakeholders, NGOs and international organizations, vulnerable and marginalized constituencies, and academic and private institutions that may have a stake in the mainstreaming process, along with examples of possible contributions of each of the stakeholders.

The table below gives several examples of stakeholder involvement goals, as well as means by which to reach out to stakeholders.

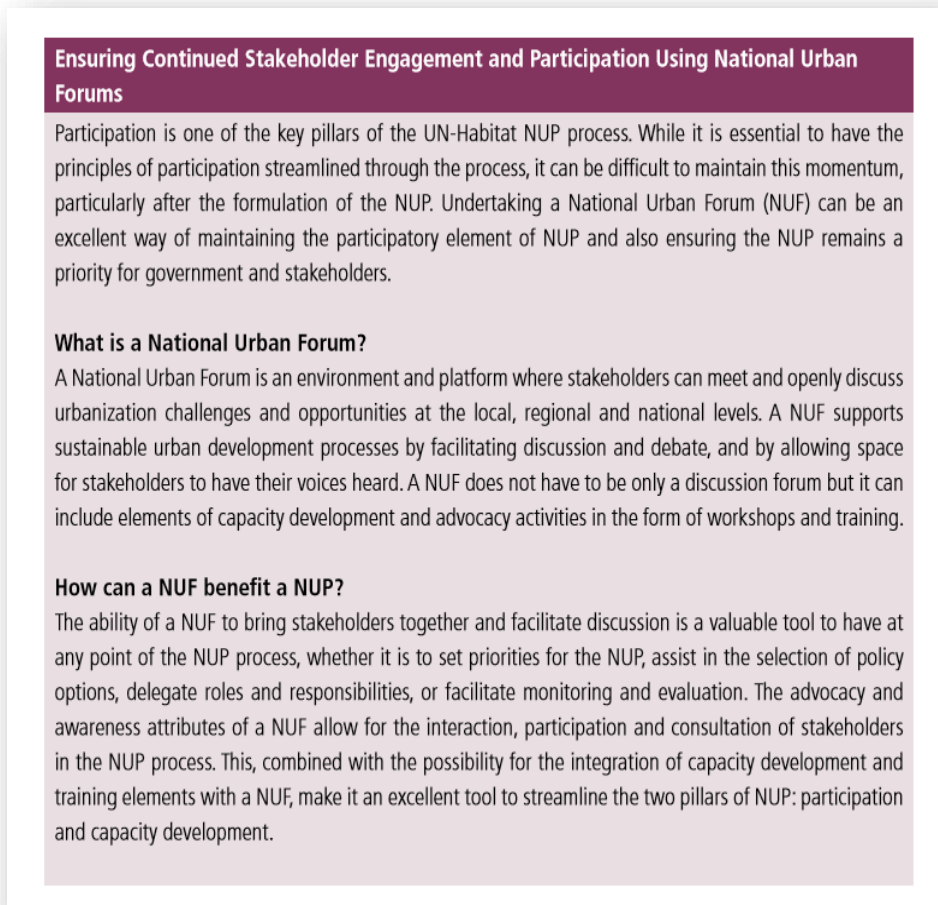Table SA 2.1: Stakeholder Involvement Goals and Means of Engagement

Stakeholder Involvement Goals	Possible Means of Engagement
- Information sharing - Consultation - Co-decision making - Co-implementation - Monitoring and Evaluation	- Reference Group meetings - Forums (e.g. National Urban Forum) - Workshops - Focus Groups - Conventional media (press releases, articles, news stories) - Social Media - Flyers or posters - Surveys

(*Adapted from Planning for Climate Change, p.37 & p.44*)

It is important to ensure that stakeholders remain involved in the mainstreaming process, not only during Phase A: Feasibility and Diagnosis and Phase B: Formulation, but also throughout Phase C: Implementation in order to stay informed about opportunities for synergizing implementation. Holding **National Urban Forums** (see Figure

SA 2.1) is an excellent way to remain engaged with stakeholders and keep up-to-date on their projects and initiatives.

Figure SA 2.1: National Urban Forums

Ensuring Continued Stakeholder Engagement and Participation Using National Urban Forums

Participation is one of the key pillars of the UN-Habitat NUP process. While it is essential to have the principles of participation streamlined through the process, it can be difficult to maintain this momentum, particularly after the formulation of the NUP. Undertaking a National Urban Forum (NUF) can be an excellent way of maintaining the participatory element of NUP and also ensuring the NUP remains a priority for government and stakeholders.

What is a National Urban Forum?

A National Urban Forum is an environment and platform where stakeholders can meet and openly discuss urbanization challenges and opportunities at the local, regional and national levels. A NUF supports sustainable urban development processes by facilitating discussion and debate, and by allowing space for stakeholders to have their voices heard. A NUF does not have to be only a discussion forum but it can include elements of capacity development and advocacy activities in the form of workshops and training.

How can a NUF benefit a NUP?

The ability of a NUF to bring stakeholders together and facilitate discussion is a valuable tool to have at any point of the NUP process, whether it is to set priorities for the NUP, assist in the selection of policy options, delegate roles and responsibilities, or facilitate monitoring and evaluation. The advocacy and awareness attributes of a NUF allow for the interaction, participation and consultation of stakeholders in the NUP process. This, combined with the possibility for the integration of capacity development and training elements with a NUF, make it an excellent tool to streamline the two pillars of NUP: participation and capacity development.

(Derived from NUP Guiding Framework, p.44)

2. Public Participation: Participatory vs. Inclusive

Achieving a true participatory approach to policy-making means integrating participatory processes throughout the formation of policy. As shown in Table SA 2.2, there are varying degrees to which the public can be engaged in the participation process. The ways in which the public is engaged in the policymaking process will change the degree to which their input is ultimately reflected in the policy.

Table SA 2.2: Degrees of Public Participation

Publicity	Public Education	Public Input	Public Interaction	Public Partnership
Dissemination of general information regarding the NUP process	Specific targeting of groups within the public in order to share information on a NUP Information sharing and gathering is one way – information is presented to the public but input is not gathered.	Information is presented to the public, as in the public education phase, but reactions and input from the public are also collected.	Information is presented to the public and their input is collected. The ways in which their input can contribute to the policy are considered. The participation process is not only two way, but also enables dialogue and debate.	In a scenario where a partnership is formed with the public, communication is two way, and the public is closely involved in the shaping of the agenda of the policy. There is also an element of validation and consent from the public for the policy.

This spectrum of participation demonstrates the wide degrees to which the public can be engaged in the policy process, from publicity, which simply informs the public about the policymaking process but does not engage anyone, to public partnership which promotes a two-way dialogue and debate, and seeks public validation and consent for the policy.

When considering the spectrum of public involvement, it is vital to make the distinction between a process which is **participatory** and one which is **inclusive**. As demonstrated by the spectrum, a process being participatory does not necessarily make it inclusive. Being aware of the difference is important in order to design a policy process which achieves both. Setting out initial definitions for these terms will aid in distinguishing between participation and inclusion. According to Quick and Feldman, participation and inclusion can be defined as follows:

***Participation** practices entail efforts to increase public input oriented primarily to the content of programmes and policies. **Inclusion** practices entail continuously creating a community involved in coproducing processes, policies, and programmes for defining and addressing public issues* (Quick and Feldman, 2011).

One vital difference between the two can be found in the role in which the citizens are seen to play in the development of policy. Gaventa (2004) differentiates between citizens as the "makers and shapers" of policy

and citizens who are the "users and choosers" (29). This suggests that citizens should be given the opportunity not only to participate by choosing between pre-determined policy options, but they should also be included in the making and shaping of policy. By encouraging inclusion through the whole policy process as opposed to seeking input at the end of the process, citizens and stakeholders can have a say in developing the urban agenda, identifying problems and challenges, and developing and assessing different policy options.

(*Excerpt from NUP Guiding Framework, pp. 13-14*)

3. Stakeholder Consensus Building

Once the Diagnosis Paper has been formulated to outline the selected climate change issues, mainstreaming objectives and climate actions for mainstreaming, it is necessary to **build consensus** to move forward with formulating the Policy Proposal. It is important to note that building consensus during Phase A: Feasibility and Diagnosis is easier if stakeholders have been involved from the beginning of the process. As stated above, it is important that stakeholders are the "makers and shapers" of policy as opposed to the "users and choosers" (Gaventa 2004, 29). It is also important to involve a wide variety of stakeholders while diagnosing the policy problem.   This initial involvement increases the likelihood of successfully building consensus for the policy proposal.

Consensus building is a vital part of a participatory and inclusive policy process. While it may be time consuming and require both human and financial resources, it is a necessary part of the policy process. Some benefits of consensus building include:

- **Better decisions:** The process of building consensus gives an opportunity for different stakeholders to learn about the needs and wants of each other. This process of mutual learning can lead to an understanding and appreciation of the diversity of needs in the process, which will inevitably lead to better decision-making capacity. Understanding the needs and wants of others also increases the chance that stakeholders will be open to compromise and offer their support to the final climate-responsive national urban policy, even if all of their demands were not met.

- **Faster implementation:** Policy implementation depends on the complex network of individuals, organizations and institutions. Building consensus and giving stakeholders the opportunity to give their input before implementation increases the feeling of engagement with and ownership of stakeholders to a policy and it decreases the likelihood that implementation could be blocked or subverted by stakeholders who are not supportive of the policy.

- **Possibility of generating new resources:** Building consensus is also an opportunity to educate stakeholders and potential partnership of the importance and relevance of the policy. Engaging with a wide variety of organizations in the public, private and community sectors increases the visibility of the policy and therefore increases the number of potential partnerships which could bring additional resources to the table.

(*Adapted from NUP Guiding Framework, pp.36-37*)

4. Possible Challenges in Stakeholder Engagement

In summary, engaging stakeholders can take time and require careful facilitation, but their engagement provides better and more durable results because it engages people who are most vulnerable to climate change impacts,

as well as sectors and organizations whose participation will be critical to the implementation of resulting climate change actions.

There are various factors that may hinder meaningful participation of all stakeholders. Some are practical factors on the participants' side, such as time constraints of participants, or access to a meeting or workshop venue. It is important to have multiple means of consultation at different steps of the process with different groups. This can help to keep stakeholders interested and engaged in the process, and provide methods that some groups may feel more comfortable with (e.g. some people may feel intimidated at larger, more formal events). The Stakeholder Analysis, as introduced in the **Stakeholder Analysis METHOD DESCRIPTION** and **Stakeholder Analysis TEMPLATE** assists in identifying the interests and contributions of key stakeholders in the mainstreaming process, which can in turn inform meaningful methods to engage them.

Public engagement processes can be time and resource consuming for those carrying out the process. It will be the Core Team and Reference Group's responsibility to determine the level of public engagement most appropriate for the purpose, the methods to engage them, and the points at which the engagement is to occur. It is important to note that factors such as cultural aspects, trust in government, individual interest in the issues, demographic characteristics and power relationships also have influence on the willingness of citizens to participate in policymaking processes (Sabatier et al., 2005).

Sometimes, engagement with the broader public will be extremely limited and generated primarily through the Reference Group. This is one more reason to have a Reference Group that represents a range of interests and voices.

(*Adapted from Planning for Climate Change, p.37 and p.44*)

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3. CHECKLIST

Table SA 3.1 Examples of Stakeholders

Government Stakeholders	Key Contributions
Representatives from all key Ministries and Departments	Climate change knowledge, staff and administrative support, funding, facilities and materials, outreach and communications, technical expertise, critical mainstreaming and implementation support existing planning programmes/ policies/initiatives, monitoring and evaluation.
National government elected representatives (e.g. Parliamentarians)	Political support and leadership, technical expertise, policy and programme expertise, mainstreaming and implementation support through existing planning programmes/policies/initiatives.
Sectoral boards and authorities	Mainstreaming and implementation support (sectoral policy development, local knowledge, implementation and enforcement), monitoring and evaluation.
Local government and metropolitan authority representatives	Political support and leadership, technical expertise, policy and programme expertise, knowledge of local climate change issues, implementation support through existing planning programmes/policies/initiatives.
Judiciary	Legal authority, critical mainstreaming and implementation support through development and revision of legal instruments
Focal points for international agreements	Political support and leadership, technical expertise, policy and programme expertise, mainstreaming and implementation support through existing planning programmes/policies/initiatives.

Non-Governmental and International Organizations	Key Contributions
International agencies	Funding, technical expertise, implementation support, monitoring and evaluation, staff and administrative support.
Environmental groups	Knowledge of climate change issues, technical expertise, funding channel, implementation support, monitoring and evaluation.

Community Beneficiaries and Vulnerable Groups	Key Contributions
Potential beneficiary community members	Knowledge of local-level climate change issues, knowledge of indigenous adaptation practices, implementation support, monitoring and evaluation.
Under-represented groups (e.g. women, youth, elderly, disabled, and minority groups)	Knowledge of local-level climate change issues, knowledge of indigenous adaptation practices, implementation support, monitoring and evaluation.
Civil society organizations	Knowledge of climate change issues, knowledge of indigenous adaptation practices, implementation support, monitoring and evaluation.

Private Sector	Key Contributions
Small and medium-sized businesses	Funding, facilities and materials for implementation, implementation support, monitoring and evaluation support, local knowledge, political-community support.
Banks, credit unions and other financial groups	Funding, insurance, facilities and materials for implementation.
Trade and labor unions	Funding, facilities and materials for implementation, monitoring and evaluation, knowledge of climate change issues.
Chambers of commerce and business groups	Funding and administrative support.
Professional associations	Technical support, climate change knowledge (e.g. professional engineering or planning association members).

Academic Organizations and Other	Key Contributions
Educational institutions (technical schools, universities)	Climate change knowledge and technical expertise, staff support, facilities, implementation support (policy development, implementation and enforcement), input to monitoring and evaluation indicators.

Adapted from Planning for Climate Change, p.40-41 Table 5: Stakeholders and potential climate change planning contributions

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4. TEMPLATE

Step 1: With your Core Team, fill in the table below to brainstorm all possibly relevant stakeholders. Use the Checklist as a reference to identify possible government stakeholders, NGOs and International Organizations, individuals and groups that are particularly vulnerable to climate change impacts, and relevant private sector and academic institutions.

Table SA 4.1. Selecting Key Stakeholders

Question	Responses / Comments
Who should be included because of their relevant government or official position (e.g. national, state/provincial, sectoral, local government, parliamentarian, judiciary, focal point for international agreement)?	
Who are most impacted by, at risk from, or vulnerable to known climate change impacts? (e.g. residents of informal settlements in exposed areas, children, elderly etc.)	
Who are the champions of mainstreaming? (i.e. willing individuals, groups of individuals or organizations that are willing to endorse the process by putting political or financial weight and influence behind the mainstreaming process)	
Who should be included because they have control over relevant resources (funding or expertise)? (e.g. NGOs, UN agencies or other organizations)	
Who will possibly be involved in the implementation of the climate actions mainstreamed? (e.g. key ministries, state/provincial, local governments, urban sectors, vulnerable people, private and academic institutions)?	
Are there other relevant stakeholders who should be included?	

Step 2: List the selected stakeholders in the table below. With your Core Team, analyze the selected stakeholders using the guiding questions below. Refer to the **Stakeholder Analysis CHECKLIST** as needed for examples of stakeholder contributions. Based on this analysis, determine whether the stakeholder should be member of your wider Reference Group.

Guiding Questions:

- Why would each stakeholder be interested in participating (i.e. what would they get out of the process)?
- What could each stakeholder contribute to the process (e.g. data, staff, resources, funding)?
- What is their current and potential relevance to the process (essential, important, minor)?

Table SA 4.2. Stakeholder Analysis

Stakeholder	Description of interest	Description of potential contributions	Current relevance to the process	Future potential relevance to the process	Reference Group?
Government Stakeholders					
(Example) *Local government and metropolitan authority representatives*	*(Example)* *Will be involved in the policy implementation on the local level*	*(Example)* *Political support and leadership, technical expertise, policy and programme expertise, knowledge of local climate change issues, implementation support through existing planning programmes/policies/initiatives*	*Essential/Important/Minor*	*Essential/Important/Minor*	*Yes/No*

Stakeholder	Description of interest	Description of potential contributions	Current relevance to the process	Future potential relevance to the process	Reference Group?
Government Stakeholders					
NGOs and International Organizations					

Stakeholder	Description of interest	Description of potential contributions	Current relevance to the process	Future potential relevance to the process	Reference Group?
NGOs and International Organizations					
Individuals and Vulnerable Groups					

Stakeholder	Description of interest	Description of potential contributions	Current relevance to the process	Future potential relevance to the process	Reference Group?
Private Sector					
Academic and Other					

Stakeholder	Description of interest	Description of potential contributions	Current relevance to the process	Future potential relevance to the process	Reference Group?
Academic and Other					

Step 3: Use the review checklist below to ensure that the right cross-section of stakeholders has been selected for your Reference Group.

Table SA 4.3. Reference Group Review Checklist

Stakeholder Group Selection - Review Checklist	✓
✗ Key decision-makers from Ministries and other national-level governmental agencies and departments	
✗ Individuals who can act as "champions" of the mainstreaming process	
✗ Potential beneficiary communities or climate-vulnerable groups	
✗ Traditionally under-represented groups – women's groups, informal economy, youth, elderly, disabled, minorities	
✗ People who can represent more than one interest	

Step 4: List your final selection of key stakeholders in the table below, including both stakeholders in and outside of your Reference Group. Together with you Core Team, and referring to the **Stakeholder Analysis INFORMATION SHEET** as needed, consider the following aspects of the participation process to develop a Participation Strategy:

- By what means will this stakeholder group be engaged (e.g. forums, meetings, workshops, social media, surveys)?
- What "level" of participation is desired (e.g. information sharing, consultation, co-decision making, co-implementation or M&E)?
- At what stages of the mainstreaming process will this stakeholder be involved (e.g. identifying climate change issues, selecting climate actions, formulating the policy proposal, consensus building, implementation of climate actions)?
- What are some possible challenges that may hinder meaningful participation of these stakeholders (e.g. time constraints of participants, access to meeting venues, method of engagement)?
- What measures can be taken to overcome these challenges?

Table SA 4.4. Stakeholder Participation Strategy

Stakeholder	Means of Engagement	Level of engagement	Timing of outreach	Possible Challenges	Other Comments
Government Stakeholders					
(Example) *Local government and metropolitan authority representatives*	*(Example)* *Forums, meetings, focus groups?*	*(Example)* *Information sharing, consultation, co-decision making, co-implementation or M&E*	*(Example)* *Identifying local climate change issues, selecting mainstreaming objectives and climate actions, formulating policy proposal, consensus building, implementation of local climate actions.*	*(Example)* *Time constraints of government participants*	

Stakeholder	Means of Engagement	Level of engagement	Timing of outreach	Possible Challenges	Other Comments
Government Stakeholders					
NGOs and International Organizations					

Stakeholder	Description of interest	Description of potential contributions	Current relevance to the process	Future potential relevance to the process	Reference Group?
NGOs and International Organizations					
Individuals and Vulnerable Groups					

Stakeholder	Description of interest	Description of potential contributions	Current relevance to the process	Future potential relevance to the process	Reference Group?
Private Sector					
Academic and Other					

Stakeholder	Description of interest	Description of potential contributions	Current relevance to the process	Future potential relevance to the process	Reference Group?
Academic and Other					

Step 5: Finally, create a Terms of Reference for the Reference Group using the questions in the table below:

Table SA 5.5: Stakeholder Terms of Reference

Questions	Responses / Comments
Name: What is the name of the group?	
Chair/Leadership: Who chairs the group?	
Purpose: What is the purpose of the Group in three or four bullet points?	*Examples:* *- To provide input from a variety of community perspectives* *- To represent broader groups of stakeholders* *- To report back to broader groups of stakeholders on the process*
Empowerment: What is the group empowered to do? Does the group have the power to make decisions regarding the planning process, or do they provide advice to the core planning team?	*Example:* *This group is an advisory group only and cannot make decisions regarding the planning process*

Questions	Responses / Comments
Time Frame and Time Commitment: What is the time commitment expected from participants? How long will the committee to be active? What is the end date? Is it subject to funding?	*Example:* *Stakeholder advisory meetings will happen once per month, for two hours, during the project life span (approximately 16 months). Several hours of additional work per month may be requested (e.g. reporting back to their community on progress, doing research.*

Roles and Responsibilities: what are participants expected to do?	*Examples:* *- To show up on time for meetings or send a replacement* *- To review planning documents and provide feedback* *- To participate in group discussions* *- To represent their community's perspectives above personal perspectives* *- To report findings back to their community and potentially assist in community engagement processes*

Adapted from Planning for Climate Change Toolkit, Tool 2-C: Stakeholder "Terms of Reference" Worksheet