

## **Stakeholder analysis**

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## **1. Objectives:**

- 1.1 This document intends to provide background information on stakeholder analysis in terms of definitions, objective, need for conducting stakeholder analysis.
- 1.2 Also, the document aims to provide a systematic approach for conducting a stakeholder analysis within the framework of Wadi Project.

## **2. Background**

- 2.1 Public issues in general and environmental ones in particular, can affect and get affected by a wide range of groups, bodies and/or individuals. Accordingly, involvement of such groups, bodies and/or individuals may assist in making more informed decisions and increase their potential for success. Furthermore, as the number of such groups, bodies and/or individuals is usually very large, they cannot all be considered for inclusion in such consultation process. Accordingly, a selection process needs to be carried out to identify the most important interest groups to be incorporated in such consultation process. The main criteria employed to prioritize interest groups may include interests, attitude, power and/or influence of such groups which may vary considerably from one party to another.
- 1.2 It is worth mentioning that stakeholders refer to actors (persons or organizations) with a vested interest in the decision or policy being promoted.
- 1.3. The main Objective of stakeholder analysis: is to identify the key people who have to be taken into consideration when making decisions or policy actions.
- 1.4 Stakeholder analysis allows policy and/or decision makers to:
  - Interact more effectively with key stakeholders;
  - Detect and act to prevent potential misunderstandings about and/or opposition to the policy or program; and
  - Increase support for a given policy or program.

### **3. Methodology:**

The evaluation process will depend on certain criteria including stakeholders' attitude and influence which are largely determined by their interests and power, respectively.

The methodology adopted in stakeholder analysis, for prioritizing stakeholders and extent of their involvement, consists of four main steps:

**3.1** Developing a checklist of all potential stakeholders

**3.2** Identify each stakeholder's interest and attitude towards the issue in hand

**3.3** Estimate the level of power and the degree of influence of each stakeholder

**3.4** Evaluate the need, and degree, of involvement of each stakeholder.

Each of these steps is shown, in the same sequence as above, in one of the following tables.

2.1 Developing a checklist of all potential stakeholders

Stakeholder	Criteria of evaluation					Decisions			
	Interests	Attitude	Power			Influence	Total	The need for involvement	Extent of involvement
			H	F	P				

**Write down the names of all stakeholders**

2.2 Identify each stakeholder's interest

Stakeholder	Criteria of evaluation						Decisions		
	Interests	Attitude	Power			Influence	Total	The need for involvement	Extent of involvement
			H	F	P				

**Stakeholders interests** refer to their motives and concerns on the issues being addressed.  
**State the main three interests of each stakeholder**

### 2.2 Identify each stakeholder's attitude towards the issue in hand

Stakeholder	Criteria of evaluation						Decisions		
	Interests	Attitude	Power			Influence	Total	The need for involvement	Extent of involvement
			H	F	P				

**Attitude** refers to the potential reaction of various stakeholders to different decisions related to the issue in hand

**Estimate the stakeholders' attitude from highly supportive to strongly opposed Where:**

3
2
1
-2
-3


Highly Supportive
Moderately Supportive
Neutral
Moderately negative
Highly negative

2.3 Estimate the level of power of each stakeholder

Stakeholder	Criteria of evaluation					Decisions			
	Interests	Attitude	Power			Influence	Total	The need for involvement	Extent of involvement
			H	F	P				

**Stakeholder power refers to** the quantity of resources: human, financial, and political resources available to the stakeholder and their ability to mobilize them.

**Identify strength degree of each a stakeholder in terms of human, financial and political resource. Where:**  
**H = Human**                      **F = Financial**                      **P = Political**



5 ——— 4 ——— 3 ——— 2 ——— 1  
Very Strong          Strong          Average          Weak          Very weak

### 2.3 Estimate the degree of influence of each stakeholder

Stakeholder	Criteria of evaluation						Decisions		
	Interests	Attitude	Power			Influence	Total	The need for involvement	Extent of involvement
			H	F	P				

The influence refers to the sum of power levels each stakeholder has in terms of human, financial and political resources.  
**Sum up the total powers (H + F + P)**



3.5 Evaluate the need, and degree, of involvement of each stakeholder (1//3)

Stakeholder	Criteria of evaluation						Decisions		
	Interests	Attitude	Power			Influence	Total	The need for involvement	Extent of involvement
			H	F	P				

**Multiply Attitude by influence for each stakeholder**

2.4 Evaluate the need, and degree, of involvement of each stakeholder (2/3)

Stakeholder	Criteria of evaluation						Decisions		
	Interests	Attitude	Power			Influence	Total	The need for involvement	Extent of involvement
			H	F	P				

**Decide the need for involving each stakeholder**

Where if:  
 Total < 10 ..... Stakeholder group could be disregards  
 Total > 10 ..... Stakeholders group should be involved

2.4 Evaluate the need, and degree, of involvement of each stakeholder (3/3)

Stakeholder	Criteria of evaluation					Decisions			
	Interests	Attitude	Power			Influence	Total	The need for involvement	Extent of involvement
			H	F	P				

Identify the extent of stakeholder involvement

For this analysis, stakeholders should be divided into three groups:

- Group 1: those who have highly positive or negative attitudes and high power (would be involved in decision making)
- Group 2: those who have moderately positive or negative attitudes and medium power (would be consulted)
- Group 3: those who have moderately positive or negative attitudes and low power (would be informed).

Where if:

Total 10 - 20 ..... Stakeholder group would be informed only

Total 20 -30 ..... Stakeholders group would be consulted

Total > 30 ..... Stakeholders group would be involved in decision making

### Stakeholder Analysis

Stakeholder	Criteria of evaluation						Decisions		
	Interests	Attitude	Power			Influence	Total	The need for involvement	Extent of involvement
			H	F	P				

Scale										
Attitude	3	Highly supportive	2	Moderately supportive	1	Neutral	-2	Moderately negative	-3	Highly negative
Power	H	5		4		3		2		1
	F	5		4		3		2		1
	P	5		4		3		2		1
The need for involvement (If total)		> 10	Should be involved	< 10	Could be disregarded					
The extent of involvement (If total)		< 20	To be informed	20 – 30	To be consulted		> 30	In decision making process		

These above-mentioned threshold limits are guidelines and could be slightly modified.

Stakeholder	Criteria of evaluation							Decisions	
	Interests	Attitude	Power			Influence	Total	The need for involvement	Extent of involvement
			H	F	P				
Ministry of Irrigation	Discharge agricultural waste water keep water in the lack at low level for contingencies	2	5	5	5	15	30	involved	decision making process
Ministry of Construction	filling in some parts of the lake in constructing roads	-3	5	5	4	14	-42	involved	decision making process
Ministry of Environment	protecting environmental quality Improved water quality	3	4	2	3	9	27	involved	consulted
Alexandria Governorate	land acquisition for urban development Tourism development	-3	4	4	5	13	-39	involved	decision making process
Fisheries resources Authority	developing fish production	3	4	4	3	11	33	involved	decision making process
Fishermen	Improve living conditions Improve lake conditions to increase productivity and quality of fish	2	3	1	2	6	12	involved	informed
Industrial Community	discharge waste water (raw or partially treated)	-3	3	5	3	11	-33	involved	decision making process
Academic Society	Improve environmental quality lake development (fishing and tourism)	3	4	1	3	8	24	Involved	Consulted
NGO	protecting the lake Support fishermen	3	3	1	4	8	24	involved	consulted
Water Bodies and Environment Police	Effective law enforcement	2	3	2	5	10	20	involved	consulted
General public	protecting the lake Support fishermen	3	1	1	5	7	21	involved	consulted
Farmers	Discharge sewage into drains no restriction on discharging agricultural waste water	-1	1	1	1	3	-3	disregarded	disregarded
Sewage authority	discharge sewage (Raw or partially treated)	-3	3	3	4	10	-30	involved	decision making process

