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Stakeholder analysis & governance

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Stakeholder analysis

- Is the process of assessing possible impacts of a decision on relevant parties.

- Can be used as a tool for decision support and as a research method.

- Involves several sub-processes

Stakeholder analysis

- Identifying stakeholders
- Categorizing and clustering of stakeholders
- Investigating relations between stakeholders
- Investigating impacts of decision on stakeholder (groups)
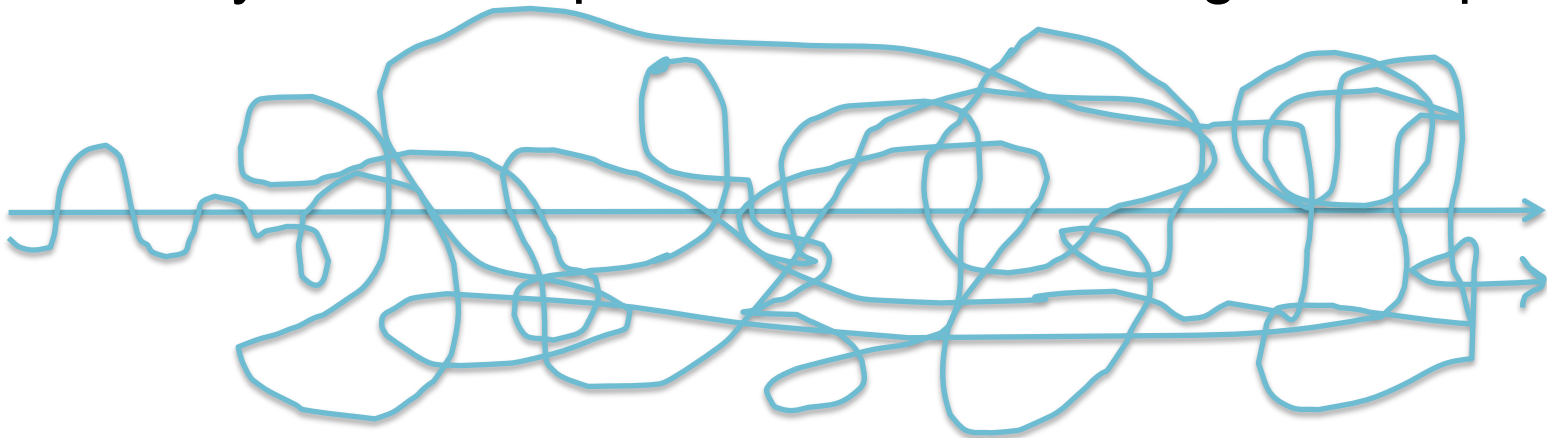- Identify actions to prevent or alleviate negative impact

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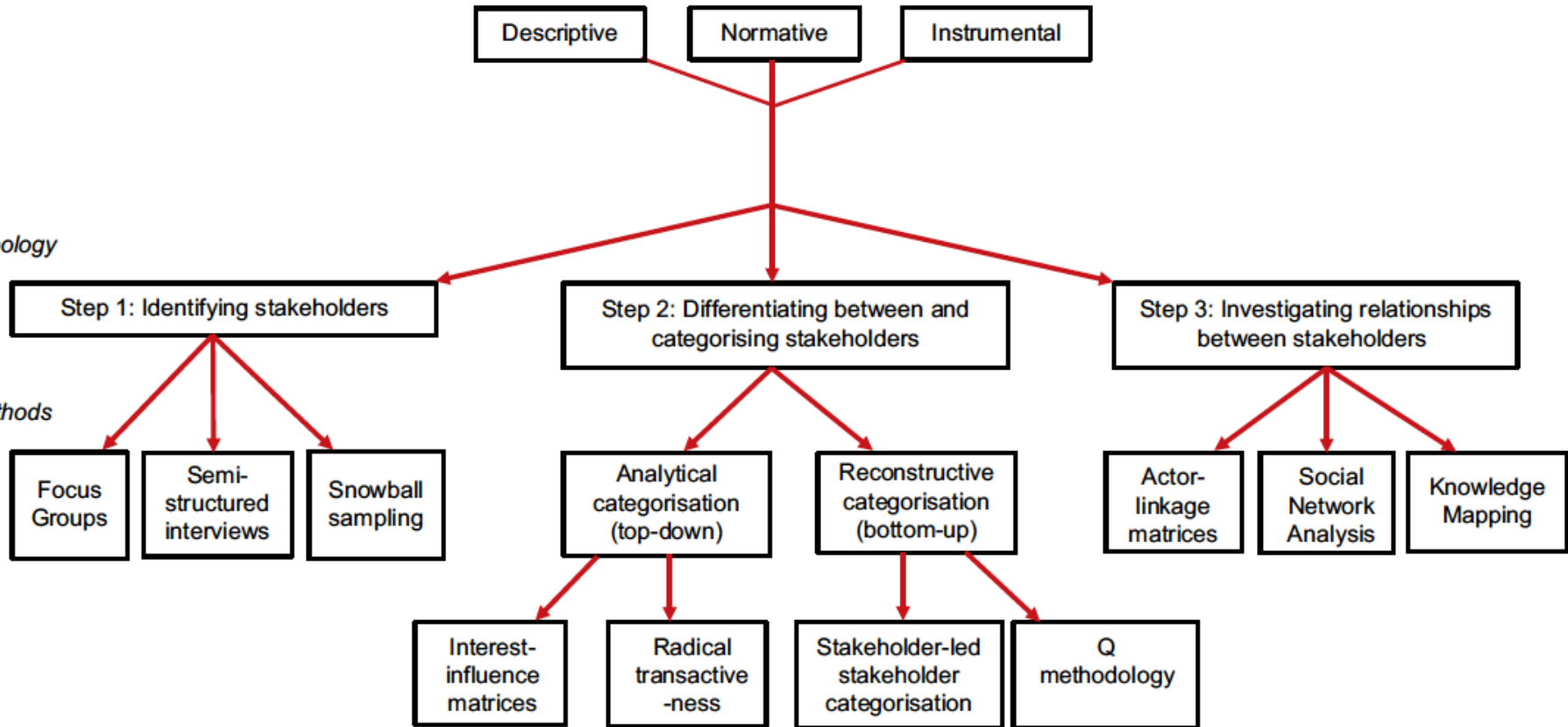- Identify actions to prevent or alleviate negative impact

Rationale

Descriptive | Normative | Instrumental

Typology

Step 1: Identifying stakeholders | Step 2: Differentiating between and categorising stakeholders | Step 3: Investigating relationships between stakeholders

Methods

Focus Groups | Semi-structured interviews | Snowball sampling

Analytical categorisation (top-down) | Reconstructive categorisation (bottom-up)

Actor-linkage matrices | Social Network Analysis | Knowledge Mapping

Interest-influence matrices | Radical transactive-ness | Stakeholder-led stakeholder categorisation | Q methodology

Fig. 1. Schematic representation of rationale, typology and methods for stakeholder analysis.
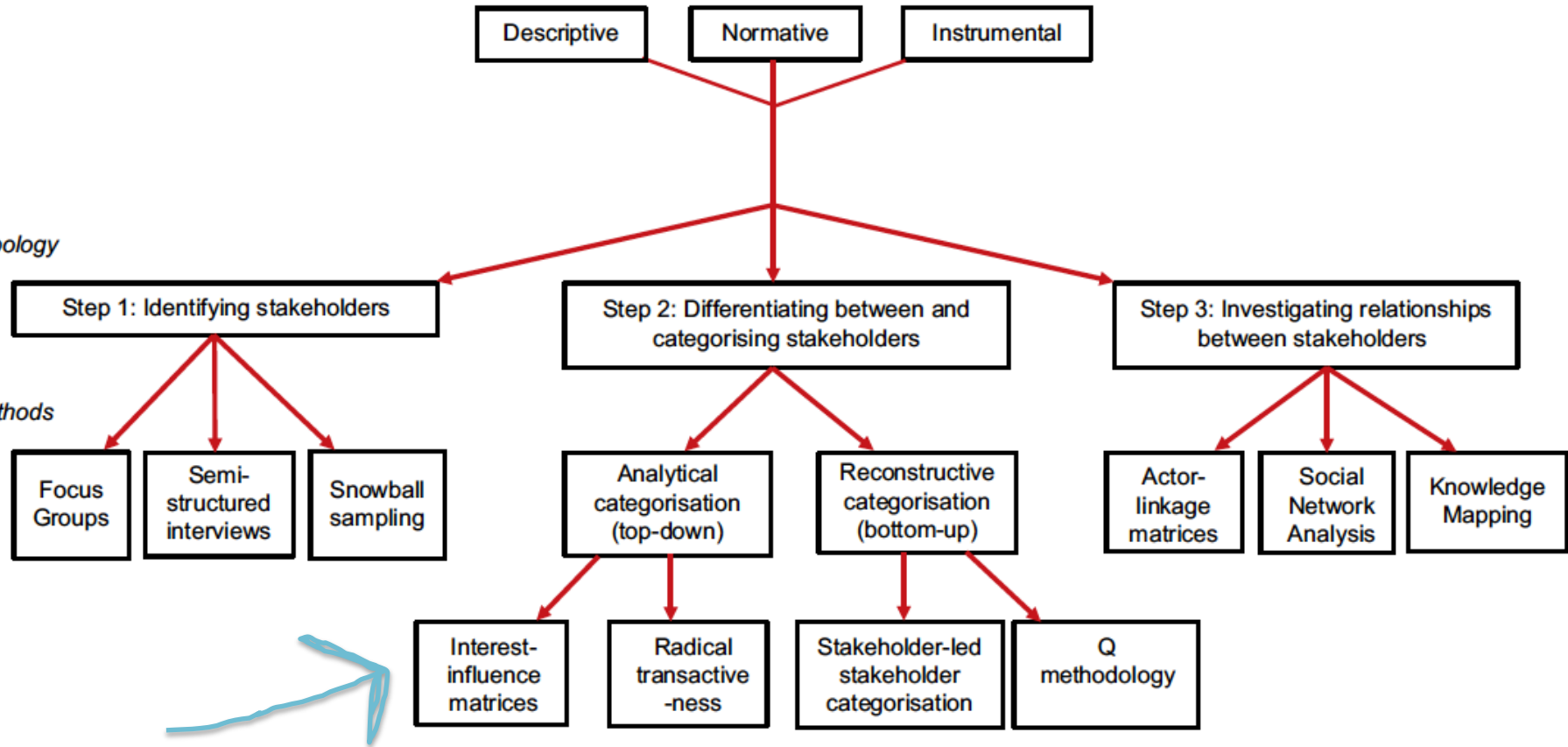
From Reed et al. 2009

Fig. 1. Schematic representation of rationale, typology and methods for stakeholder analysis.

From Reed et al. 2009

Who is a stakeholder?

- A person, group or organization that affects or is affected by an organization's actions.

- Mainly delimited to humans, but could also involve other-than-human organisms (i.e. bio- or ecocentrism instead of anthropocentrism)

Who is a stakeholder?

- WHAT is at stake?
  - For WHO is this at stake?

Who is a stakeholder?

- WHAT is at stake?
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- For what purpose do you want to identify stakeholders?
  - Normative
  - Instrumental
  - Descriptive

Categorising & clustering

- Type (e.g. authority, company, NGO, citizen)
- Role (e.g. contractor, legislator, expert)
- When in the process (planning/ implementation/ end-use)
- Internal/external

- Influence (high, medium, low)
- Support (positive, neutral, negative)
- Interest (high, medium, low)
- Need (strong, medium, low)

Rydin 2010; Dair and Williams 2006

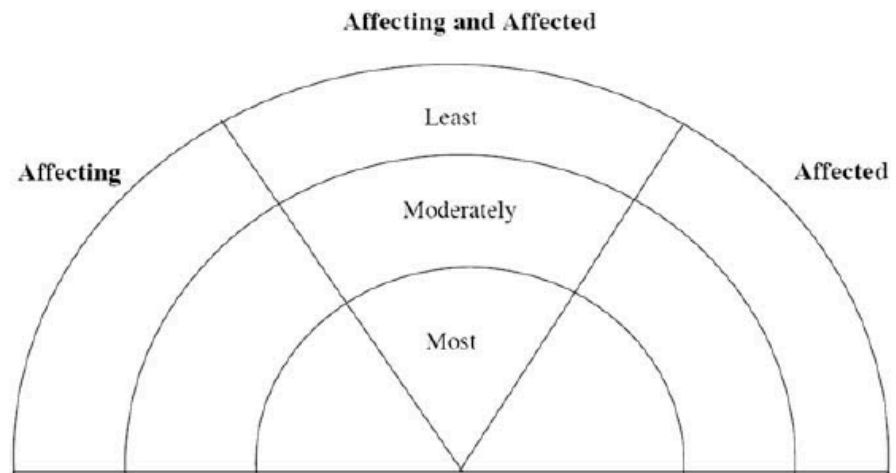# Categorising & clustering
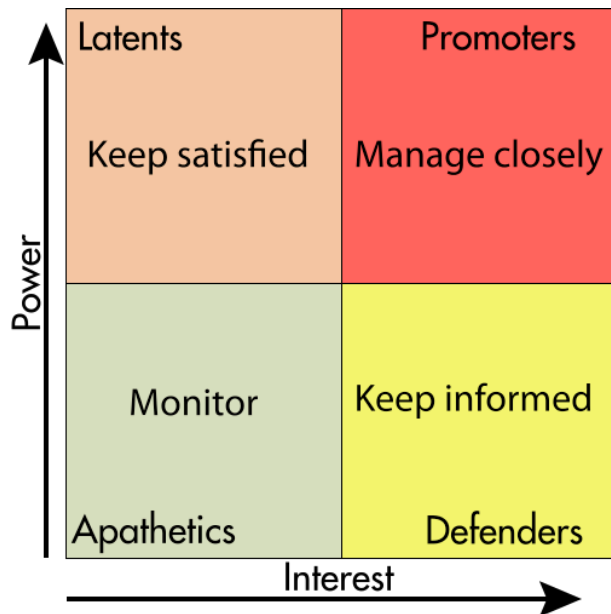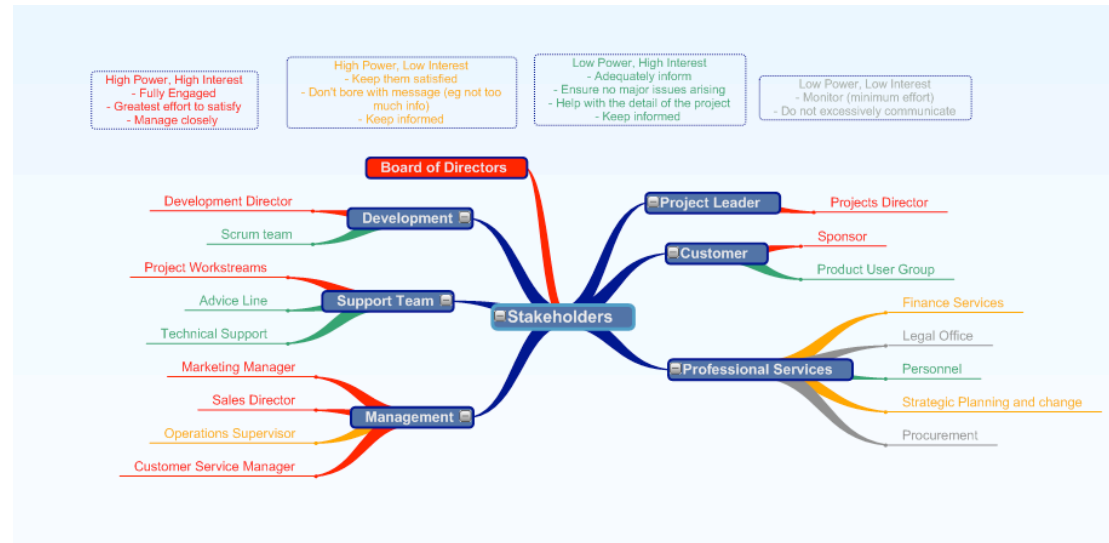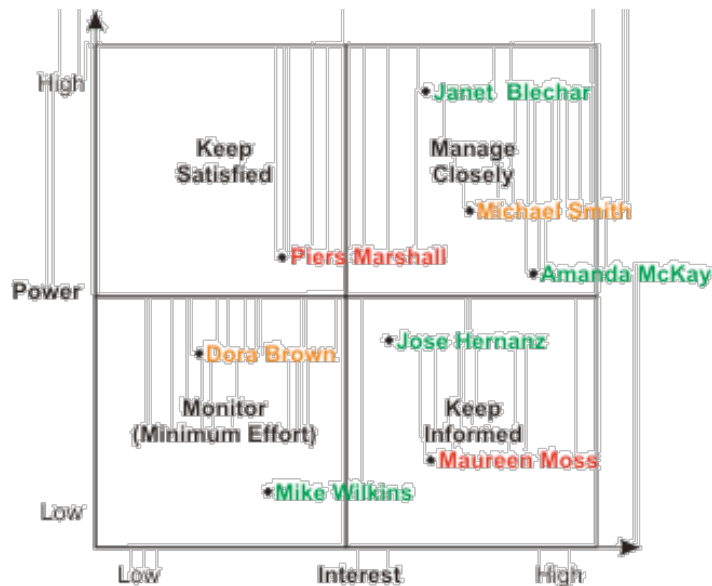
- Two dimensional matrices

Fig. 2. Rainbow diagram for classifying stakeholders according to the degree they can affect or be affected by a problem or action (from: Chevalier and Buckles, 2008).

Categorising & clustering

- Three dimensions

Categorising & clustering

Table 3. Stakeholders involved in the development and use of brownfield sites.

Stakeholder groups	Examples of types of stakeholder within each group
Stakeholders involved in land-use planning and regulation	
Group 1: regulators, statutory consultees, service providers, and councillors	Environment Agency regulators (for example, pollution-control regulators, drainage and flood-defence regulators, biodiversity-protection regulators) Local-authority regulators (for example, planners, urban designers, environmental-health officers, highways and transport regulators, landscape architects) **Councillors** Health and safety executive regulators Building control (local authority or approved inspectors such as National House Building Council) Utility regulators and service providers (gas, electricity, water, and drainage) Central government departments and regional authorities
Group 2: nonstatutory consultees, interest groups, and individuals	Business interests Pressure groups Community-group interests Individuals
Stakeholders involved in development and construction	
Group 3: property developers and developer interests	***Public sector and private developers*** ***Investors*** (for example, banks, pension funds) ***Landowners*** Shareholders of investing institutions and developers Construction workers Suppliers
Group 4: professional advisors	Lawyers Architects, planning consultants, conservationists, and archaeologists Civil and environmental engineers Surveyors Insurers and valuers Landscaping consultants
Stakeholders involved in end use	
Group 5: end users	***Clients of developers*** (for example, manufacturers, business entrepreneurs, retailers, home buyers, public-service providers) Residents of dwellings and residential homes Proprietors of commercial business including offices, shops, and restaurants and their suppliers, employees, and customers Manufacturers and their suppliers, employees and customers Managers and proprietors of public or private institutions including schools, hospitals, and leisure centres, and their employees and visitors Landowners of public or private open space, parks, gardens, woodland and the public that use those areas

Note: ***Group 6***, consisting of the key decisionmakers, is shown in bold italics.

Two dimensions: 1) when in the process and 2) role/type

From Dair & Williams 2006

Making use of insights

- How does the distribution of costs and benefits look across stakeholder groups? (What are the costs and benefits?)

- How can you connect the dots to a network and process? (see e.g. Holman 2006 on using sustainability indicators to construct governance networks)

Workshop

In your Part 1 Project work groups…

Governance

Governance – general

Governance can be used as a synonym to 'steering', recognizing plurality, e.g. the continuum from state autonomy to increasing societal control (Pierre and Peters 2005)

Two main aspects:
- Structure
- Process

Governance – specific

"From government to governance", i.e. implies a reallocation of power.

- Government
  - Hierarchical, rule-based

- Governance
  - Horizontal, flexible

Governance – specific

Driving forces:
- global financial decline;
- a breaking of state autonomy;
- the rise of neo-liberalism and New Public Management;
- a participative turn in policy and planning

Bogason 2000; Bucchi & Neresini, 2008; Cass 2006

Network governance

Network governance

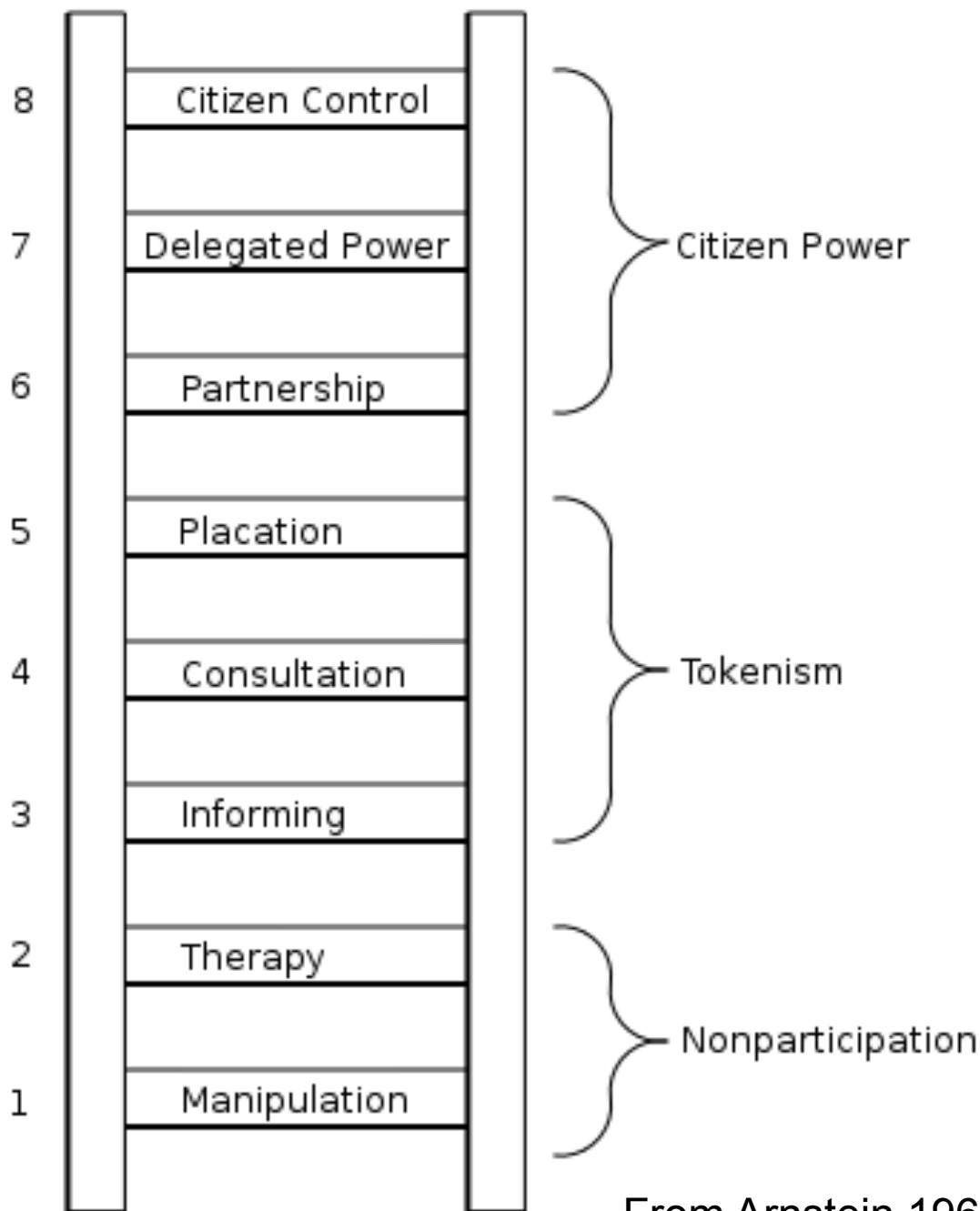"1. relatively stable horizontal articulations of interdependent, but operationally autonomous actors;
2. who interact through negotiations;
3. which takes place within a regulative, normative, cognitive and imaginary framework;
4. that is self-regulating within limits set by external agencies; and
5. which contributes to the production of a public purpose."

Sørensen and Torfing 2005

Participation

Tokenism or citizen-power?

When in the process is how much power over what issues allocated to what participants?

je participe
tu participes
il participe
nous participons
vous participez
ils profitent

Rung	Level	Category
8	Citizen Control	Citizen Power
7	Delegated Power	Citizen Power
6	Partnership	Citizen Power
5	Placation	Tokenism
4	Consultation	Tokenism
3	Informing	Tokenism
2	Therapy	Nonparticipation
1	Manipulation	Nonparticipation

From Arnstein 1969

Network governance in a representative democracy

Some issues worth considering:
- Representation
- Transparency
- Accountability
- Legitimacy

Who is empowered to form and take part in such networks?
How is transparency and accountability ensured in PPP?

Bogason & Musso 2006; Nyseth 2008

Meta-governance

"regulation of self-regulation (…) without using traditional governmental techniques such as hierarchic orders, bureaucratic rules, control and detailed regulation"

Sehested 2006, p. 248

Meta-governance techniques

- Network <u>framing</u>
  (setting the overall agenda)

- Network <u>design</u>
  (inviting stakeholders)

- Network <u>management</u>
  (facilitating processes)

- Network <u>participation</u>
  (taking active part)

Tools for governing

Table 4.3 Tools for governing

Tools for governing	Action required to overcome resistance			
	Build the will to act	Build capacity to act	Counter resistance by individuals or groups of actors	Change incentive structures
Information and persuasion	Change actors' perceptions of reasons to act	Show that change is possible	Counter information provided by actors; undermine legitimacy of their behaviour/ stance	Knowledge is power
Financial incentives	Provide an incentive for action	Provide financial resources for action	Restructure the resources available to certain actors and thereby reduce their power	Restructure incentive structures
Collaborative action	Creating networks to create agenda for action	Releasing resources within networks	Controlling actors within networks through soft sanctions and overcoming conflict	Altering the established relationships between actors and perception of incentives
Regulation and planning gain	Set out the expectations arising from regulation and the potential benefits	Establish a route to achieving outcomes	Control actors' behaviour through regulatory action	Alter the balance of costs and benefits through established regulation

Rydin 2010

What is the role of the planner?

- Rational/technician planner
(*autonomous expert delivering objective solutions*)

- Advocacy/politician planner
(*defend the needs of the poor and weak*)

- Communicative/hybrid planner
(*"sustain open and plural networks"*)

Sehested 2006; Briassoulis 1999

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