# Stakeholder Analysis Tools

Because forests, watersheds, rivers, and rangelands do not follow the rules of social and geopolitical boundaries, collaboration is often inevitable when working towards a conservation goal. A collaborative effort involves different individuals and entities working together across these boundaries who may hold contrasting values and motivations. For this reason, it is very important to understand each stakeholder's needs to perceive and mitigate potential conflicts in order to efficiently work toward achieving a shared vision.

The purpose of this handout is to provide tools that can be used when engaging in collaborative situations for analyzing the needs of and relationships between stakeholders.

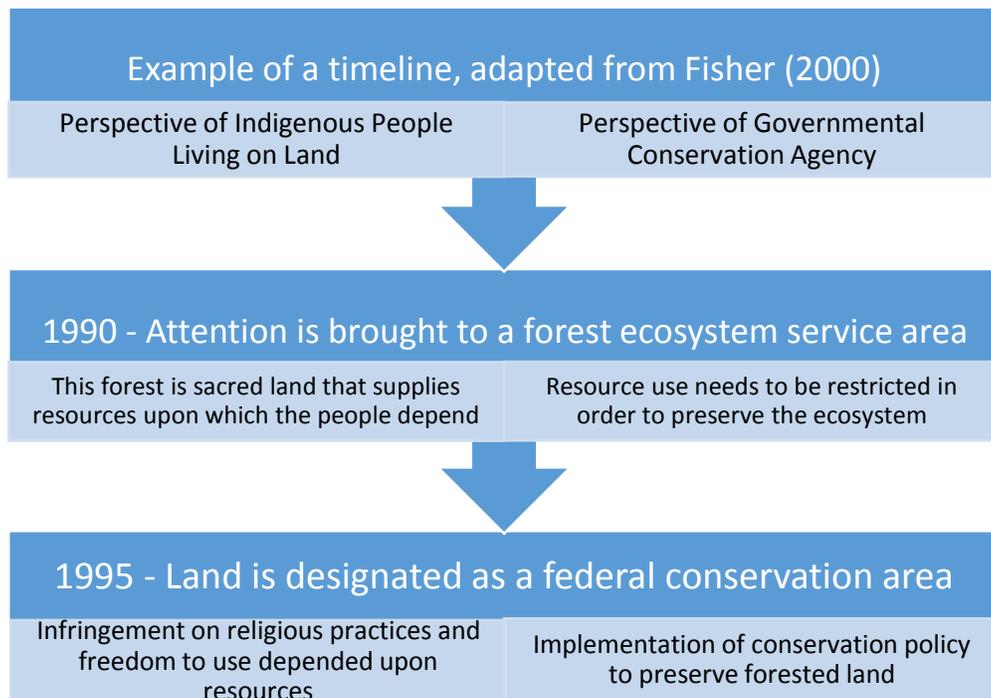**Understanding Stakeholder's Values and Relationships**
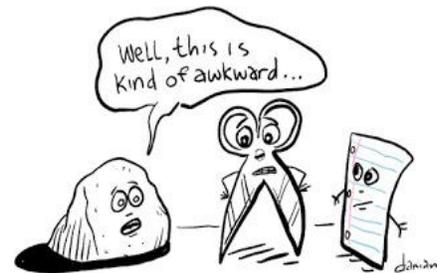
- ❖ Understand what each party has to gain or lose in the situation
- ❖ Create a timeline of events leading up to the present to better **understand relations between stakeholders**
- ❖ Be sensitive to parties that may feel marginalized, realizing they may not feel comfortable openly discussing certain issues in group settings
    - ▪ Consider meeting with these stakeholders individually to **create a space for openness and trust**
- ❖ Discern the **core needs** of each entity and the deeper reason of why they are taking a particular position on the issue
- ❖ Begin the dialogue process by focusing on **common interests** to develop trust
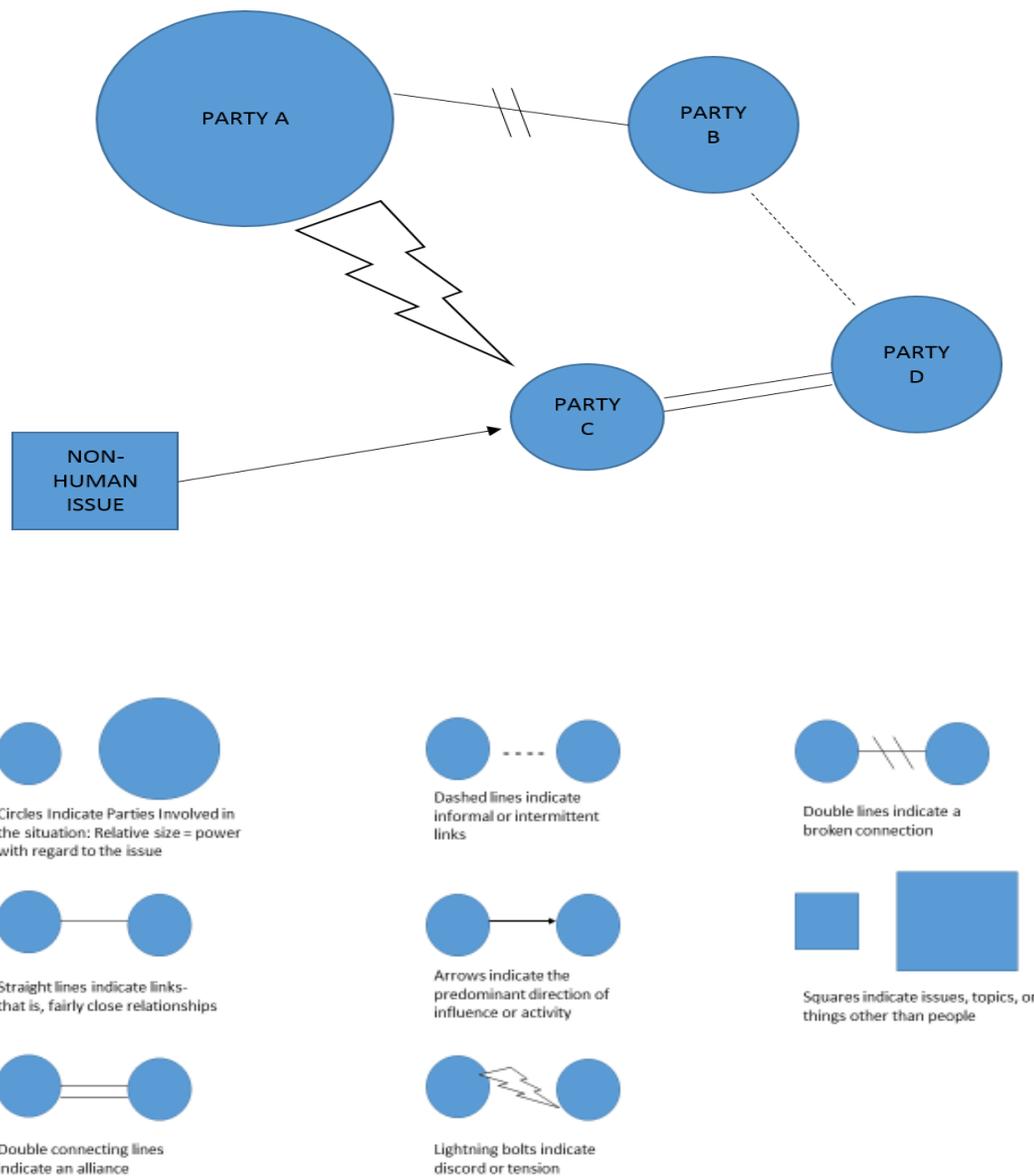
Stakeholder Analysis Tools

TIMELINE

A timeline is used to create insight of past events and relations between stakeholders. Listing events as viewed by each party will create a broader perspective of how each party perceived a certain situation and can be used to facilitate discussions between stakeholders. This tool can also enable people to realize that their perspective is only a part of the picture as a whole.

Example of a timeline, adapted from Fisher (2000)	
Perspective of Indigenous People Living on Land	Perspective of Governmental Conservation Agency

1990 - Attention is brought to a forest ecosystem service area	
This forest is sacred land that supplies resources upon which the people depend	Resource use needs to be restricted in order to preserve the ecosystem

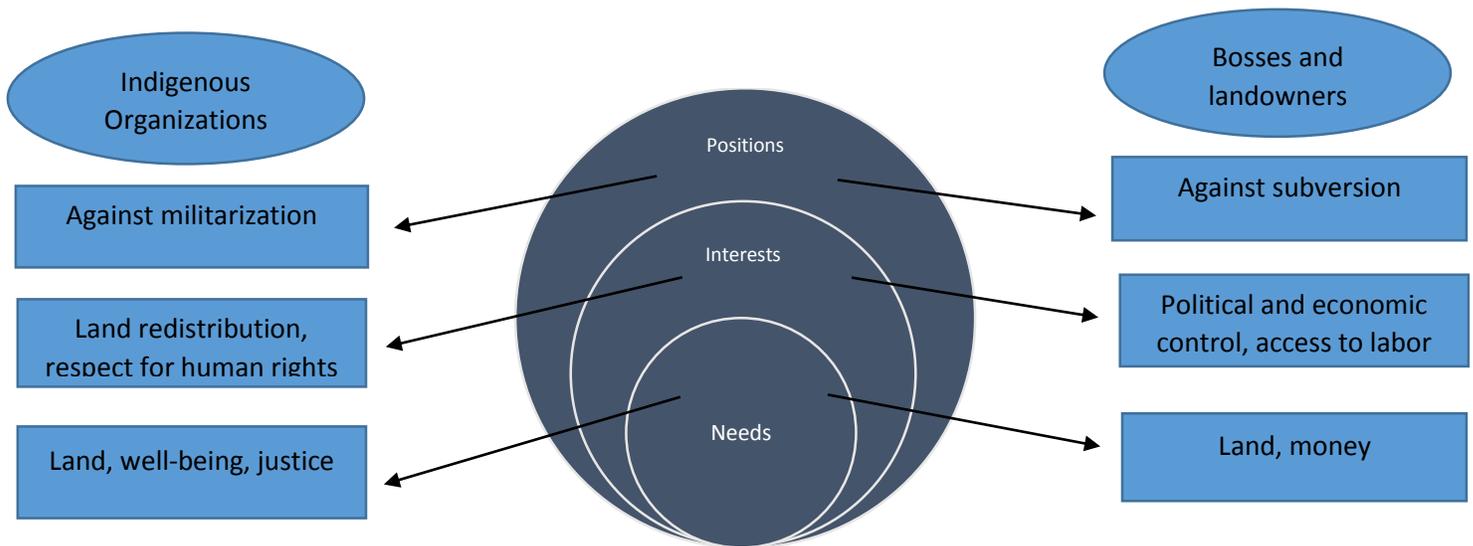| 1995 - Land is designated as a federal conservation area	
Infringement on religious practices and freedom to use depended upon resources	Implementation of conservation policy to preserve forested land

STAKEHOLDER MAPPING

Stakeholder mapping helps collaborators to see tensions and identify allies between all participants. The straight arrows represent little or no tension, the jagged arrows represent an area of conflict, and the size of the circle represents the amount of influence or power that stakeholder holds. It is helpful to create a few maps from different stakeholder perspectives. *Consider including yourself or your organization on the map to remember that you are a part of the situation, not above it.

Example of a Stakeholder Conflict Map, adapted from Fisher (2000)

Circles Indicate Parties Involved in the situation: Relative size = power with regard to the issue

Dashed lines indicate informal or intermittent links

Double lines indicate a broken connection

Straight lines indicate links- that is, fairly close relationships

Arrows indicate the predominant direction of influence or activity

Squares indicate issues, topics, or things other than people

Double connecting lines indicate an alliance

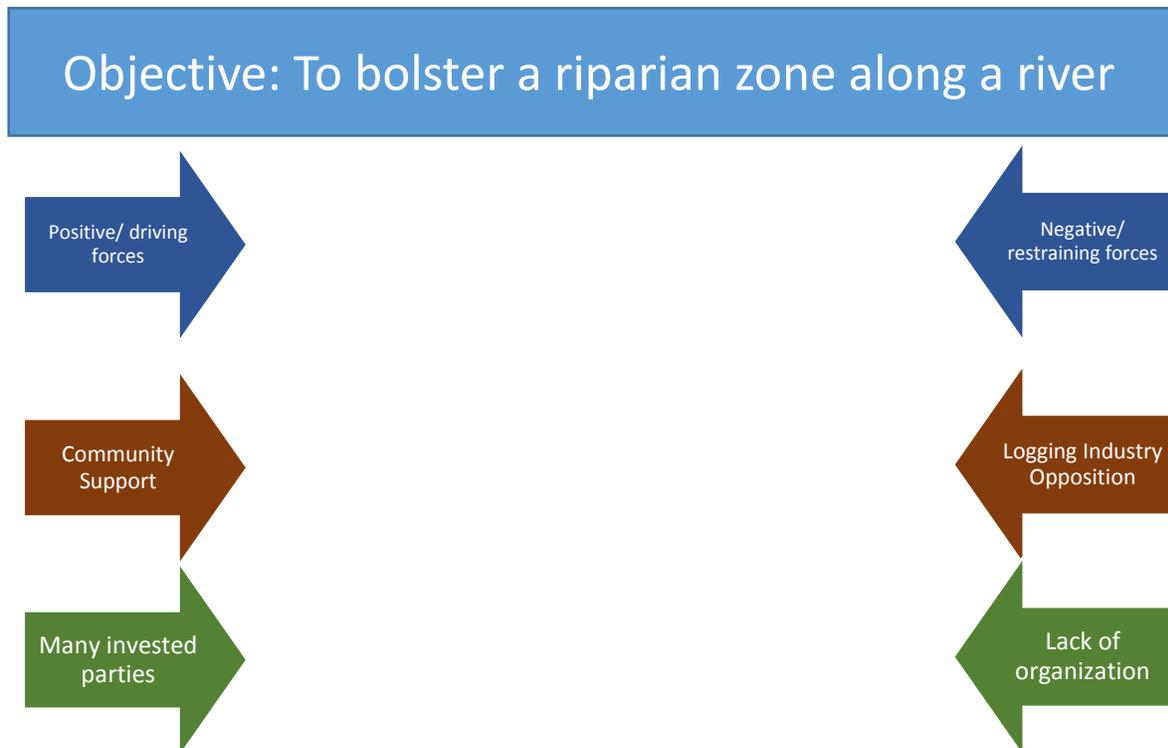Lightning bolts indicate discord or tension

THE ONION

The onion is useful for parties in negotiation. The onion model is set up to present three layers, the **positions** that we take publicly, for all to see and hear, underlying this layer is our **interests** – what we want to achieve from a particular situation, and the most core is the **needs** we require to be satisfied. When a person feels threatened, they may act from interests rather than needs in order to decrease vulnerability. Understanding the needs of a person develops empathy and may create a more transparent situation as a foundation for effective negotiation. Stakeholders' needs can often be aligned even if their positions are not.

Indigenous Organizations

Against militarization

Land redistribution, respect for human rights

Land, well-being, justice

Positions

Interests

Needs

Bosses and landowners

Against subversion

Political and economic control, access to labor

Land, money

FORCE-FIELD ANALYSIS

This tool can be used to identify different forces that influence a conflict. After stating the objectives of the project, list the positive forces that are working toward the goal in one column. In a second column, list any corresponding negative forces that are hindering or disallowing these positive forces to make progress. Finally, look at the table and consider minimizing the negative forces or bolstering the positive forces.

Objective: To bolster a riparian zone along a river

Positive/ driving forces		Negative/ restraining forces
Community Support		Logging Industry Opposition
Many invested parties		Lack of organization

Diving Deeper

Consider further exploring the reasons beneath stakeholder conflict. Often conflict stems from power, culture, identity, gender and rights. Understanding histories, relationships and needs of participants in a collaborative project will establish a foundation to efficiently work towards a common vision.

Resources:

Fisher, Simon et al. *Working With Conflict: skills and strategies for action*. New York: Zed Books Ltd. 2000.

*This handout is brought to you by the **Center for Collaborative Conservation**. The CCC is an entity that works to understand and achieve conservation through collaboration in order to sustain people and the natural communities they depend upon. Please visit our website and feel free to contact us for further information regarding collaboration efforts, tools, and resources.*

CENTER FOR COLLABORATIVE conservation

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