



Stakeholder analysis

Stakeholder analysis allows forest managers to identify the interests of different groups and find ways of including those who are likely to benefit, while managing the risks posed by stakeholders who might not be supportive. It can also help to identify real perceptions and needs which contribute to the development of forest and woodland activities, projects and management plans most suited to potential users, interest groups and others. Stakeholder analysis is used to identify:

- the interests of all stakeholders who could be affected or can affect planned forest activities, events, facilities and management plans;
- potential conflicts between stakeholders;
- opportunities and relationships that can be built to aid success;
- the groups that should be encouraged to participate in different stages of the planning and activity cycle;
- ways to improve plans and lessen any negative impacts.

There are different ways of undertaking such an analysis. There are usually a number of steps, and the methods used will be suited to the local context. Opening up Stakeholder analysis to include representatives of some or all of the stakeholder groups will be important. The basic steps in any Stakeholder analysis are:

- Identify the key stakeholders and their interests in the activity.
- Assess the influence and importance of each of these stakeholders in the activity.
- Sort, rank or score stakeholders to identify when they will be engaged, to what degree they will be engaged, and how engagement might change over time

Resources and requirements

Skills

- Excellent facilitation skills are needed where analysis includes people outside the forestry team.

Equipment

- Flip charts.
- Sticky notes.
- Pens.

Time

- Each step can take up to an hour or more, so a full analysis may take up to a day.

Level of engagement

INFORMING:

CONSULTING: ★

INVOLVING: ★★

PARTNERSHIP: ★★★

Strengths

- This tool can help to deal with complex situations by prioritising who to involve and why.
- It helps to focus engagement effort.
- It also helps to outline risks of not involving certain stakeholders.

Weaknesses

- The analysis will only be as good as the information used.
- Unless analysis is opened out to include people outside the forestry team, judgements about stakeholders may remain subjective and influence the results and engagement planning choices.
- Complex situations can be over-simplified.

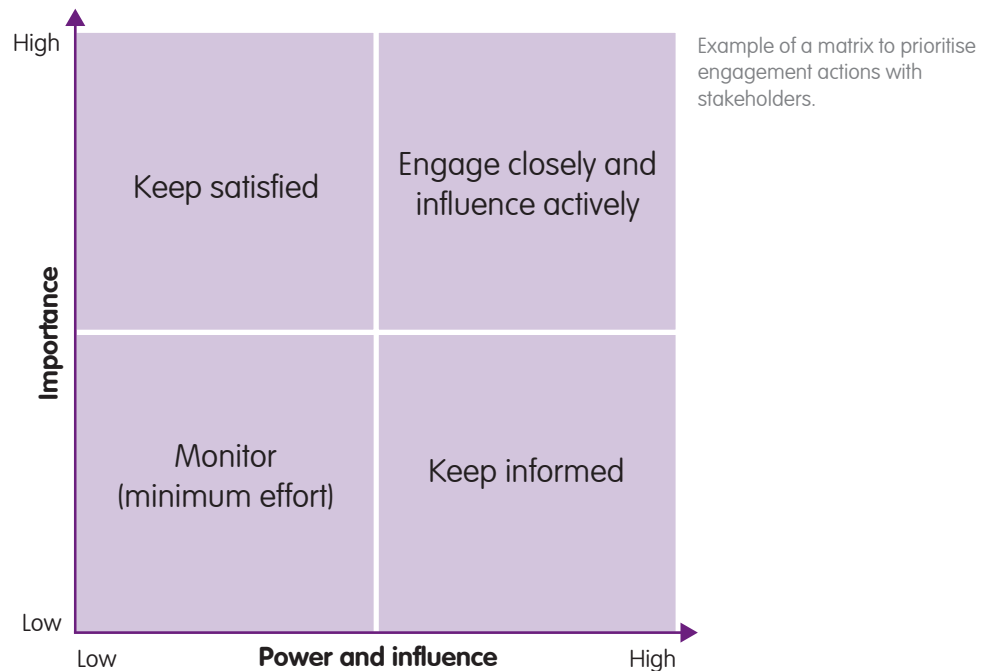
Costs

- Staff time.
- Venue (where analysis includes stakeholders).

Useful sources of information

Web

- Stakeholder analysis descriptions and tools from the Overseas Development Institute: www.odi.org.uk/rapid/tools/toolkits/communication/Stakeholder_analysis.html
- Stakeholder influence mapping and power analysis tool, which is part of the Power Tools series, International Institute for Environment and Development: www.policy-powertools.org/Tools/Understanding/index.html
- The Effective Engagement Planning Tool from the State Government of Victoria, Department of Sustainability and Environment, provides a simple-to-use piece of downloadable software for detailed stakeholder analysis: www.dse.vic.gov.au/effective-engagement



This toolbox is designed to assist Forestry Commission staff when they are considering which tools they could use to involve the public in the forest and woodland planning process. For more information please visit the website at: www.forestry.gov.uk/toolbox