

Stakeholder Exercise

3 Working groups, each of 10 trainees; total time: 60 minutes

Your municipality wants to plan and implement a pilot project of solid waste separation at source. An area with a limited number of households has been chosen for the project. The pilot project also includes to arrange for reuse and recycling of the separated materials, e.g. by cooperating with the informal sector and establishing methodologies like communal composting.

Exercise Part I

1. Choose a mediator out of your group who writes down contributions made by all members. Discuss the project in brief and make some keynotes in order to make sure that the project objectives and interests are clear to your working group. **(5 minutes)**

2. Identify the main Stakeholders by doing a brainstorming with your working group and listing them. Clusters or Categories could be Primary/Secondary; Internal/External; Public/Private (for profit)/Private (non profit); Individual/Organisation
The following questions can help to register all the stakeholders:
 - Who will have responsibilities for the project? (persons or groups that will have legal, financial and operational responsibilities through regulations, contracts, policies or current practices.)
 - Who will influence the project? (persons or groups who will have the chance to bring influence to bear upon whether the project’s promoters achieve their aims or not, both those whose actions support the latter’s objectives and those who threaten them. Also people with informal influence or official power of decision.)
 - Who are the people linked to the project? (people with whom the organization behind the project interacts, including internal stakeholders or stakeholders who have long-term relationships with the organization driving the initiative, or those whom the organization depends upon for its daily operations and those who live in the vicinity of the location where the envisaged project is to be executed.)
 - Who depend on the project? (these are the people or groups who are the most dependent upon the project, users and costumers whose safety, livelihood, health or well-being depend on the project and the suppliers for whom the promoting organization is an important customer.)
 - Who are the representatives? (persons or groups who through regulated or cultural/traditional structures represent others. For example, local community leaders, trades union leaders, advisors, user organization representatives, etc.)

(15 minutes)



- Assume what could be the Stakeholders’ interests regarding the project in hand. Assign the project’s possible impacts on each of the stakeholders taking into consideration the assumed interests by putting a letter (Low=L; Medium=M; High=H) and a sign (“+”=favourable; “-”= unfavourable) or “?” for uncertain or unknown impacts.

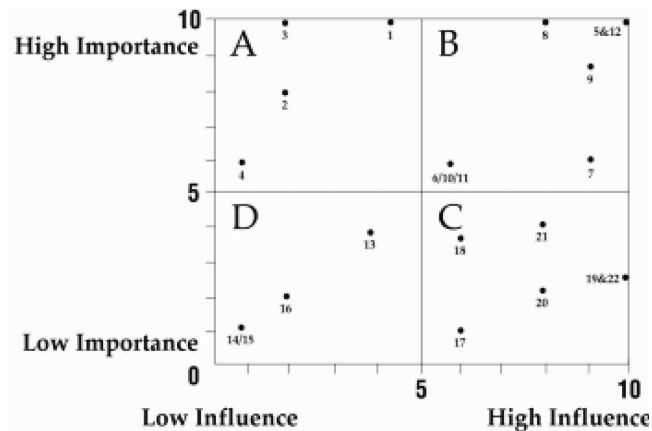
Show the results in a table as follows:

Stakeholder	Interests	Impact
Stakeholder 1	<ul style="list-style-type: none"> • Interest 1 • Interest 2 • Interest 3 	H + M ? M -
Stakeholder 2	<ul style="list-style-type: none"> • Interest 1 • Interest 2 	? – L +
Stakeholder 3	<ul style="list-style-type: none"> • Interest 1 • Interest 2 	L + M +
Stakeholder 4	<ul style="list-style-type: none"> • Interest 1 • Interest 2 • Interest 3 • Interest 4 	L - L – M + M -

(10 min.)

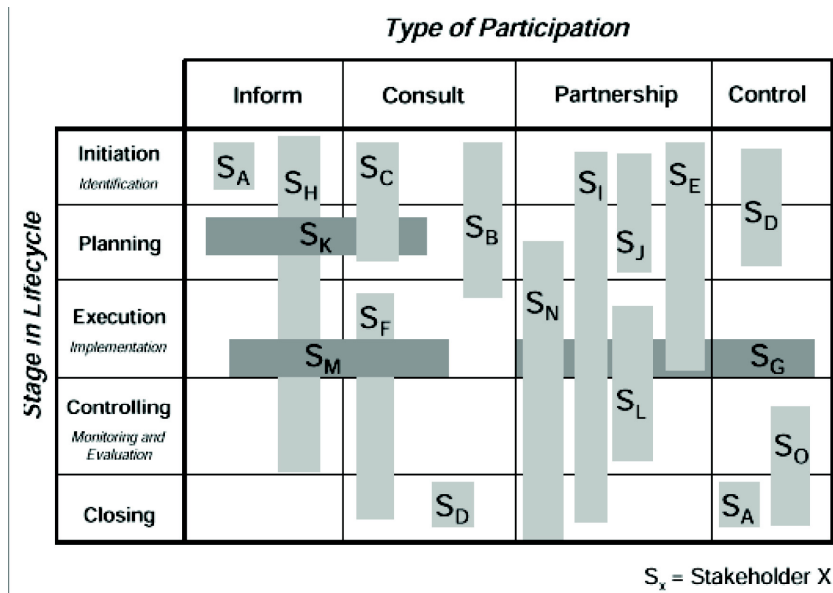
Exercise Part II

- Stakeholder Influence and Importance
 Prepare a matrix as shown in the handout. Evaluate each stakeholder in regards of influence and importance on a scale from 0 to 10 and enter them into the matrix.
 Look at the resulting groups and the description provided in the handout and discuss briefly whether the findings from this part of the exercise seem realistic to all group members. **(10 min.)**



5. Go through the conclusions that you could derive from the previous steps and mark those stakeholders that have the potential to be a high risk to the project according to your assumptions. **(5 min.)**

6. Choose at least one stakeholder to be involved in each phase of the project cycle and decide the way in which they should participate. Show the stakeholders and their types of involvement in the project cycle as in the diagram below **(10 min.)**



7. Prepare a presentation of main outcomes on one of the pin boards. The following aspects can be part of your presentations among others:
 - main results and next steps
 - difficulties and questions
 - important points of discussion**(15 min.)**