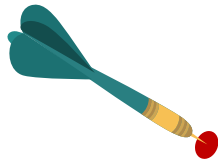


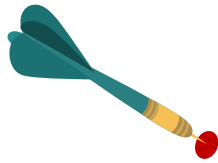
Part 1 – Using Diagnostics

1.5 Stakeholder Analysis & Engagement

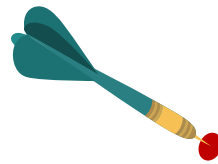
Inclusive urban sanitation - Capacity development for consultants



Explain the importance of stakeholder identification



Identify and characterise stakeholders



Decide how and with whom, to engage in the project process

Stakeholders & stakeholder dialogue

- What are stakeholders?
- Why is stakeholder dialogue necessary?

Stakeholder identification

- Analysis and characterization of key stakeholders
- Understand the main interests and constraints

Stakeholder engagement in the project process

- Determine those who need to be informed, consulted, empowerment and/or tasks delegated

Stakeholders & stakeholder dialogue

Stakeholder & stakeholder engagement

Pit and septic tank emptiers

**Public Works
Department**

Plumbers

Community

Ministry of Health

Residents

Water and sanitation utility

Municipal Authority

Stakeholder:

Any organisation or individual with an interest in, or influence on sanitation

Interest may be financial, moral, legal, personal, community-based, direct or indirect

Why engage with stakeholders?



© Sandec



Stakeholder engagement helps to:

- Understand who has what interest
- Identify conflicts of interests
- Identify relations between stakeholders
- Identify who to involve

Stakeholder identification & characterisation

Pit and septic tank emptiers

**Public Works
Department**

Plumbers

Community

Ministry of Health

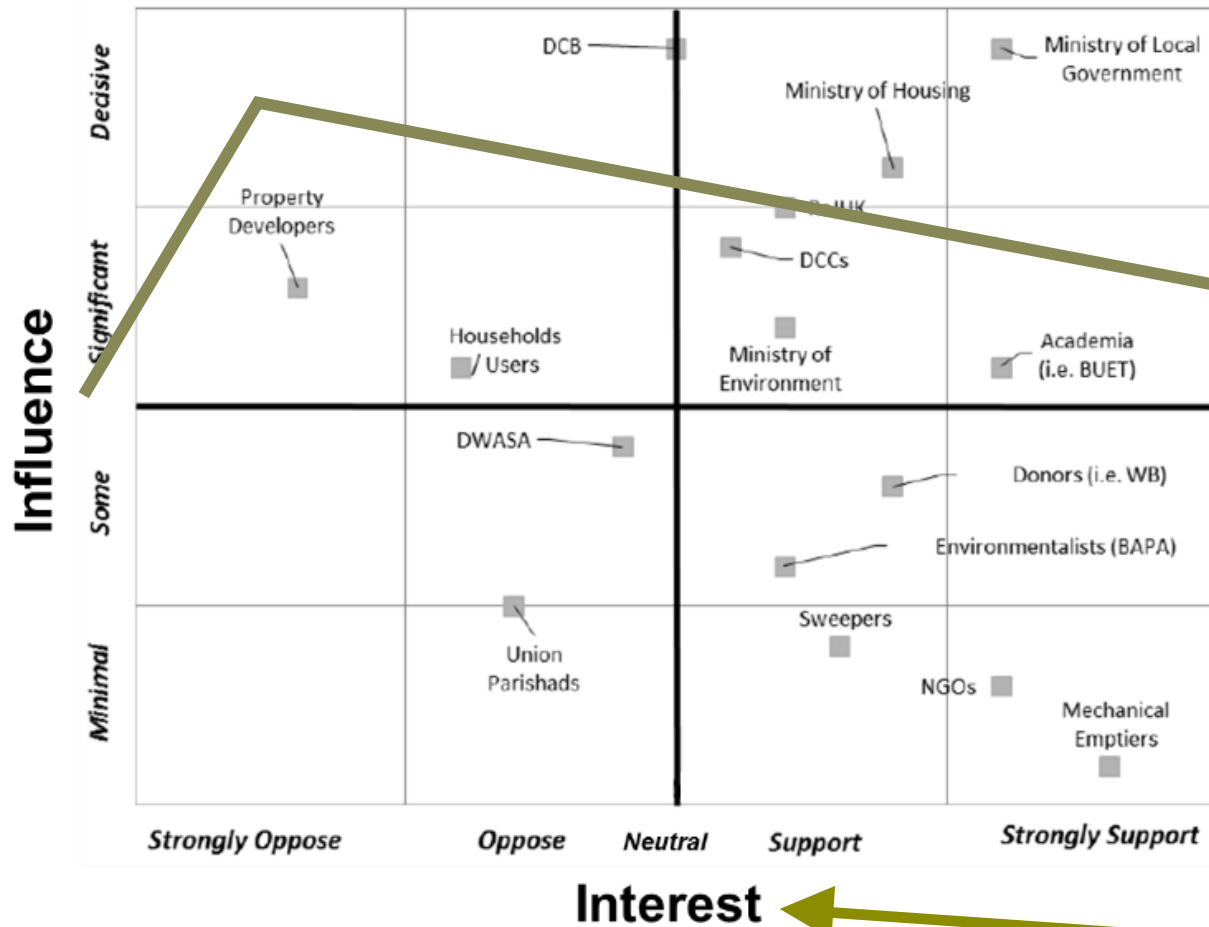
Residents

Water and sanitation utility

Municipal Authority

- There are different types of stakeholders
- You must identify and characterize the stakeholders

Stakeholder identification & characterisation



– Stakeholders have

- different levels of influence and
- levels of interest

Influence: Power that stakeholder has on the project

Interest: Identifies which needs, constraints and problems to prioritise for a stakeholder

Stakeholder identification & characterisation

*Increased involvement, impact,
trust, communication flow*

Delegate

Empower

Consult

Inform

- Stakeholders have
 - different levels of influence and
 - levels of interest
- **Minorities and low-income groups often go unheard**
- **This requires different LEVELS OF PARTICIPATION**

More about this in
Session 2.8

Stakeholder identification & characterisation

	Low influence	High influence
Low interest	<p>Stakeholders are unlikely to be closely involved in the project and require not more than information-sharing aimed at the 'general public'</p> <p><i>Information</i></p>	<p>Stakeholders may oppose the intervention; therefore, they should be kept informed and their views acknowledged to avoid disruption or conflict</p> <p><i>Consultation - Information</i></p>
High interest	<p>Stakeholders require special effort to ensure that their needs are met and their participation is meaningful</p> <p><i>Consultation - Empowerment</i></p>	<p>Stakeholders should be closely involved to ensure their support for the project</p> <p><i>Consultation - Collaboration Empowerment / Delegation</i></p>

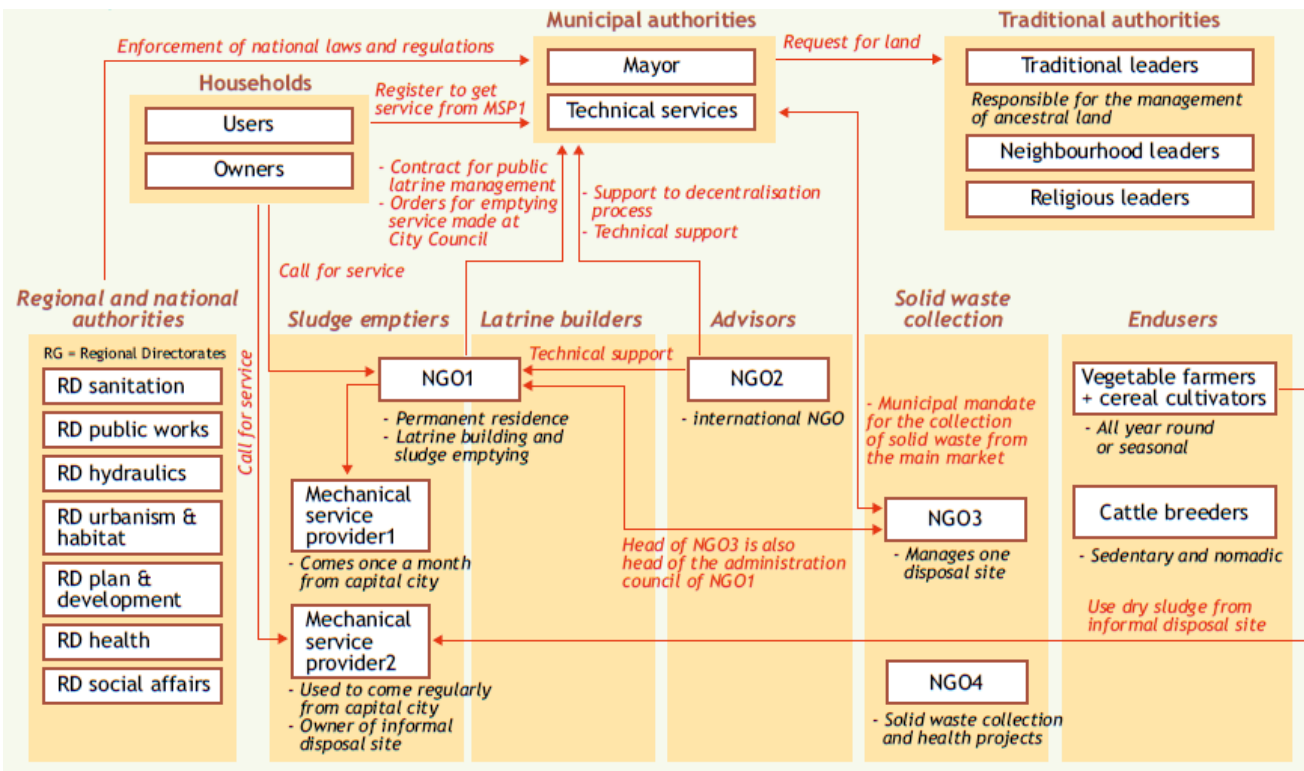
- Stakeholders have
 - different levels of influence and
 - levels of interest
- Minorities and low-income groups often go unheard
- This requires different **LEVELS OF PARTICIPATION**
 - based on the stakeholder type

Stakeholder identification & characterisation

		Participation levels			
		Information	Consultation	Collaboration	Empowerment / delegation
Planning	<i>Launch of the planning process</i>	All stakeholders		Municipality, utilities	
	<i>Detailed assessment of current situation</i>		Key stakeholders ¹	Municipality, utilities	
	<i>Identification of service options</i>		Key stakeholders ¹	Municipality, utilities	
	<i>Development of an Action Plan</i>	All stakeholders	Endusers	Municipality, utilities, FS operators, NGOs	Empower weak and non-organised groups
Implementation		Households, traditional authorities and opinion leaders	Endusers	Municipality, utilities, FS operators, NGOs	Empower and delegate to municipality, utilities, FS operators, NGOs
Monitoring & Evaluation		Key stakeholders	Households, FS operators, endusers	Municipality, utilities, selected NGOs	

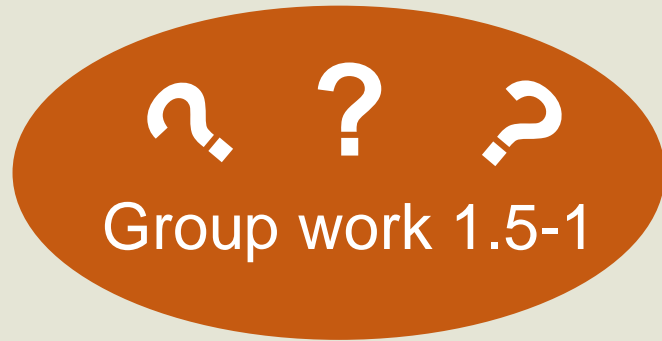
- Stakeholders have
 - different levels of influence and
 - levels of interest
- Minorities and low-income groups often go unheard
- This requires different **LEVELS OF PARTICIPATION**
 - based on the stakeholder type and
 - the project phase

Stakeholder identification & characterisation



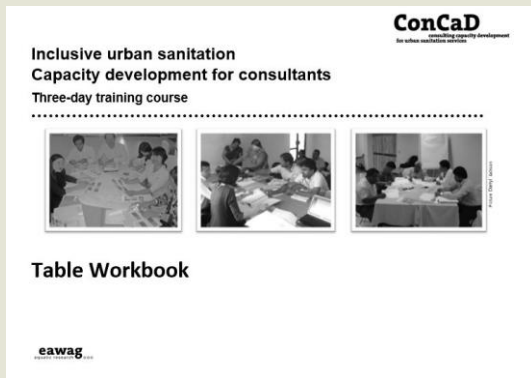
- Stakeholder analysis and engagement is dynamic
- Stakeholders may change, as well as their importance and influence
- This in turn impacts the way you want to engage them
- Stakeholder analysis needs to be done at each step of the project process.

Activity – Mapping stakeholders on process



Instructions

Turn to Table Workbook
and do activity 1.5-1 (pages 5-6)



Stakeholder engagement in the project process

Stakeholder engagement: Pre-concept/advocacy

Pre-concept Advocacy

Process facilitation

- Engage senior decision-makers
- Use an existing interdisciplinary group, or set one up

What are the problems ?



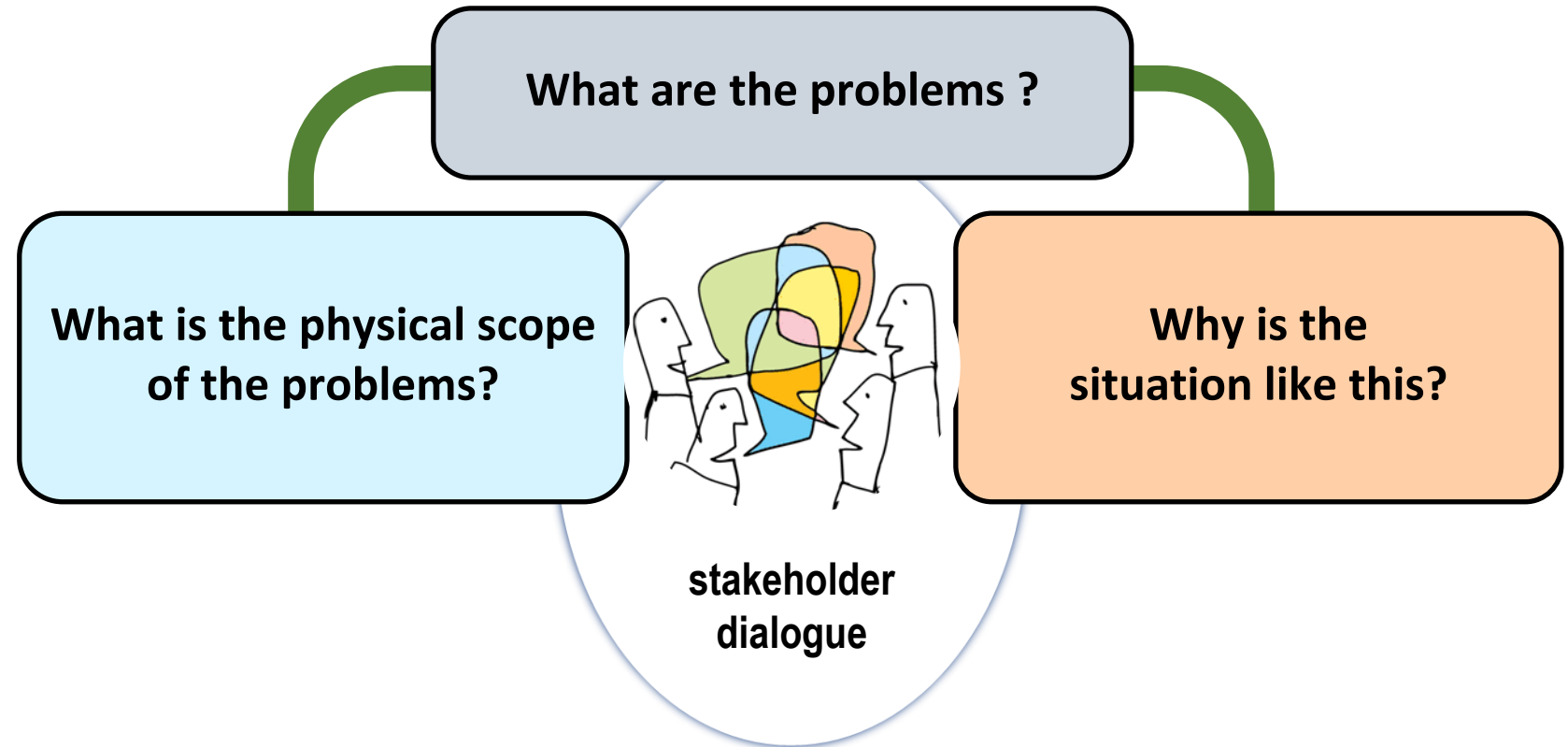
stakeholder
dialogue

Stakeholder engagement: Scoping & data collection

Scoping
Data collection

Process facilitation

- Build staff skills and knowledge
- Build coalition for improving sanitation

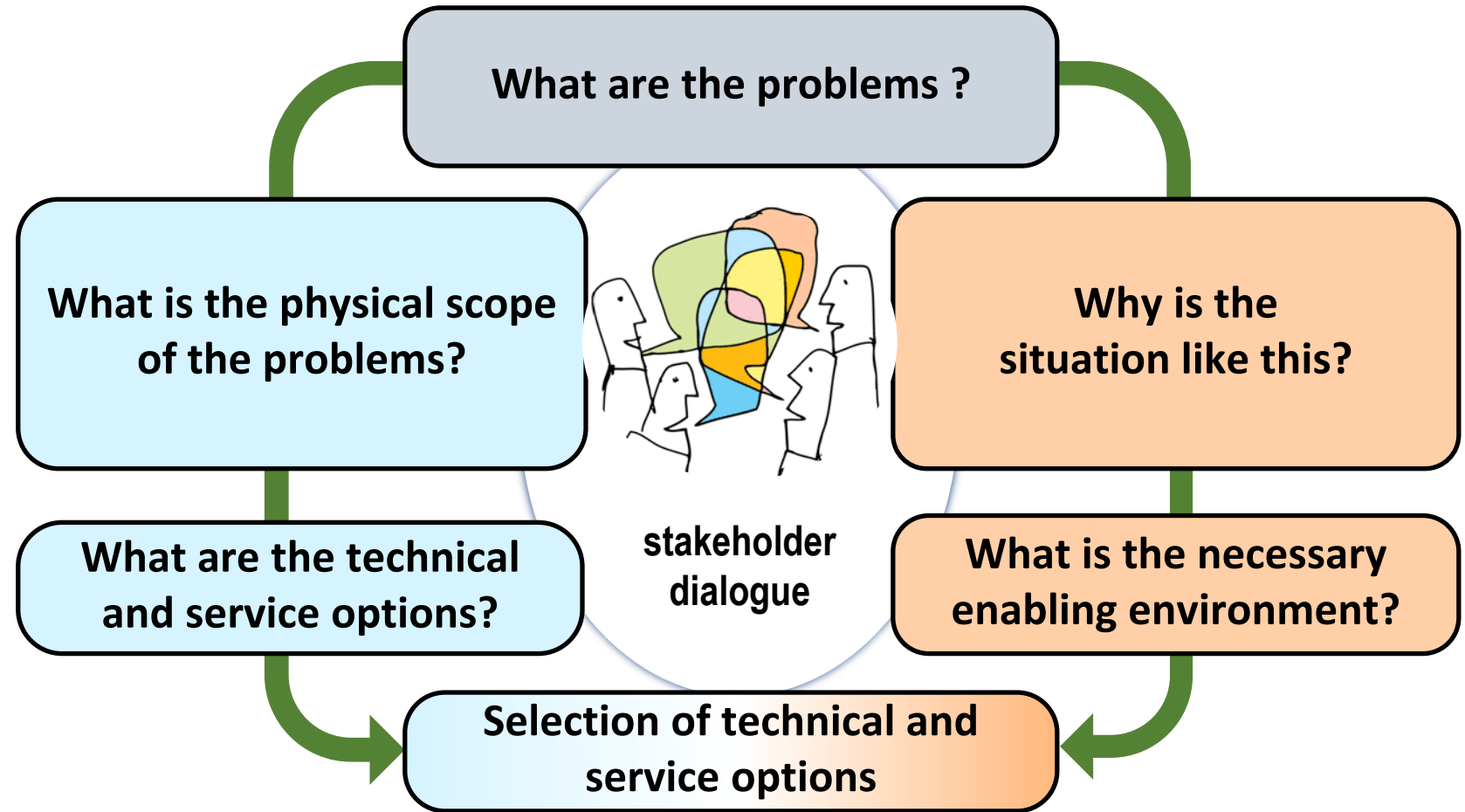


Stakeholder engagement: Project concept

Project concept

Process facilitation

- Facilitate joint decision-making on project technical and institutional framework and timeline
- Coordinate sanitation plans with water supply, drainage solid waste and urban planning

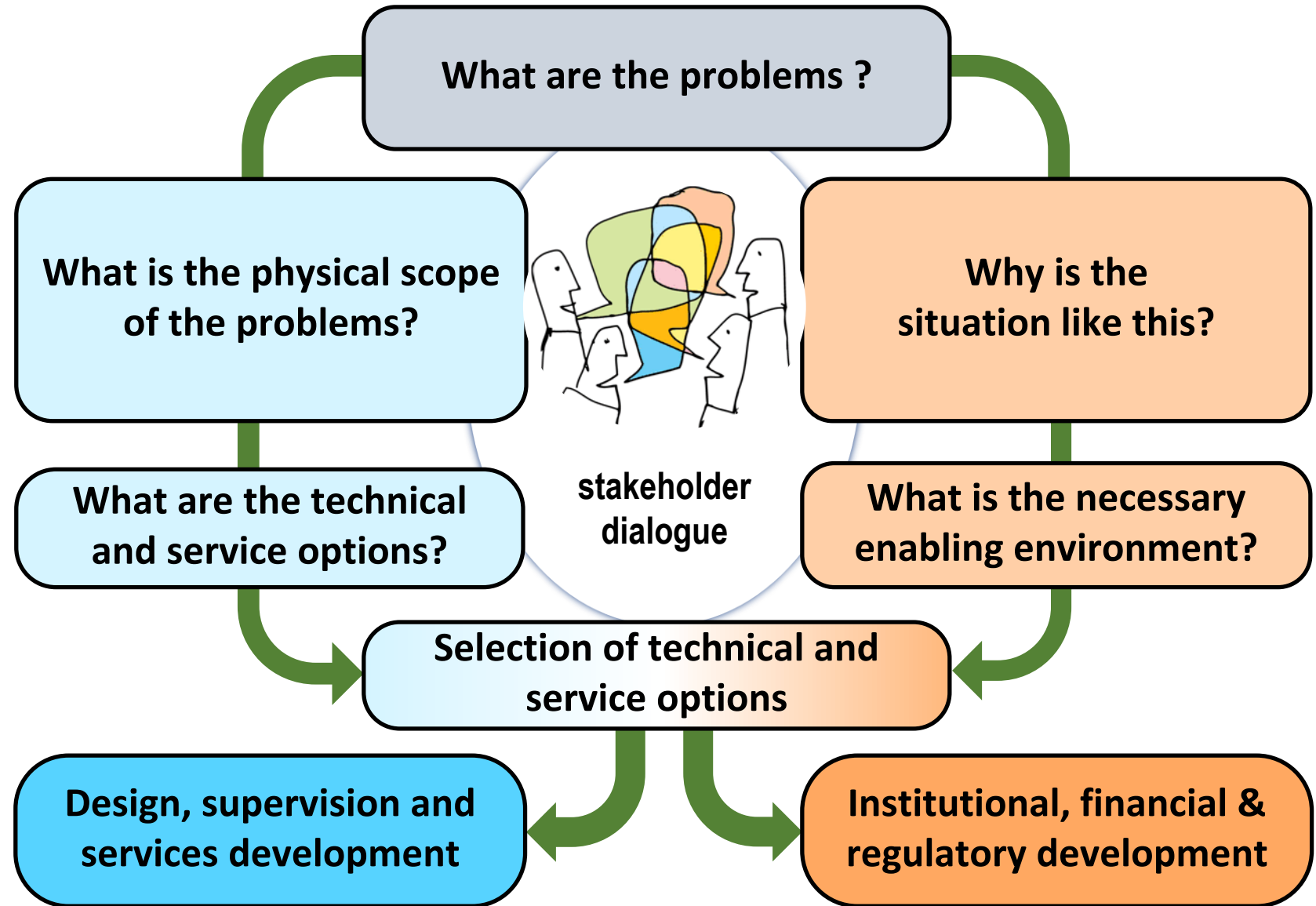


Stakeholder engagement: Project implementation

Project implementation

Process facilitation

- Involve municipal/utility staff in design decisions
- Develop service provider capacity
- Build institutional, PPP and regulatory capacity
- Introduce new financial systems



- Stakeholder relates to any organisation or individual with an interest in or influence on sanitation
- A stakeholder analysis helps to understand how interests and influence can be taken into account and how they can be adequately represented
- Close, ongoing stakeholder engagement is needed to jointly develop appropriate sanitation solutions and the enabling environment
- A supportive enabling environment is needed at community, city and national level
- Must build capacity during project design and implementation