



Atenas D5.1 Identification of stakeholders and ways to engage them in co-design actions

Guidelines

Author: Kati Vierikko

Three steps for stakeholder participation

- Participation processes can and should be designed in accordance with two major organizational principles: *inclusion and closure*.
- *Inclusion* means that the organizing team needs to decide **whom to involve** and what topics to include. First, it needs a **rationale to select those who are invited** to become participants of the involvement and those who are left out.
- *Closure* includes the concept and methods of **how these participants are going** to be involved and engaged. First, the team needs to select a format or a set of formats that it will use.

(INFACT Deliverable D2.5)

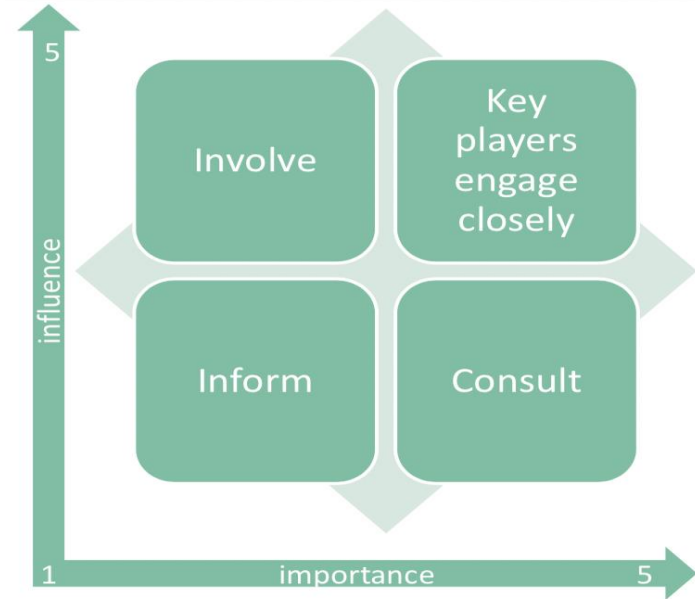
Step 1: List potential stakeholders

- **Stakeholder** can be considered as individuals, organisations and or other entities that have an interest in the project, may be affected by the project or can have an effect on the project
- Identify potential stakeholders by asking:
 - Who are potential beneficiaries?
 - Who might be adversely affected?
 - Who are the supporters and who are the opponents?
 - Who is most likely interested in the project or the actions planned?
 - Who is affected by the project?
 - Who has an effect on the project?

(INFACT Deliverable D2.5)

Step 2: Choose and classify stakeholders


- After listing potential stakeholders, identify their potential influence and how relevant the project is for them.
- Stakeholder mapping power matrix (1=low potential influence and or potential importance; 5=high potential influence and or potential importance) (after: Innovation for Social Change 2014, <http://innovationforsocialchange.org/stakeholder-analysis/?lang=en>) (Source: INFACT Deliverable D2.5)



Step 3: Define participation level

- Finally, decide the level of engagement based on Arnstein's model as a indicators for measuring participation efficiency:
 - Informing (one way);
 - Consultation (two way- one off);
 - Involvement (two way- continuous); and
 - Collaboration (discussion and making decisions together)
 - Empowering (making decisions together)

Stakeholder engagement can be divided into four levels based on increasing impact on the decision

		INCREASING IMPACT ON THE DECISION 				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

List stakeholders here and classify their influence, interest, level of participation and if you have already contacted/ engaged them to the project

(sources: MARA Interreg project, Innovation for Social Change 2014)

Type of stakeholder (e.g. regional administration , NGO etc.)	Characteristics of stakeholder (local, regional, environmental etc.)	Level of influence: 1-5 (how powerful the stakeholder is to facilitate or embed the project/ plan)	Level of interest: 1-5 (how relevant the project/ plan is for the stakeholder)	Level of participation (Inform, consult, involve, collaborate, empower)	Stakeholder has already engaged (Yes/ No). If YES could you describe shortly how?

Level of influence: 1 = Low, 2 = Some, 3 = Moderate, 4 = Quite high, 5= High potential influence

Level of interest: 1 = Low, 2 = Some, 3 = Moderate, 4 = Quite high, 5 = High interests towards the plan/ process/ project