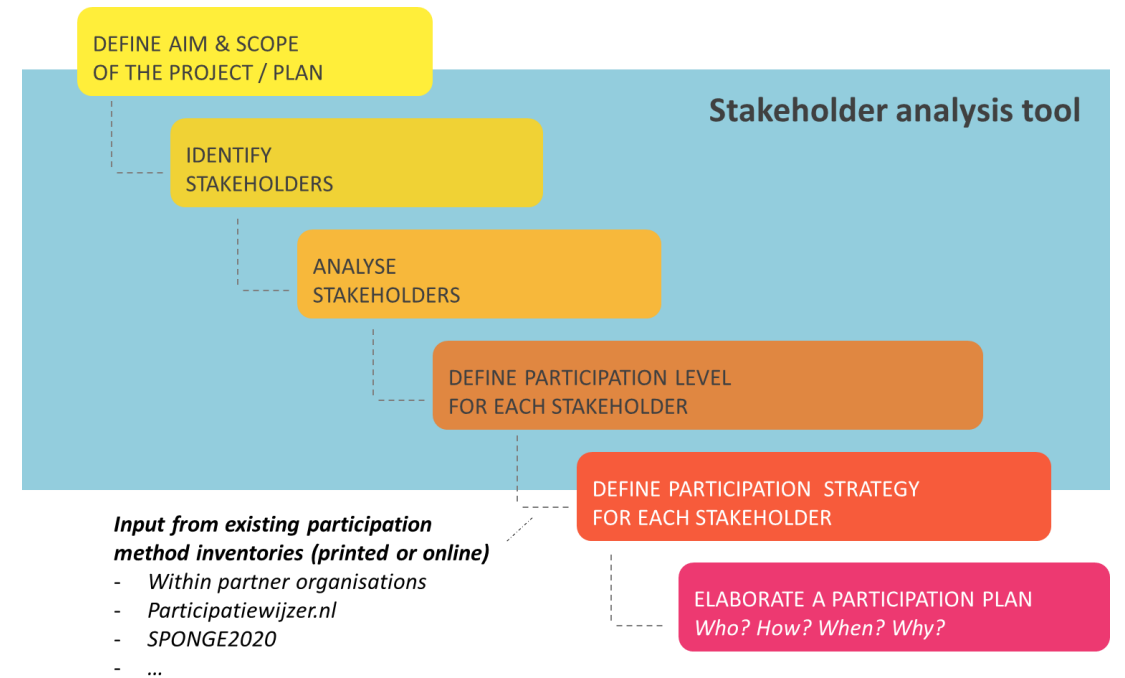


Welcome!

In this manual for the *stakeholder analysis tool*, you will learn why and how to use this tool.

The tool consists of an excel file (including macro's). This manual will guide you through the different sheets of the excel file, explaining their functioning and providing some useful tips.



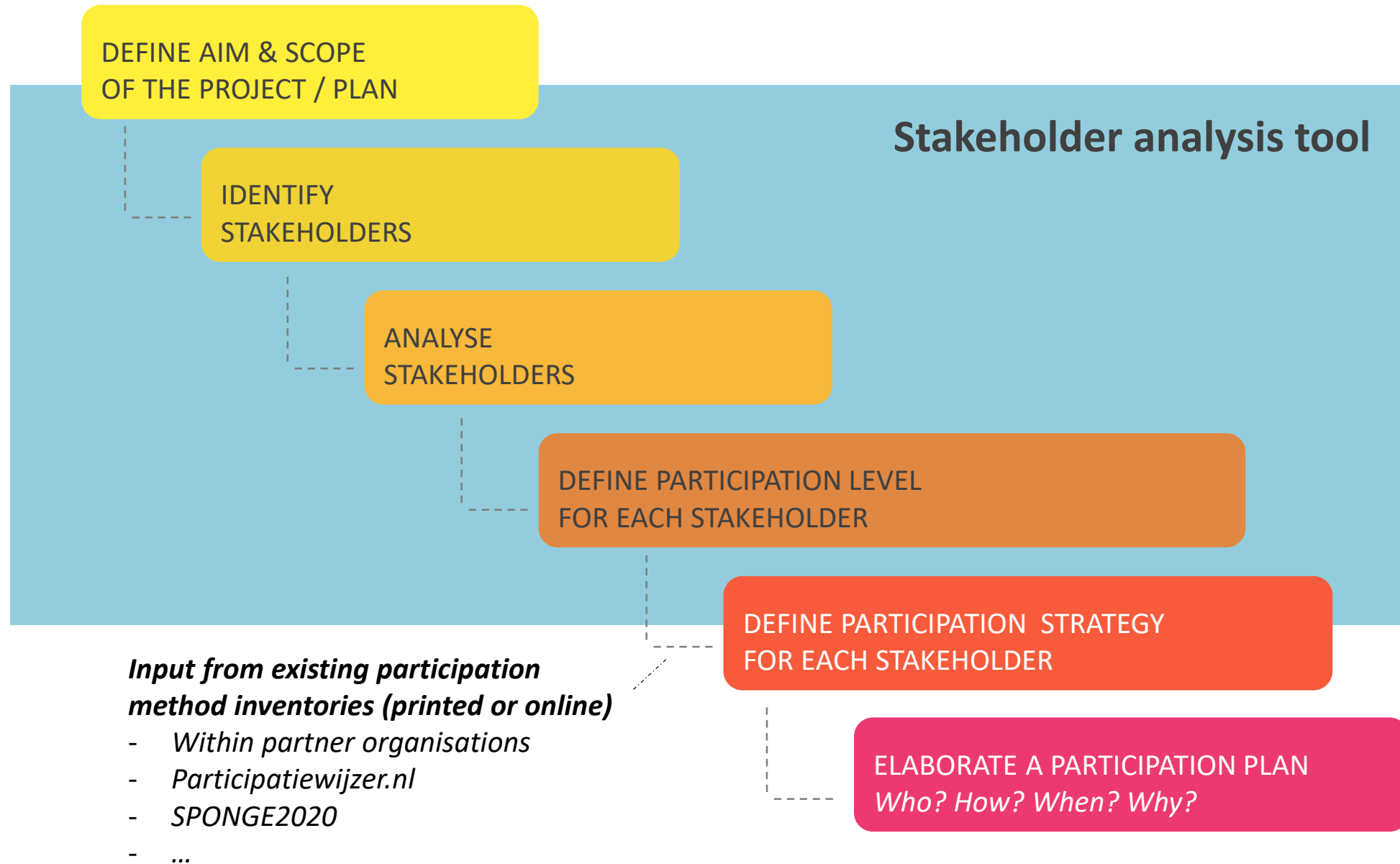
There are different types of sheets:

- **Light blue:** these sheets provide some background information on the tool and on participation in general.
- **Coloured:** these are the sheets you will work in. The colours correspond to the colours in the picture above.
- **Dark blue:** these sheets provide some background on the tool.

Intro | Participation levels

Scope & SH_id | SH_analysis | SH_overview | SH_strategy

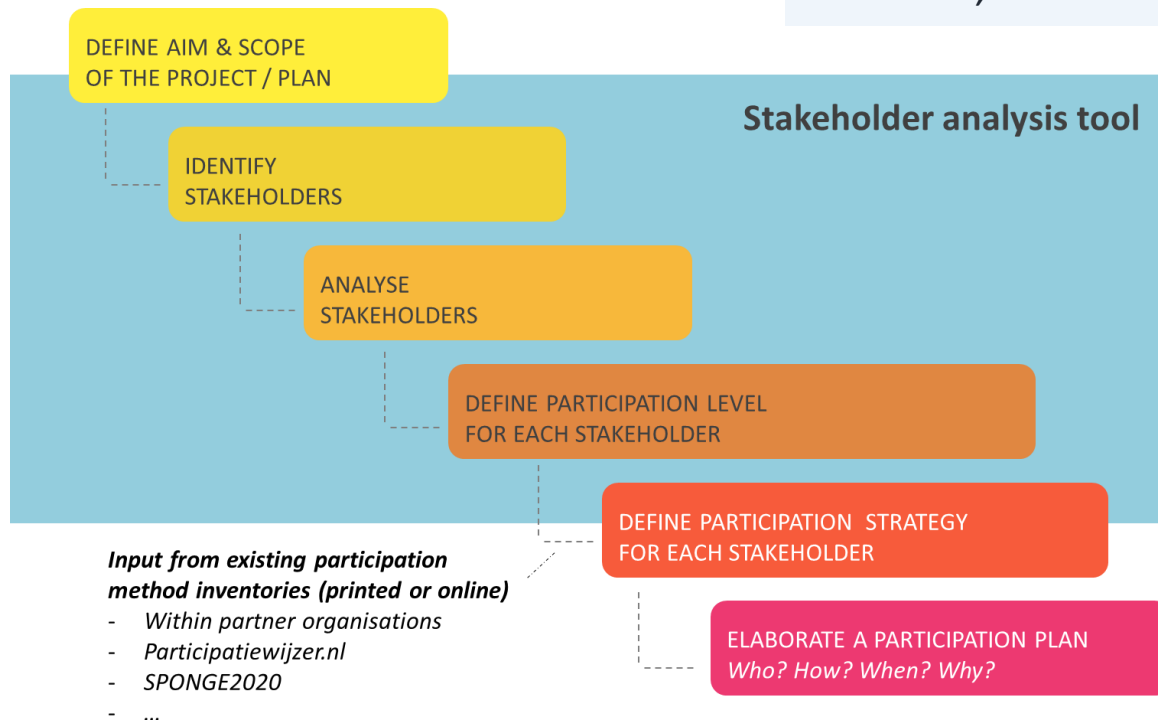
Decision path | Examples | Inventory



The objective of this *stakeholder analysis tool* is for the user to

- identify a broad range of stakeholders
- assign a minimal participation level to those stakeholders in a consequent way
- adjust this participation level if necessary, in a reasoned way
- start working out a participation strategy for the identified stakeholders

The objective is *not* to provide an overview of possible participation *methods*. Such information can be found on internet and in other databases. However, some suggestions and typical examples are provided.



Thus, the stakeholder analysis tool is a GUIDE to help you develop a participation plan

- the user still has to do the thinking and to make the decisions
- It can or should be part of an iterative and dynamic process, as the role of stakeholders can change during the different phases of the process

Moreover, the tool can serve as a framework for the project team to discuss about stakeholders and their roles.

#	Participation level	Description	Examples of possible methods / instruments	Additional questions to consider changing participation level
1	Inform	The stakeholder is informed on the proceedings of the process.	<i>Website, newsletter, brochure, ... = one-way communication tools</i>	<i>Power to mobilize public support / opposition? (moral) decision to minimally go for "consultation" as the base line level of participation (evidently this does not exclude communication / information initiatives)</i>
2	Consult	The stakeholder is informed on the proceedings of the process and can phrase his concerns with respect to the project. The project team will take his concerns into account, but does not guarantee that they will be met.	<i>Interactive part of the website, Information market, public site visits/walks, world café,</i>	<i>Power to mobilize public support / opposition? (moral) decision to minimally go for "consultation" as the base line level of participation (evidently this does not exclude communication / information initiatives)</i>
3	Advise	The stakeholder is asked for his advice on the project. The project team will take this advice into account and guarantees to communicate a motivated decision with respect to his advice.	<i>(In)formal request for advice (e.g. bilateral meeting, telephone call, e-mail request), online stakeholder survey, mental mapping aerial photo, ...</i>	<i>How willing to be involved? Would inviting them to co-creation lead to a better plan? Power to mobilize public support / opposition? Are you willing to let them co-create?</i>
4	Co-create	The stakeholder is invited to actively work on the development of the plan together with the project team and other stakeholders.	<i>Stakeholder workshops, bilateral meetings, ...</i>	<i>To what extent will they be responsible for the implementation? How willing is the stakeholder to be involved? Power to mobilize public support / opposition?</i>
5	Co-decide	The stakeholder can steer the process of the plan, i.e. the stakeholder has a process concerning contents and/or b		

1. Explore the five levels of participation which are generally used.
2. Discover some typical methods or instruments for each participation level.
3. Take a look at some additional questions which may help you adjusting the participation level suggested by the algorithm of this *stakeholder analysis tool*.
Note! In the work sheet 'SH_overview', you will have the opportunity to apply these questions on the stakeholders you listed. You will then also get the overview of methods.

Note!

The sheets in the tool are protected.
 You can unprotect the sheets manually (no password required),
 but this is not advisable, as essential formulas might get overwritten.
 Editable cells can be recognized by their grey background.

	A	B	C	D	E
1	PROJECT TITLE		Zwalm river contract		
2	OBJECTIVE		Participative trajectory of approximately 16 months, in order to obtain a 'river cont reduce water risk.		
3	EXAMPLES OF ACTIONS THAT MIGHT BE INCLUDED IN THE FINAL PLAN		Building a dike, setting up an emergency plan on local scale, reducing pavements, ...		
4	1				
6	INVENTORY OF STAKEHOLDERS		CHECK	DID YOU THINK OF ... ?	
8	Province of East Flanders			• GOVERNMENTAL STAKEHOLDERS (need to differentiate between political level and administration?) • INTERNAL STAKEHOLDERS (e.g. different departments within your own organisation) • CIVIL SOCIETY ACTORS • CITIZENS • PRIVATE COMPANIES / ENTERPRISES • EXPERTS (academic, sector, ...)	
9	Flanders environment agency		x		
10	Flanders agency for nature and forests				
11	Municipality of Brakel				
12	Municipality of Horebeke				
13	Municipality of Zottegem				
14	Municipality of Zwalm				
15	inhabitants of the region				
16	etc.				
17					
18					
19			x		
20					
21					
22					
23					
24					
25					
26					
27					
28					
29					
30					
31					
32					

Ready?

Click here to continue to the next sheet (the list of stakeholders will be copied)

1. Define the scope and scale of your project.
2. Identify and list possible stakeholders.
Note! A good description of the stakeholders is crucial. Sometimes stakeholders should be split, e.g. 'citizens' who will or will not need to act; 'politicians' on a local or central level.
3. Use the guiding questions to help you thinking further.
4. Ready? Click on the grey button to proceed.
 The list of stakeholders will be copied to the next sheet.
Note! After you have clicked the button, you won't be able to modify the list of stakeholders in this sheet. However, if you want to modify your list, you can do this in the next sheet.

Sheet 4: SH_analysis – analyse the stakeholders by answering five questions

	A	B	C	D	E	F	G	S	T	U	
1		<i>Note: think in terms of a representative of the stakeholder.</i>									
2	Highlight	Stakeholder	Stakes (personal or professional)	Expertise added value	Expertise crucial or formally needed	Key role in implementation of the final plan	Should co-finance the final plan	#	Minimal participation level	Personal remarks	
		Insert a new stakeholder Move stakeholder up Move stakeholder down Remove empty rows	<i>The person or organisation has a stake in this project, i.e. is affected by the implementation of the actions of the final plan..</i>	<i>The stakeholder's expertise provides added value for the development of the plan.</i>	<i>The stakeholder's expertise is crucial or even formally obliged for the development of the plan.</i>	<i>Stakeholder is responsible for the implementation of actions of the final plan, i.e. as a "project manager", rather than as an individual actor who needs to execute specific actions.</i>	<i>Stakeholder should co-finance (a substantial amount of) the actions of the final plan.</i>		1 - inform 2 - consult 3 - advise 4 - co-create 5 - co-decide		
3											
4	0	Province of East Flanders	yes	yes	no	maybe	maybe	3	Advise		
5	0	Flanders environment agency	yes	noo	yes	maybe	yes	0	complete columns C-G		
6	0	Flanders agency for nature and forests	yes	yes	yes	yes	maybe	4	Co-create		
7	1	Municipality of Brakel	-	-	-	-	-	0	complete columns C-G	Which role should Brakel play?	
8	0	Municipality of Horebeke	yes	yes	yes	yes	yes	5	Co-decide		
9	0	Municipality of Zottegem	yes	yes	yes	yes	yes	5	Co-decide		
10	0	Municipality of Zwalm	yes	yes	yes	yes	yes	5	Co-decide		
11	0	inhabitants of the region	yes	yes	no	maybe	maybe	3	Advise		
12	0										

- Use the buttons to manipulate your list of stakeholders.
Note! You can freely adapt the list of stakeholders (write, cut, copy, paste, delete). However, if you have already answered some questions, it is a better idea to use the buttons. In order to insert a new row, you will have to use the button 'Insert a new stakeholder'.
- You can highlight a stakeholder by switching '0' into '1' in column A.
- Answer the five questions for each stakeholder.
Note! If you have different stakeholders with a similar profile, you can copy-paste your answers. You might also want to group them together. This, you can do by using the buttons 'Move stakeholder up' and 'Move stakeholder down'.
- Based on your answers, a minimal participation level is suggested for each stakeholder.
Note! If a set of answers is incomplete or contains an error (e.g. 'noo' instead of 'no'), the affected cells are highlighted in orange.
- Feel free to add some comments in column U.

A	D	E	F	G	H	I
Stakeholder	Original (= minimal) participation level	#	Adjusted participation level	Personal comments	Additional questions	Possible participation methods
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Sort according to participation level (column E)</div> <div style="border: 1px solid black; padding: 5px;">Reset to original order</div>	<div style="border: 1px solid black; padding: 5px;"> 1 Inform 2 Consult 3 Advise 4 Co-create 5 Co-decide </div>		<div style="border: 1px solid black; padding: 5px;">If wanted, adjust participation level in this column (E)</div>		<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Show all additional questions</div>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Show all participation methods</div>
1						
2 Province of East Flanders	3 Advise	3	3 Advise		Co-create : To what extent will they be responsible for the implementation? How willing is the stakeholder to be involved? Power to mobilize public support / opposition? Are you willing to include them in your steering committee? ...	Co-create : Stakeholder workshops, bilateral meetings, ...
3 Flanders environment agency	5 Co-decide	5	5 Co-decide			
4 Flanders agency for nature and forest	4 Co-create	4	4 Co-create			
5 Municipality of Brakel	3 Advise	3	3 Advise			
6 Municipality of Horebeke	5 Co-decide	5	5 Co-decide			
7 Municipality of Zottegem	5 Co-decide	5	5 Co-decide			
8 Municipality of Zwalm	5 Co-decide	5	5 Co-decide			
9 inhabitants of the region	3 Advise	3	3 Advise			
10						

1. Use the buttons to sort your list of stakeholders.

By using the upper button, you can sort your list of stakeholders according to the participation level you have assigned to them in columns E-F. By using the lower button, you can reset the list to the order in the previous sheet (SH_analysis).

2. Adjust the suggested participation level, if necessary.

In columns C-D, the suggested participation level will appear. However, based on your own expertise, by reflecting on the additional questions (column H), or by looking at the corresponding methods (column I), you may find certain suggested levels inappropriate. You can adjust the level of each stakeholder by simply typing the wished level number (1 to 5) in column D.

3. Use the buttons to get a full overview of questions and methods.

Note! *If you click on the name of a participation level (in column D or F), only the questions and methods of that level will appear (in columns H and I). If you click on any other cell, you will see the full overview of questions and methods.*

4. Feel free to add some comments in column G (e.g. the reason for adjusting a certain level).

Sheet 6: SH_strategy –assign participation methods to the stakeholders

	A	B	C	D	E	F	G	H	I	J	K	L	M	N		
1	Stakeholder	#	participation level	Strategy	1	2	3	4	5	6	7	8	9	10		
2	Define participation methods / events and assign them to one or more stakeholders															
3	Reset formulas (dark grey cells)	3 4 5	Inform	method / event	steering committee	newsletter	participation market	stakeholder workshops	method-5	method-6	method-7	method-8	method-9	method-10		
4			Consult	remarks	location?											
5			Advise	frequency / timing	every month (total: 8)	monthly	once (march total: 4 2020)									
6			Co-create	minimal required participation level	5	1	1	4	-	-	-	-	-	-	-	
7			Co-decide	filter												
8	Province of East Flanders	3	Advise		-	x	x	-	-	-	-	-	-			
9	Flanders environment agency	5	Co-decide		x	x	x	x	-	-	-	-	-			
10	Flanders agency for nature	4	Co-create		-	x	x	x	-	-	-	-	-			
11	Municipality of Brakel	3	Advise		-	x	x	-	-	-	-	-	-			
12	Municipality of Horebeke	5	Co-decide		x	x	x	x	-	-	-	-	-			
13	Municipality of Zottegem	5	Co-decide		x	x	x	x	-	-	-	-	-			

1. Define the different participation methods you want to use.

Name the methods you want to use in row 3. If you want, you can already make some remarks (row 4) or specify some details about the timing (row 5).

2. Define the minimal required level for each participation method.

E.g. in the steering committee you might only want those stakeholders who can co-decide (= level 5). Type '5' for minimal required level (row 6) and you will see checks appear next to those stakeholders having level 5. By using the filter (row 7), you can generate a list with only the checked stakeholders for the corresponding method.

3. Use the upper button to reset automatic checking.

If you want, you can overwrite the formulas for automatic checking (i.e. the dark grey cells). In that way, you can add or remove extra stakeholders for a certain method. However, you can always reset the formulas by clicking on this button.

4. Use the lower button to add a method.

Need for more methods? Simply click this button and a new column will be generated.

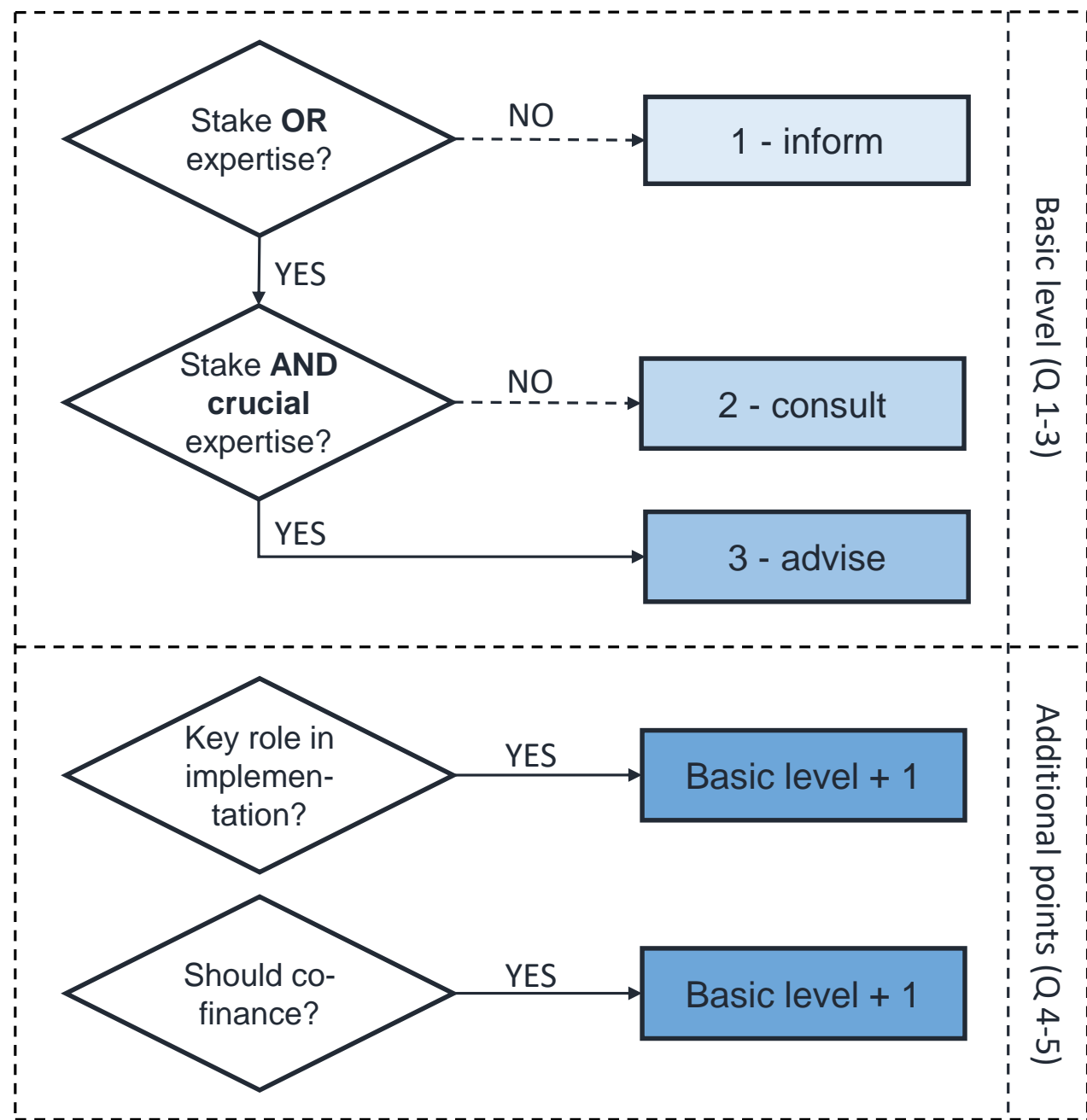
Questions

- 1) Stakes (personal or professional)?
- 2) Expertise added value?
- 3) Expertise crucial or formally needed?
- 4) Key role in implementation of the final plan?
- 5) Should co-finance the final plan?

Questions 1-3 define the basic level (see flow chart).
 Questions 4 and 5 can each add up 1 point to this level.
 In this way, the maximum level is 5.

Levels

- 1 – inform
- 2 – consult
- 3 – advise
- 4 – co-create
- 5 – co-decide



In this sheet, you can find some example stakeholder profiles and corresponding answers.

	A	B	C	D	E	F	G	Q	R	S
1		<i>Note: think in terms of a representative of the stakeholder.</i>								
2	Highlight	Stakeholder	Stakes (personal or professional)	Expertise added value	Expertise crucial or formally needed	Key role in implementation of the final plan	Should co-finance the final plan	#	Minimal participation level	Personal remarks
3			<i>The person or organisation has a stake in this project, i.e. is affected by the implementation of the actions of the final plan..</i>	<i>The stakeholder's expertise provides added value for the development of the plan.</i>	<i>The stakeholder's expertise is crucial or even formally obliged for the development of the plan.</i>	<i>Stakeholder is responsible for the implementation of actions of the final plan, i.e. as a "project manager", rather than as an individual actor who needs to execute specific actions.</i>	<i>Stakeholder should co-finance (a substantial amount of) the actions of the final plan.</i>		<ul style="list-style-type: none"> 1 - inform 2 - consult 3 - advise 4 - co-create 5 - co-decide 	
4		<i>Citizen living outside planning area but frequent visitor in / user of functionalities in planning area</i>	no	yes	no	no	no	no	2	Consult
5		yes	no	no	no	no	no	2	Consult	
6		<i>Cultural heritage administration at regional level</i>	no	yes	yes	no	no	2	Consult	<i>Consultation is the absolute minimal level of participation in this case. When the expertise is formally needed, you'll need to change to ADVISE.</i>
7		<i>Citizen living in flood prone area who's individual expertise is not crucial (e.g. because all relevant knowledge has already been obtained via an organisation of citizens) and who will not play a key role in the implementation</i>	yes	yes	no	no	no	2	Consult	
8			no	no	no	maybe	no	2	Consult	<i>"Theoretical" / unlikely option.</i>
9			-	-	-	-	-			
10		<i>Citizen living in flood prone area with crucial expertise but who will not play a key role in the implementation OR Cultural heritage administration at regional level (knowing that the project area contains important cultural heritage features)</i>	yes	yes	yes	no	no	3	Advise	
11		<i>Politician at regional / national level that should grant the funds for the realization of the plan, but who is not necessarily to be included in the development and implementation phase</i>	no	yes	no	no	yes	3	Advise	
12		<i>Politician at regional / national level that should grant the funds for the realization of the plan, but who is not necessarily to be included in the development and implementation phase</i>	no	yes	yes	no	yes	3	Advise	
13			-	-	-	-	-			
14		<i>Politician at regional / national level with professional stakes, that should grant the funds for the realization of the plan, but who is not necessarily to be included in the development and implementation phase</i>	yes	yes	yes	no	yes	4	Co-create	
15		<i>Citizen living in flood prone area who might play a key role in the implementation</i>	yes	yes	yes	maybe	no	4	Co-create	

In this sheet, you can find some links to interesting websites or tools in order to find appropriate methods.

Note! It is beyond the scope of this stakeholder analysis tool to provide such an overview. This information can already be found on internet and in other databases.