

2nd European Ecotourism Conference

Poiana Brasov, Romania, 23-25 October 2013

Workshop 2: Multi-stakeholder approaches to developing ecotourism destinations

Stakeholder analysis, an analytical tool in the implementation,
management and evaluation of ecotourism activities

Lars T. Soeftestad

Supras Ltd. (Norway Bulgaria Bangladesh) & CBNRM Networking

supras.biz, supras.bg, cbrnm.org, cbrnm.net – lars@supras.biz, mail@cbrnm.org



What is stakeholder analysis?

- It is a systematic methodology that uses qualitative data to determine the interests and influence of different groups
- It provides external insights into relations and channels of communication
- It is an important input into decision making in areas of project planning, implementation and management

Why stakeholder analysis?

- Identify individuals and organisations that will be affected
- Identify who will be able to influence the issues
- Identify who will need capacity building in order to participate
- Identify stakeholder priorities
- Identify information and expertise held by stakeholders
- Detect any risks and conflicts between stakeholder groups
- Uncover positive relationships between stakeholder groups
- Assess appropriate forms of participation for different stakeholders
- Identify ways to reduce negative impact on vulnerable groups
- Find ways of harnessing the support of those in favour, while managing the risks posed by those against it



Steps in stakeholder analysis

There are 4 steps in a stakeholder analysis:

1. Identification of stakeholders
2. Determine stakeholder interests
3. Assess stakeholder power and influence
4. Stakeholder participation strategy

Assessing power and influence

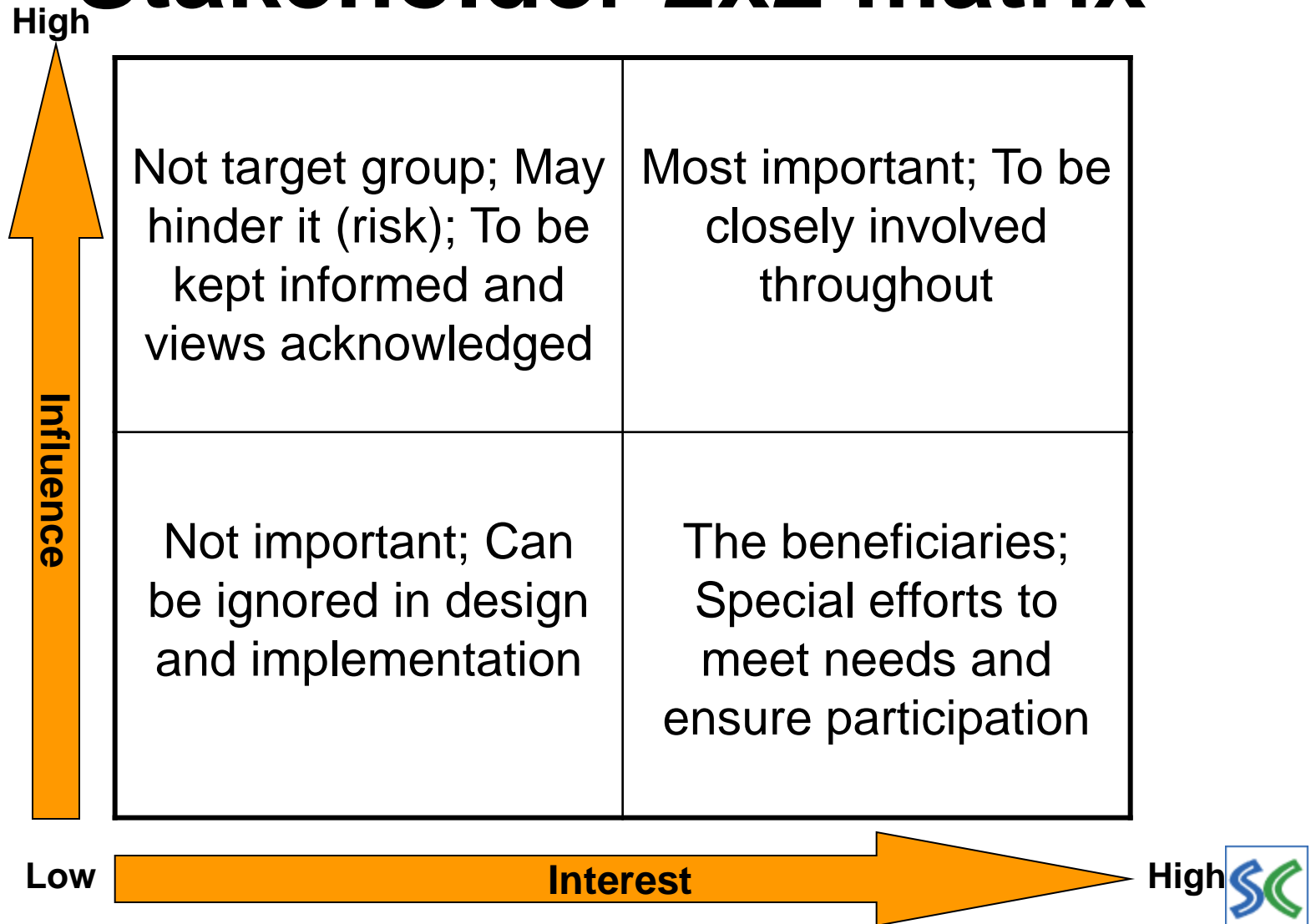
Stakeholder power and influence

- Power to control what decisions are made
- Extent to which individuals, groups and institutions can persuade or coerce others into making decisions and taking certain actions

Contrasts with importance, which refers to:

- Stakeholders whose problems, needs and interests are identified as a priority

Stakeholder 2x2 matrix



Stakeholder analysis and ecotourism

23.10.2013

Lars Soefftestad, Supras Ltd. &
CBNRM Networking



Background

- The project cycle: Identification → Preparation → Appraisal → Negotiation → Approval → Implementation → Supervision → Monitoring → Completion → Evaluation
- The term “project” as used here refers to the development of ecotourism activities from identification to evaluation
- In ecotourism specific emphasis on: Identification → Implementation → Management → Evaluation
- Stakeholder analysis used in development of ecotourism activities is also an integral part of step 4 “Participation strategy”

Planning

- Identify the context and the rationale. Why do a stakeholder analysis? What data and insights should it deliver?
- Who should do it?
- How to organize it?
- The time aspect / factor
- Cost considerations
- Prepare provisional inventory of stakeholders

Examples of stakeholders

- Key individuals from the target population(s)
- Local leaders
- Non-governmental organisations (NGOs)
- Government staff from various agencies
- Local administration
- Local consultants
- Local businesses
- Educational/research institutes (national and international)
- National level (public sector)
- International organizations
- International donors

Issues and considerations

From local to global:

- Focus on the beneficiaries
- Conflict resolution and cohesion
- Ecotourism as an opportunity to achieve local development
- Role of external expertise and capacity building
- Adaptable/modular approaches to stakeholder analysis
- The 4 P's: protection, participation, partnerships, planning
- The private sector
- The encompassing society/political-economical system
- The Rio Conventions

Source and literature

- Source for this presentation: report on an ecotourism project in Calimani National Park, Romania, implemented by Ass. for Ecotourism in Romania (prepared 2011, by me)
- Large body of literature on stakeholder analysis available
- Partly differing understandings of some aspects of stakeholder analysis
- No literature specifically on stakeholder analysis and ecotourism
- Tools and methods that overlap with stakeholder analysis: beneficiary analysis, civil society mapping, social analysis, social assessment, social impact assessment
- Literature available on: supras.biz, cbnrm.net and cbnrm.org
- stakeholderanalysis.net to be developed

