WORKING DRAFT

Australian Government
Land & Water Australia
Department of the Environment, Water, Heritage and the Arts

Stakeholder Identification & Segmentation

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Description

A 'stakeholder' is any "person, group, organisation, or system who affects or can be affected by an organisation's actions". It is helpful to use a range of techniques to identify stakeholders for an organisation, program or project. This helps regional NRM bodies to involve the range of stakeholders who may have an interest. Grouping stakeholders into different segments helps to clarify the nature of relationships and provides an understanding of stakeholders.

Benefits

New approaches to considering stakeholders is a good way to think more broadly than the 'usual suspects'. Preparing checklists is a useful mechanism to share information between staff members. Classifying the stakeholders into broad groupings helps to clarify in what way they are a stakeholder, and how they are interacted with.

Challenges

This technique risks only identifying those stakeholders that are already known. Involve a diverse group of people in the stakeholder identification process and challenge the group regularly to 'stretch' the thinking. A significant challenge is to take the next step to understand and engage these stakeholders in planning and implementation.

What is required?

Skills ✓ TO SET UP ✓✓ TO CONDUCT ✓✓✓ TO ANALYSE	Skills in interviewing may be required if utilising the key informant interviews approach. The analysis and application of the information obtained will require additional skill.
✓ **Resources**	Limited resources are required for this exercise, other than staff time. Brainstorming will require butchers paper or a whiteboard. Additional resources may be needed if key informant interviews are required.
✓✓ **Information**	Useful information sources include records of submissions received or attendance at public meetings, and social and economic profiles.

✓ = LOW LEVEL ✓✓ = MEDIUM LEVEL ✓✓✓ = HIGH LEVEL

Engagement & Planning Tool

When to use

In early planning stages, eg when doing a stocktake of information, or when planning stakeholder consultation and engagement activities.

May be done at project, program, subcatchment or organisation level.

Review regularly.

Other tools for similar situations

Stakeholder profiles

Socio-economic profiling

Companion Tools

NRM practice change planning framework

Stakeholder attitude & influence analysis

Budgetary influence mapping

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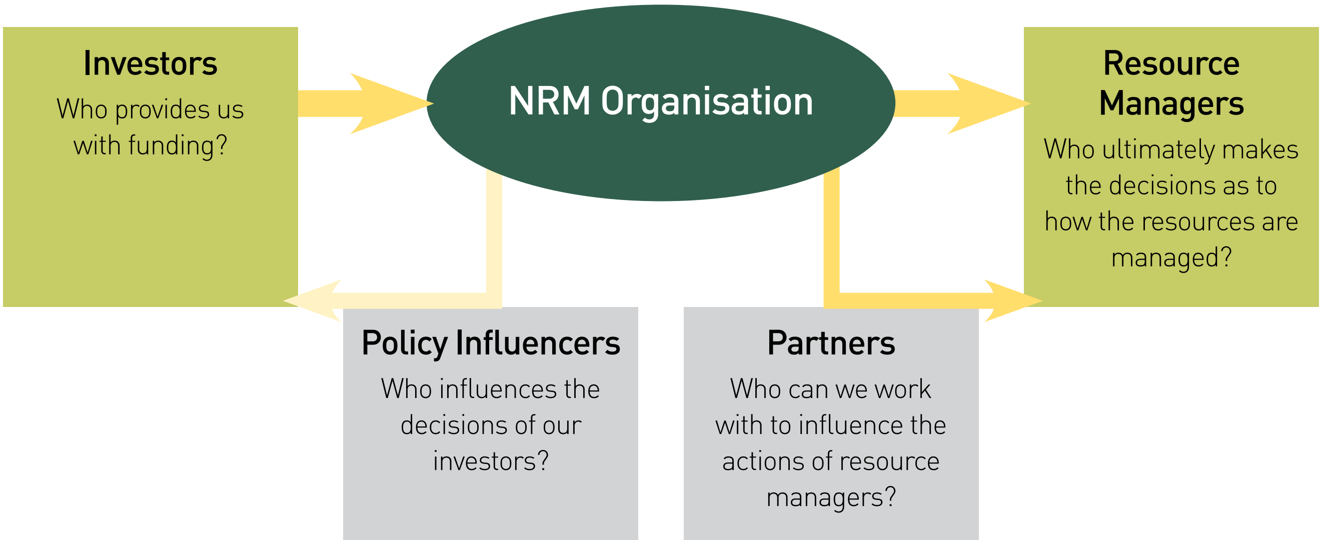
Making Successful Investments in NRM Practice Change
A RESEARCH PROJECT FUNDED BY LAND & WATER AUSTRALIA, THE AUSTRALIAN GOVERNMENT AND PARTICIPATING REGIONAL NRM BODIES

Stakeholder Segments for Regional NRM

The following diagram and checklist illustrate one possible type of segmentation of the stakeholders for a regional NRM body, based on the nature of the relationship. This can be adapted to suit specific situations, or an alternate model drawn up.



Checklist of possible stakeholders

This is an example which can be adapted to suit the local situation and to add further detail.

Investors

- Australian Government [List the agencies/ initiatives]
- State Government [List the agencies/ initiatives]
- Local Government
- Research bodies
- Community
- Philanthropic trusts
- Private enterprise

Policy Influencers

- State Governments
- Local Governments
- Community organisations
- Industry organisations
- Regional NRM bodies
- Other

Partners

- Industry organisations
- Community groups eg Landcare
- Local Government
- R,D,&E providers
- Bulk irrigation water suppliers
- Extension agents
- Department of Primary Industries / Agriculture
- Department of natural resources, environment or equivalent
- Regulators / Compliance agencies

Resource Managers

Private Land Managers

- Farmers
  Extensive
  Intensive
  Demographics, eg age
  Family / corporate owned
  By industry
  Dryland v irrigated
  Early adopters
  Later adopters
  Already engaged
  Not currently engaged
  NRM committed
  NRM sceptics
- Forestry Companies
- Mining Companies
- Native bushland conservators
- Absentee owners
- Tourism operators
- Residential
  Rural residential
  Urban

Public Land Managers

- State Forests
- National Parks
- Water Catchment Authorities
- State electricity companies
- Local Government (eg roads)
- State road agency
- Stock route managers
- Other Crown lands

How to Identify & Segment Stakeholders

Choose a mixture of techniques that help you to think in different ways about who may be stakeholders. Following are some techniques to choose from:

1. **Draw on in-house knowledge and relationships** to identify possible stakeholders. For example, a brainstorming exercise with a cross section of staff, board members and/or advisory group members.
2. **Review of records** of attendees at public meetings, requests for information or submissions received, to identify stakeholders who have already shown an interest.
3. **Seek the advice of stakeholders** that you have existing relationships with, to determine if there are groups or sub-sectors of the community you have overlooked. You may like to include a few external stakeholders in the brainstorming exercise.
4. **Call for expressions of interest** from groups or individuals. Public announcements such as meetings, advertisements, newsletters, community networks or the media may be used to promote the call for interest.
5. **Analyse** socio-economic profiling information to identify sub-sectors within the community.
6. **Use a checklist** that has been developed, for example the attached list.
7. **Classify stakeholders** into sectors that describe their relationship with you and/or the change you are trying to foster, and use this to identify any other stakeholders. The diagram on page 2 illustrates a possible segmentation of stakeholders for regional NRM bodies, based on the nature/purpose of the relationship.
8. **Consider critical questions** about the factors influencing practice change (listed on page 2) to help think further about the stakeholder sectors.

Once you have a comprehensive list of stakeholders, you can use the list as a basis for developing more detailed stakeholder profiles which will, in turn, help refine the list. These will be a useful resource for further understanding stakeholders, and planning community engagement and practice change activities.

Key questions to help identify and segment stakeholders

- Where in the region is this change most needed?
- Whose practices need change?
- What is the relative importance of each segment in relation to this change?
- What are the attributes / demographics of these people/segments?
- Why would people change?
- What drives or prevents the change?
- How willing are they to engage? Who influences them?
- Where are they at in the change cycle?
- What is their capacity to change?
- Who is able / willing to change in the required timeframe?
- What is the 'fit' of the change with these audiences?

From the NRM Practice Change Planning Framework

For further information

This fact sheet is one of a series prepared for the Making Successful Investments in NRM Practice Change project.

For further fact sheets and information visit the NRM Practice Change website:

www.hassall.com.au/australian_division

REFERENCES & LINKS

- Jacques M. Chevalier, 'SAS2 1.0: Stakeholder Identification,' in Social Analysis Systems2, http://www.idrc.ca/en/ev- 133058-201-1- DO_TOPIC.html

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