



Who is a stakeholder?¹

Stakeholders are very simply: “The individuals, groups and organisations that are involved in or may be affected by a change in the conditions governing the management and use of a resource, space or sector”.

Stakeholders are people who have rights to, responsibilities for and interests in a resource.

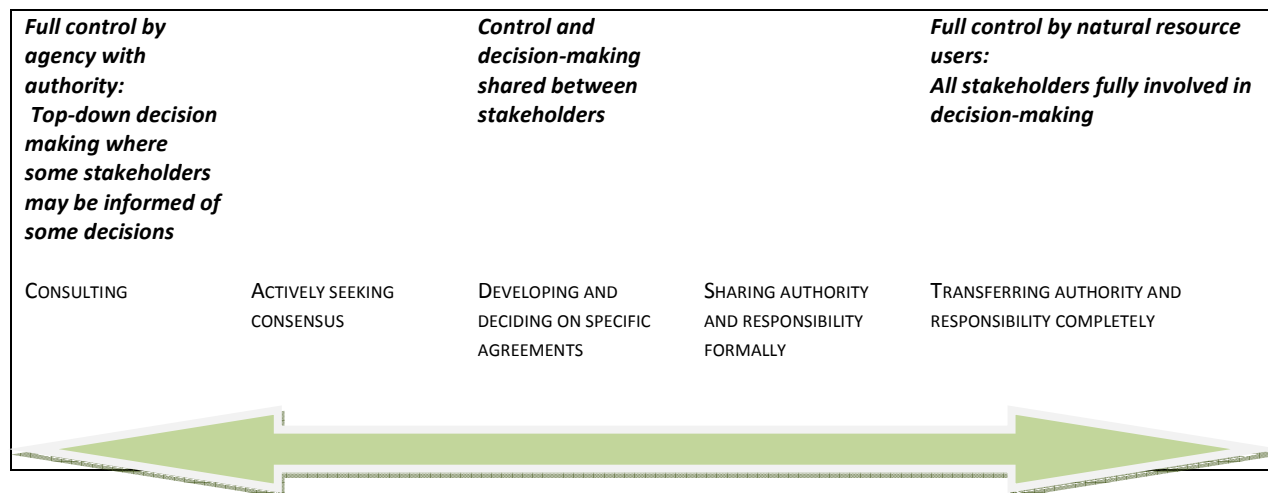
Stakeholders have rights to a resource if they:	Stakeholders have responsibility for a resource if they:	Stakeholders have interest in a resource if they:
<ul style="list-style-type: none"> • have a traditional link to it 	<ul style="list-style-type: none"> • undertake actions that change the nature of it 	<ul style="list-style-type: none"> • have a cultural attachment to it
<ul style="list-style-type: none"> • depend on it for their livelihood 	<ul style="list-style-type: none"> • derive economic benefits or well-being from it 	<ul style="list-style-type: none"> • derive some enjoyment from it
<ul style="list-style-type: none"> • own the land or access to it 	<ul style="list-style-type: none"> • are formally or informally managing it 	<ul style="list-style-type: none"> • are actively involved in its conservation
<ul style="list-style-type: none"> • have been conferred rights via some legal mandate 	<ul style="list-style-type: none"> • have a statutory responsibility 	<ul style="list-style-type: none"> • have an intellectual association with it (e.g. through research)

Assess who is a key stakeholder by asking:

- **What is their purpose/focus/interest/mission:** How closely does the primary focus of the stakeholders relate to management of the natural resource?
- **What is their level of power/authority/influence:** What political, social and economic power do the stakeholders have? What legal mandate do they have?
- **What is the size of their stake:** What is the level of responsibility of and benefits to be gained by the stakeholders? How much land do the stakeholders own/manage/use?
- **What is the scope of their involvement:** What is their level of benefit, impact, responsibility? What is their level of dependency on the resource for their livelihood? What is the level of their vulnerability to a change in management of the resource?
- **What capacity does the stakeholder have to be involved?** Do the stakeholders have capacities that can be contributed to management of the natural resource?

¹ Geoghegan, T., Y. Renard & N.A. Brown. 2004. Guidelines for Participatory Planning: A Manual for Caribbean Natural Resource Managers and Planners. Caribbean Natural Resources Institute Guidelines Series 4. CANARI. Port of Spain, Trinidad.

A continuum of participation in natural resource management²



Choosing the type of participation that is desired

1. What is the context?

- Is there existing or potential conflict?
- Is there strong interest by stakeholders?
- Do many different stakeholders have management rights and responsibilities?
- Are there existing or potential users of the resource?
- Will people be negatively impacted by the change in management of the resource?
- What are the relationships and power struggles?
- Is there a risk that by not involving stakeholders the management efforts will be derailed?

2. What is the willingness?

- Is there willingness to accept the inputs of stakeholders in the decision-making?
- Is there willingness to accept the involvement of stakeholders in management?

3. What type is possible?

- Are there sufficient resources to support the desired type of participation?
- Is there sufficient time to facilitate it?
- Do the stakeholders have the capacities required to equitably and effectively participate?
- Can an appropriate facilitator be found?
- Can the mechanisms to facilitate equitable involvement of stakeholders be created?

4. What are the costs and benefits?

- What are the benefits that we are seeking to achieve through using a participatory approach?
- What are the costs of this approach?
- Are the benefits greater than the costs?
- What are the costs of not using this approach?
- Are other approaches feasible? Would they yield greater benefits in relation to costs?

² Borrini-Feyerabend, G. 1996. Collaborative management of protected areas: tailoring the approaches to the context, Issues in Social Policy. IUCN. Gland, Switzerland.

Key steps in an idealised participatory planning process³

