WELCOME TO THE ECO LEADERS GUIDE!

Over the next few pages, you'll find **'Chapter 3: Analyzing and Consulting Your Stakeholders'** from the Eco Leaders Guide. Use the hyperlinks below to quickly access specific sections, activity guides, worksheets, templates or other resources.

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Eco Leaders Guide

WWF's Environmental Education and Youth Advocacy Toolkit for the Mekong Region

Disclaimer:
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CHAPTER 3
ANALYZING AND CONSULTING YOUR STAKEHOLDERS

INTRODUCTION

Engaging with stakeholders is crucial because it helps you gather a variety of perspectives, manage expectations, prevent potential conflicts, and build collaborative relationships. These efforts make your advocacy more sustainable and effective. Chapter 3 begins by clarifying what we mean by the term 'stakeholders' and what benefits can be had from engaging and consulting them. We also highlight the advantages of connecting with key stakeholders as well as the associated challenges. It is important to differentiate stakeholders by sector, and by their influence and interest in the issue we care about, because not all stakeholders hold the same level of power or interest in the topic at hand. By understanding the varying degrees of influence and interest among stakeholders, we can prioritize our engagement efforts effectively.

In Chapter 3, we introduce two interlinking tools to help you identify and analyze stakeholders from four sustainable development dimensions: environment, economy, society, and human well-being. These tools will enable you to assess each stakeholder's relative influence and impact on the issue you are addressing with your advocacy work, and help you to prioritize your efforts. Additionally, we provide a Stakeholder Consultation Planning template to help you develop strategies for effective consultations, which will contribute to your overall advocacy campaign. At the end of the chapter, you will find a resource library with links to further materials for enhancing your stakeholder engagement efforts.

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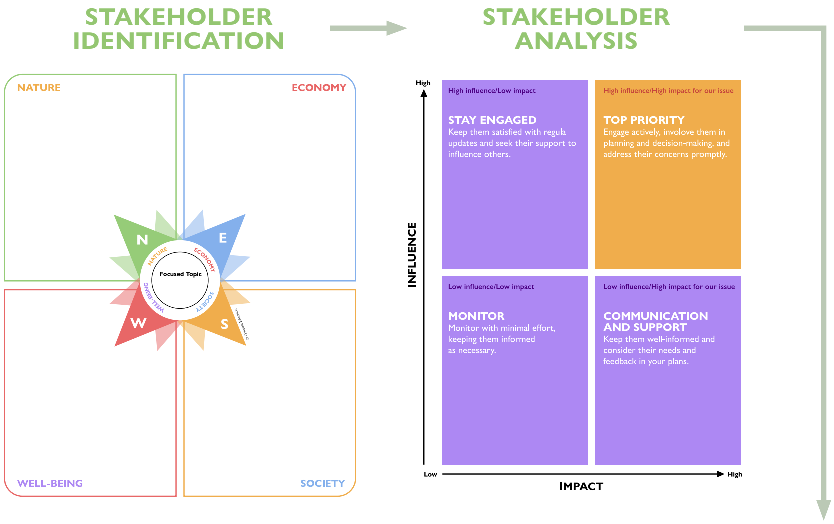
Tools & Template for Stakeholder Analysis and Consultation Planning

We offer two sequential tools to assist you in engaging with community stakeholders as part of your research and information-gathering phase. These tools can help you understand who your stakeholders are and determine where to focus your time, attention, and messaging. Upon completing the tools, you can fill in the "Stakeholder Consultation Plan" template. All three resources work together as the figure below shows.



STAKEHOLDER CONSULTATION PLAN TEMPLATE

Stakeholder	Why it's crucial talk to them	How to engage them?	What to find out from them?	Questions to ask	How to contact them (and the best times to do so?
Example Elders in the community	**Example** They have lived in this community for many decades, which means they have experience and have likely observed the changes in the environment over time.	**Example** In-person interviews; focus group discussions; and possible video interviews	**Example** How overall environmental quality, ecosystem health,and biodiversity in and around the community has changed over time.	**Example** • Are there any plants or animals that you saw, or were present in the ecosystem near the community that you do not see anymore? • What climate factors have changed since you were a child? (e.g. rainfall) • What is your opinion as to why these plants and animals no longer exist here?	**Example** Visit their home in the morning (late morning)

TOOLS IN THIS CHAPTER

Stakeholder Identification

TOOL:

- 3.1 Sustainability Compass Stakeholder Identification

Stakeholder Analysis

TOOL:

- 3.2 Stakeholder Analysis: Influence and Impact Matrix

Stakeholder Consultation Plan

TOOL:

- 3.3 Stakeholder Consultation Plan

WHAT DO WE MEAN WITH THE TERM "STAKEHOLDERS"?

Stakeholders are individuals or groups who have an interest in or are impacted by a particular issue, project, or decision. Engaging and speaking with stakeholders is crucial because their perspectives, needs, and concerns are essential for making well-informed and inclusive decisions. By involving stakeholders in discussions and decision-making processes, you ensure that their voices are heard, their input is considered, and the outcomes reflect the diverse viewpoints of those affected. This inclusive approach not only leads to better solutions but also fosters trust, collaboration, and a sense of ownership among all parties involved. So, by engaging with stakeholders, you can create more meaningful and effective outcomes that benefit everyone involved.

In any advocacy campaign, it's important to figure out who the stakeholders are, what they care about, and how to talk to them in a way that resonates. By doing this, you make sure that everyone's viewpoints, needs, and hopes are taken into account, which boosts the chances of your project or campaign succeeding.

Some Stakeholder Engagement Best Practices

Understanding and implementing best practices can boost your confidence when interacting with stakeholders and help ensure the best outcomes for them, as well as your project and organization.

Start by making a list of your stakeholders. This is a key first step in your stakeholder plan. Think about everyone who might be affected by your project or who could influence its outcome. This includes individuals, groups, and organizations. Once you've identified your stakeholders, you'll have a clearer idea of who you need to reach out to.

You can then start to design your messages and strategies in a way that meets the specific needs and interests of each stakeholder or group. This approach helps ensure that your project or organization gets the support and input it needs to succeed.

Identify your key stakeholders. If your initial list is extensive, it's a sign you've been thorough, but remember, you can't connect deeply with everyone. Focus on pinpointing who your key stakeholders are—these are the individuals and groups crucial to your project's success, with whom you need to engage more intensively.

To efficiently manage your time and resources, use the Stakeholder Mapping method, sorting stakeholders by their Influence, Interest, and Impact. This approach allows you to prioritize your engagements, ensuring you focus on those who are most important while still maintaining a broad engagement strategy.

Define what success looks like for you. Even if you're doing a great job engaging with your stakeholders, you won't really know how effective your efforts are unless you're keeping track of everything—from who's getting involved, to how they're participating, to the outcomes of these interactions. Make sure you set clear, realistic expectations for what you want from your stakeholder engagement.

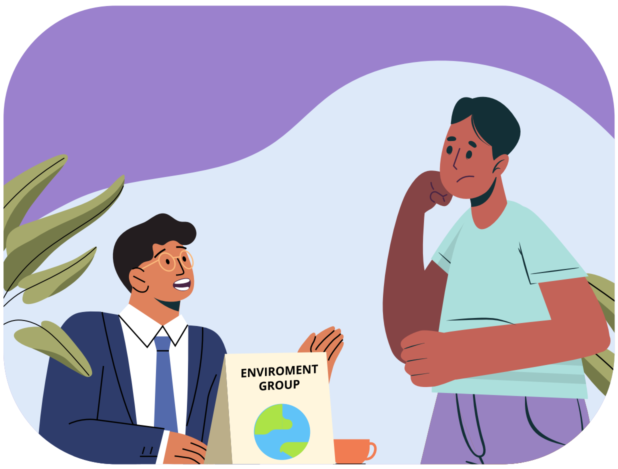
Consider what the minimum level of involvement you need is and aim for that as a starting point. Setting achievable goals will help you measure your progress effectively.

Examples:

- At a future issue outreach and awareness raising event, there will be at least 100 people who sign the participation sheet.
- Of the 100 people, 60% or more will be community members
- 250 survey questionnaires are answered and returned.
- 1,000 views of our YouTube video.
- At least 500 people sign the petition in support of action on the issue.

Make a plan. Creating a stakeholder engagement plan should be one of your initial steps. Start with the basics: identify who your stakeholders are, understand why you need to connect with them, decide on the methods you'll use to engage them, figure out what you need to learn from them, and determine the key questions you'll ask. Having a solid plan not only sets you up for success but also helps you evaluate your team's ability to carry out effective stakeholder engagement. This preparation is crucial for making sure your efforts pay off.

Keep it inclusive. Your stakeholders come from all walks of life, and it's up to you to ensure everyone has an equal opportunity to get involved. Here's how you can make it happen:



- √ Figure out exactly who your stakeholders are and their favorite ways to communicate. Knowing this helps you connect better.
- √ Make sure your information is accessible in various formats—whether it's audio, video, text, face-to-face, or online. And don't forget about offering translations!
- √ Actively work to engage people from different economic, ethnic, and situational backgrounds. This makes your project richer and more inclusive.
- √ Be especially receptive to those from vulnerable and marginalized groups, such as people from low-income communities, LGBTQ+ and people with disabilities. Always use language that makes everyone feel welcome and included.

Be adaptable and flexible. Stakeholder engagement isn't about controlling people and making them your pawns. It's about collaboration. Your stakeholders' contributions, perspectives and concerns should be taken into consideration and should influence the decisions that are made. Following stakeholder engagement best practices means you welcome constructive feedback and that you're open to making changes and adapting.

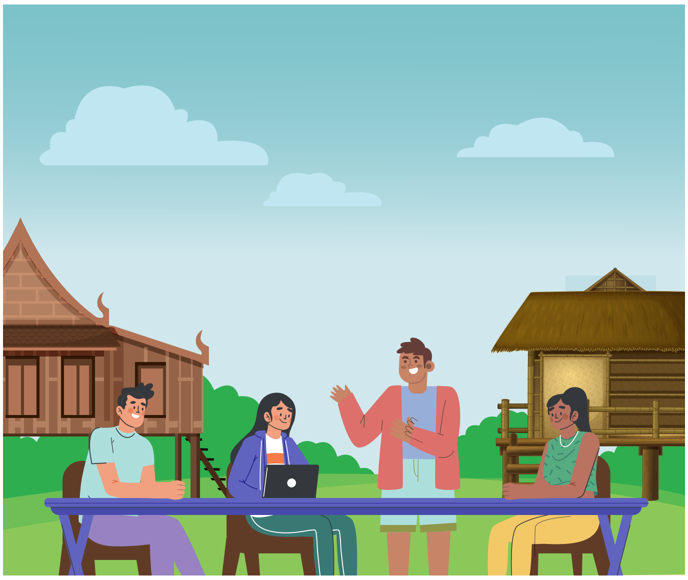
Design your message to be suitable for your stakeholders. Not every group you engage with will respond well to the same style or method of communication. It's best practice to customize your content for different stakeholders. This means adapting your message to focus on what matters most to them and presenting it in a way they appreciate. Whether it's a more formal presentation for business leaders or a casual chat for community members, make sure your message hits the right note with each group.

Part 1: Stakeholder Identification & Analysis

Stakeholder analysis is a systematic process used to identify, evaluate, and engage individuals or groups who have a stake in a specific issue, project, or outcome. In advocacy work, stakeholder analysis is essential because it helps organizations understand the array of actors involved and their various interests, influences, and interrelations concerning the issue at hand. Stakeholder analysis is particularly important for advocacy issues for some of the following reasons:

- **Understanding the Players:** First, you need to know who you're dealing with: What do they care about? How does your issue affect them? This helps you predict how they might react and lets you plan how to approach them.
- **Measuring Power:** Not everyone has the same amount of power or influence. Some can make changes happen; others might just have opinions. Knowing who can actually influence outcomes is key to deciding where to focus your energy.
- **Teaming Up:** Sometimes, you'll find others who share your goals. Teaming up can make your advocacy stronger and give your voice more weight. It's about finding strength in numbers.
- **Smart Planning:** With all this information, you can make smarter plans. You'll know who to talk to, what to say, and how to say it to engage people effectively and insist on the changes you want.
- **Staying Ahead:** Knowing the situation helps you identify both opportunities and obstacles early on. This way, you can use opportunities to your advantage and avoid potential problems.
- **Smart Talking:** Each group you talk to might see things a bit differently. By knowing your audience, you can design your messages so they resonate more strongly and clearly.
- **Checking Your Impact:** After you act, look back to see what worked and what didn't. Did you reach the people you wanted to? Did you make a difference? This helps you do even better next time.

So, stakeholder analysis is all about understanding the situation before starting your activities. It makes sure your efforts to change things for the better are smart, sharp, and likely to succeed.



Who should we be talking with and listening to?

For an effective advocacy issue campaign, engaging with a broad spectrum of stakeholders is essential. Identifying the right stakeholders involves understanding the situation surrounding your advocacy issue, including who has the power to bring change, who is affected by the issue, and who can influence public opinion and policy. Effective stakeholder engagement is about building relationships, understanding each stakeholder's interests and perspectives, and finding common ground to advance your advocacy goals.

Identifying Your Stakeholders

The specific individuals or groups you need to talk to can vary depending on the issue at hand, but generally, they will come from these types of groups:

- **Affected Communities or Individuals:** Directly engaging with those who are most impacted by the issue is crucial. Their stories, experiences, and needs can provide valuable insights and legitimacy to the campaign.
- **Policy Makers and Government Officials:** These include local, regional, and national elected officials, regulatory agency staff, and other government employees who have the power to make, change, or influence policies related to the advocacy issue.
- **Experts and Researchers:** Specialists in the field related to your advocacy issue can provide data, evidence, and credibility to support your campaign's goals and strategies.
- **NGOs and Civil Society Organizations:** Organizations that share similar values or have been involved in similar issues can be allies. They can offer support, resources, and a broader network to amplify your campaign.

- **Media and Journalists:** Media professionals can help raise public awareness about the issue. Providing compelling stories for journalists and bloggers can help generate public support and put pressure on decision-makers.
- **Business Leaders and Industry Representatives:** In certain campaigns, particularly those related to environmental issues, public health, or consumer rights, engaging with the business sector can be important for both support and addressing opposition.
- **Community Leaders and Influential Figures:** These individuals can influence public opinion and mobilize community action. They can be religious leaders, celebrities, local activists, or respected community members.
- **General Public and Supporters:** Engaging with the broader public is crucial for building a base of support. This can include organizing grassroots activities, public meetings, and using social media to engage with a wider audience.
- **Legal Experts:** For advocacy campaigns that may involve litigation, or need to navigate complex legal frameworks, consulting with legal experts is essential.
- **International Organizations and Bodies:** For issues that cross national boundaries or can be influenced by international policy, engaging with representatives from relevant international organizations can be beneficial.
- **Technical experts:** For advice on running a project and campaigning with a team, you may need to approach more technical stakeholders who can help your project with financial advice, facilitation training and advisory roles. Who might these people be in your situation?

At this point, we recommend using the **Sustainability Compass Tool** for helping you and your team to identify who are the various individuals and groups who have a valid "stake" in the issue that you are wanting to address with your advocacy work.

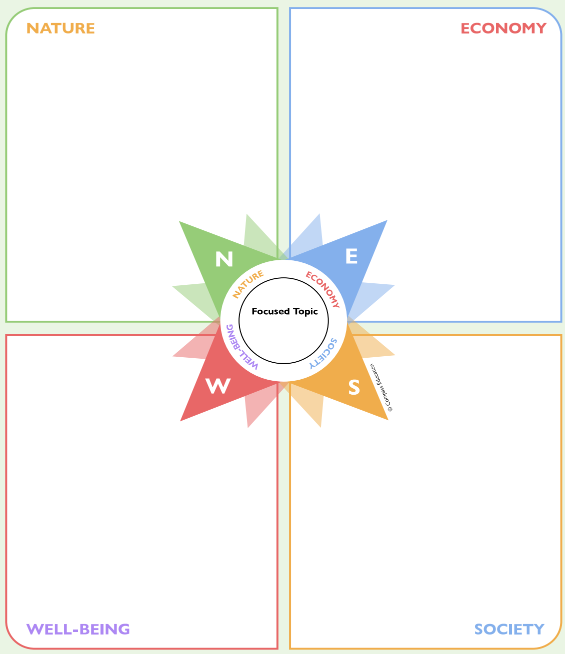
Stakeholder Tool 1: Sustainability Compass Stakeholder Identification

The Sustainability Compass, with its focus on the four dimensions of Nature, Economy, Society, and Well-being, can be a very useful tool for stakeholder identification. The compass uses four key dimensions represented by the initial letters **N**orth, **E**ast, **S**outh, and **W**est, corresponding to Nature, Economy, Society, and Well-being respectively. Each dimension of the compass can lead to identifying specific groups or entities that have interests or impacts in that area.

Examples:

- Nature: Environmental NGOs, regulatory bodies, and local communities living in proximity to natural resources.
- Economy: Businesses, investors, and economic policymakers who play roles in the economic aspects of sustainability.
- Society: Social groups, minority communities, and advocacy organizations concerned with social justice and equity.
- Well-being: Healthcare providers, wellness organizations, and public health authorities.

The Sustainability Compass is also a very useful tool for the identification of interdependencies among different stakeholders who fit in any of the four sustainability dimensions. The Sustainability Compass helps identify how these dimensions interact, revealing stakeholders who might not be immediately obvious.



For instance, for a particularly critical environmental issue, some stakeholders may be associated with both the Economy and Nature aspects. Understanding these interdependencies ensures more effective engagement and strategy planning.

In summary, the Sustainability Compass provides a structured framework that not only aids in identifying a diverse range of stakeholders but also facilitates a deeper understanding of their roles and interests in sustainability efforts. This can enhance the effectiveness of initiatives by ensuring all relevant perspectives and influences are considered from the start.

Analyzing Our Stakeholders

After identifying and organizing stakeholders using a tool like the Sustainability Compass, the next step is to analyze these stakeholders based on their influence and impact concerning the issue at hand. In advocacy work, and many other fields, identifying stakeholders based on their influence and impact is crucial for effective engagement and successful outcomes.

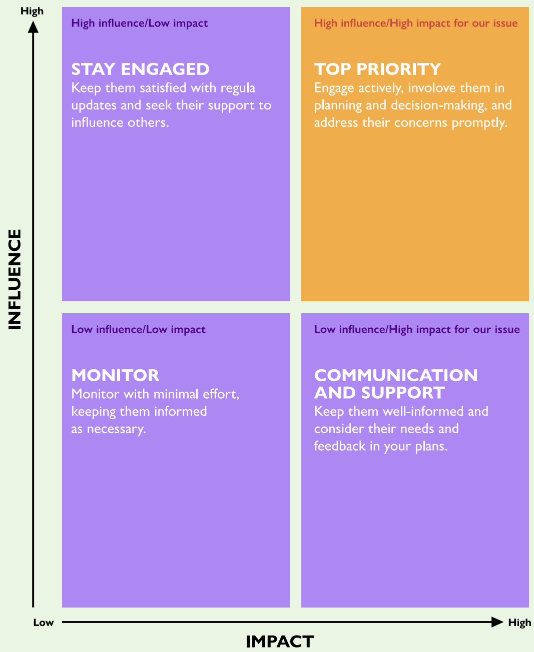
The next tool that we recommend using for your analysis is the **Stakeholder Analysis - Influence & Impact Matrix Tool.**

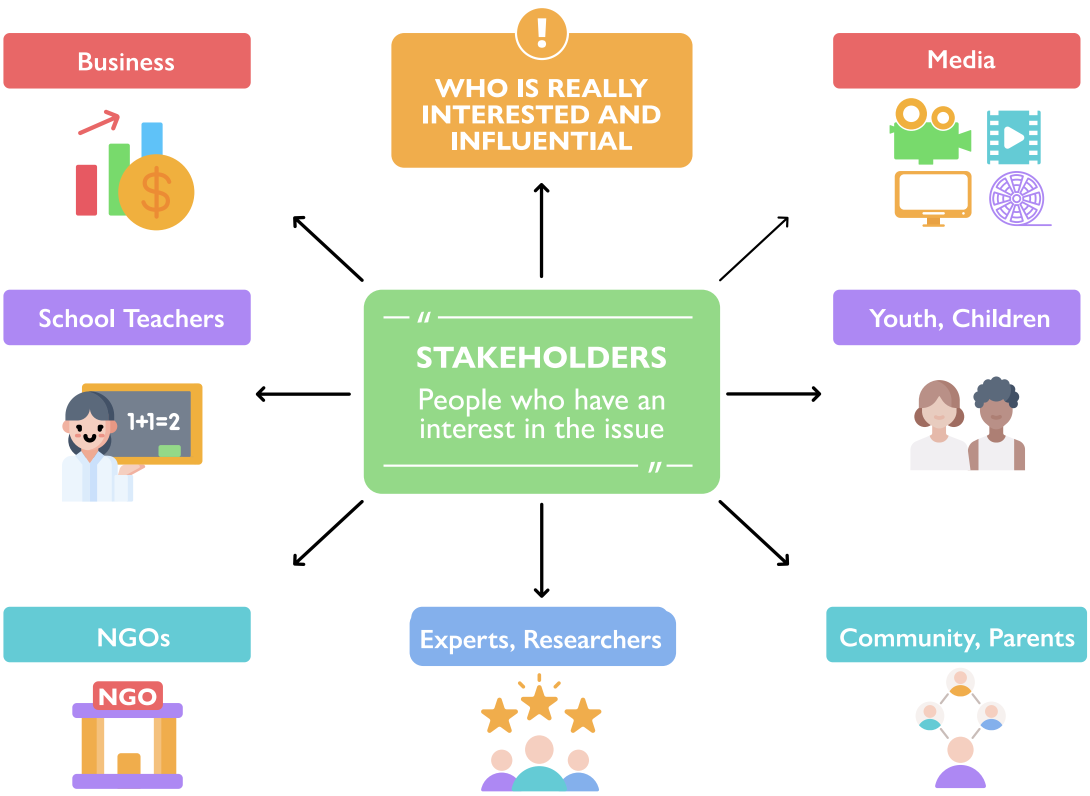
Stakeholder tool 2: Stakeholder Analysis - Influence and Impact Matrix

Using this tool can help you sort and rank your identified stakeholders based on how much they can affect outcomes and how interested they are in the work you're doing. By mapping stakeholders using this matrix, you can spot who has a big influence and/or impact, and who doesn't.

There are three important things that we are looking for in using this Stakeholder Analysis Tool. These are:

- **Assessment of stakeholder influence in the context of the issue:** It is important to determine the level of influence each stakeholder has on our issue. By "influence," we mean the power or authority a stakeholder has to effect change or sway decisions in relation to the issue. This can include political power, financial resources, control over resources, or the ability to influence public opinion or other stakeholders' actions.
- **Assessment of stakeholder impact in the context of the issue:** It is equally important to evaluate how significantly each stakeholder could be impacted by the issue or how significantly they can impact the issue. Impact can be considered in terms of the consequences for the stakeholder if the issue is or isn't addressed and their capacity to affect the outcome of your initiative.
- **Mapping the stakeholders in relation to their influence vs Impact on the issue:** Create a matrix using this tool to map out the stakeholders based on their levels of influence and impact in relation to your advocacy issue. This visual tool helps in understanding the situation at a glance and can guide strategy development.





Part 2: Stakeholder Consultation (Talking With the Right People)

Stakeholder consultation is very important when advocating for environmental issues because it brings everyone's voice to the table. Whether it's local people, environmental experts, businesses, or government officials, getting everyone involved helps gather different viewpoints and smarter solutions. This inclusive way of doing things not only makes the plan stronger but also gets more people on board, making it more likely to succeed. Plus, chatting with stakeholders early on helps spot any obstacles in the road ahead, modifying plans to make them even better. This approach ensures that the efforts to tackle environmental challenges are well-rounded and more effective.

What benefit can we get from talking with stakeholders?

Speaking with different people and groups when planning for advocacy work is fundamental to understanding your issue in a broad and deep way, as well as building necessary relationships, and devising strategies that are informed, inclusive, and adaptable to achieve meaningful and lasting change.

Following are some specific benefits that you will get as an environmental issue advocate by engaging and talking with different stakeholders:

- **Understanding Diverse Perspectives:** Engaging in conversations with a wide range of stakeholders allows advocates to gather different viewpoints and insights. This helps in understanding the complex nature of the issue at hand, identifying various impacts, and recognizing potential challenges and opportunities. It ensures that advocacy strategies are well-informed and inclusive of diverse needs and expectations.
- **Building Relationships and Trust:** Communication is key to establishing and maintaining trust among stakeholders. By engaging in open and transparent dialogue, advocates can build stronger relationships with key individuals and groups, including those directly affected by the advocacy issue, potential allies, policymakers, and the general public. Trust facilitates collaboration and support, which are essential for effective advocacy.
- **Identifying Allies and Opponents:** Conversations help in identifying potential allies who can support the advocacy efforts and opponents who may resist change. Understanding the motivations and concerns of both can inform more strategic planning and approach to advocacy, including designing messages that resonate with different audiences and developing strategies to mitigate opposition.
- **Enhancing Credibility and Legitimacy:** Involving stakeholders, especially those directly affected by the issue, adds credibility and legitimacy to the advocacy work. It demonstrates a genuine commitment to addressing the concerns and needs of those impacted, rather than pushing an agenda that may be perceived as disconnected from the real issues.
- **Mobilizing Support:** Engaging with people can help to mobilize support for the advocacy cause. Through conversations, advocates can inspire and motivate others to take action, whether it be through raising public awareness, influencing policy, or contributing resources towards the advocacy efforts.
- **Adapting Strategies to Real-World Contexts:** Speaking with people provides insights into the practical challenges and real-world contexts within which the advocacy efforts will operate. This allows advocates to adapt their strategies to be more effective and responsive to the dynamics at play, ensuring that their efforts are grounded in reality and more likely to achieve the desired change.
- **Feedback and Continuous Improvement:** Engaging in dialogue with stakeholders provides opportunities for feedback, which is invaluable for assessing the effectiveness of advocacy strategies and making necessary adjustments. Continuous improvement based on stakeholder feedback ensures that advocacy efforts remain relevant and impactful over time.

Preparing for Engaging and Talking with People

Preparing for stakeholder consultations is a crucial step for a youth environmental advocacy group aiming to engage effectively and gather meaningful input. Here are some key steps you should take to ensure successful consultations:

1. **Define Objectives**: Clearly define what the group hopes to achieve through the consultations. Is it to gather opinions, seek support, or inform stakeholders about the issue? Having clear goals will guide the structure and content of the meetings.
2. **Identify Stakeholders:** Using tools such as the Sustainability Compass and the Stakeholder Analysis Influence-impact matrix, identify who you should involve in the consultations. Consider including local community members, environmental experts, business leaders, policymakers, and other relevant groups. Aim for a diverse mix to get a wide range of perspectives.
3. **Develop a Plan:** Create a detailed plan that outlines the format of the consultations, including whether they will be in-person meetings, online forums, or a combination of both. Decide on the number of sessions, their locations, and timings to accommodate as many stakeholders as possible.
4. **Prepare Materials:** Develop clear, concise, and engaging materials to share with stakeholders. These could include information packs about the environmental issue, the group's goals, and what is expected from the consultation. Visual aids like slides, charts, or videos can be particularly effective in communicating complex information.
5. **Set the Agenda:** Develop an agenda that allows time for presentations, discussions, and Question & Answer (Q&A) sessions. Make sure the agenda is structured but flexible enough to accommodate unforeseen discussions or particularly engaging topics.
6. **Train your Facilitators:** Choose facilitators from within the group or hire external professionals experienced in leading stakeholder engagements. Facilitators should be trained on the issues being discussed, as well as on managing diverse groups and fostering constructive dialogue.
7. **Promote the Consultation:** Use various channels to invite stakeholders and encourage their participation. Social media, emails, community bulletins, and direct invitations can be effective. Make sure to communicate the importance of their contribution and how it can impact the issue.
8. **Logistics and Accessibility:** Ensure that the venue is accessible to all participants, including those with disabilities.

Consider logistical needs such as seating arrangements, audio-visual equipment, refreshments, and transportation if necessary.

9. **Establish Ground Rules**: To maintain a respectful and productive environment, establish ground rules for participation. These might include encouraging respectful dialogue, allowing everyone a chance to speak, and handling disagreements constructively.
10. **Feedback Mechanism:** Plan how you will collect and use the feedback received during the consultations. This might involve surveys, follow-up interviews, or a formal feedback form. Explain to participants how their input will be used to shape your advocacy efforts.
11. **Follow-up:** After the consultations, send thank you notes to participants and provide them with a summary of the outcomes. Keeping stakeholders informed and engaged even after the consultations enhances relationships and supports ongoing collaboration.

Some Simple Dos and Don'ts When Engaging With Stakeholders

Dos:

1. Listen actively to stakeholders' opinions and perspectives.
2. Ask open-ended questions to better understand their insights.
3. Respect diverse viewpoints and experiences.
4. Maintain clear communication throughout the consultation process.
5. Consider stakeholders' feedback and integrate it into your project where possible.
6. Show appreciation for their time and input.
7. Be transparent about your goals and intentions.
8. Seek to build positive relationships.

Don'ts:

1. Don't dismiss or ignore stakeholders' feedback.
2. Avoid making assumptions about their needs or preferences.
3. Don't dominate the conversation; give all stakeholders a chance to speak.
4. Avoid using technical jargon that may be confusing.
5. Don't rush the consultation process; allow stakeholders enough time to express their views.
6. Avoid being defensive if stakeholders provide critical feedback.
7. Don't promise things you cannot deliver.
8. Avoid favoring certain stakeholders over others; strive for fairness and inclusivity.

Developing a Stakeholder Consultation Plan for Environmental Advocacy

For young environmental advocates, developing a thorough stakeholder consultation plan is the first step towards meaningful change. It allows you to identify who needs to be involved, understand their interests, and engage them effectively.

By building strong relationships with key stakeholders—from community leaders to government officials—you ensure your advocacy efforts are supported and impactful. A well-devised consultation plan not only garners broader support but also enriches your strategy with diverse perspectives, making your environmental initiatives more inclusive and successful. Let's start with understanding our allies and opponents to build a foundation that turns your vision into reality!

Stakeholder Plan Template: Stakeholder Consultation Plan

Creating a Stakeholder Consultation Plan is essential if you want to successfully engage and involve relevant actors in your environmental issue work or advocacy campaign.

The purpose of using a Stakeholder Consultation Plan before starting your advocacy planning is to ensure you engage with the right people in the right way, to gather their input and feedback to support your environmental issue advocacy efforts.

This planning template will help you identify key stakeholders you need to talk to, and to understand their perspectives. The template will also ask you to think about the best methods for engaging your stakeholders, and establishing clear communication channels and messages that resonate with them.

Stakeholder	Why it's crucial talk to them	How to engage them?	What to find out from them?	Questions to ask	How to contact them (and the best times to do so?
Example Elders in the community	**Example** They have lived in this community for many decades, which means they have experience and have likely observed the changes in the environment over time.	**Example** In-person interviews; focus group discussions; and possible video interviews	**Example** How overall environmental quality, ecosystem health,and biodiversity in and around the community has changed over time.	**Example** • Are there any plants or animals that you saw, or were present in the ecosystem near the community that you do not see anymore? • What climate factors have changed since you were a child? (e.g. rainfall) • What is your opinion as to why these plants and animals no longer exist here?	**Example** Visit their home in the morning (late morning)

Environmental Education Activity - Community Stakeholder Investigation

If you and your team are inclined to undertake a more in-depth, rapid community stakeholder investigation, you can also use the Environmental Education activity "Pieces, Patterns, and Processes" (PPP) which was introduced in Chapter 1 for exploring the three thematic topics of this toolkit. See the explanation below.

Cross-Cutting Environmental Education Activity:

Pieces, Patterns and Processes (PPP) is a cross-cutting environmental education activity that focuses on engaging with and talking to local stakeholders in their community. It is designed to identify how they think about issues from different angles, perspectives or reference points, such as from environmental, economic or socio-cultural points of view. As with how it is used to explore community perspectives on the thematic issues introduced in Chapter 1, PPP can also be a great activity for a team of 3-9 or more people to find out their views on the specific issues that your advocacy campaign will focus on. This activity also asks you to draw causal relationship linkages between responses that you receive from community stakeholders from each of the three aspects (environment, economy and society). This makes PPP a really good systems thinking stakeholder engagement activity.

You can access the activity lead sheet at the link provided here.

Library for additional resources

- Carbon Market Watch, April 2021. Practitioner's guide for local stakeholder consultation.
- The Community Foundation for the Greater Capital Region (cfgcr.org). Stakeholder Engagement Best Practices Guide.

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3.3.1

SUSTAINABILITY COMPASS STAKEHOLDER IDENTIFICATION

The Sustainability Compass uses four key dimensions represented by the letters **N**(orth), **E**(ast), **S**(outh), and **W**(est), corresponding to Nature, Economy, Society, and Well-being. Each dimension of the Compass can lead to identifying specific persons, groups or entities that influence or impact the environmental issue you are working on.

The Compass helps identify how these dimensions interact, revealing stakeholders who might not be immediately obvious. For instance, for a particularly critical environmental issue, some stakeholders may be associated with both the Economy and Nature. Understanding these interdependencies ensures more effective engagement and strategy planning.

INSTRUCTIONS

- Write the topic you are focusing on in the middle of the Compass.Identify ways to reduce pollution.
- As a team, brainstorm stakeholders for each of the four directions of the Compass and list the stakeholder groups using the provided Compass Stakeholder Identification Template.

Consider the following questions for each Compass direction:

Nature (N)

N

- Who are the key environmental groups or organizations that could be affected by, or interested in, your work?
- Are there any local, regional, or national environmental agencies or regulatory bodies we need to consider?
- Which community groups or NGOs focus on environmental protection in your area?

Write these groups down in the Compass Nature Quadrant (Box).

Economy (E)

E

- Which businesses or economic entities are directly or indirectly involved?
- Are there any economic regulations or policies that need to be considered? Who can influence the decision-making process?

Write these groups down in the Compass Economy Quadrant.

Society (S)

S

- Are there any social issues, cultural or social norms that need to be addressed?
- Who are the community leaders or influential figures in the area? Are there specific demographic groups (e.g., youth, elderly, minority communities) that should be consulted?
- Which community-based organizations or social service providers could be relevant?

Write these groups down in the Compass Society Quadrant.

Well-being (W)

W

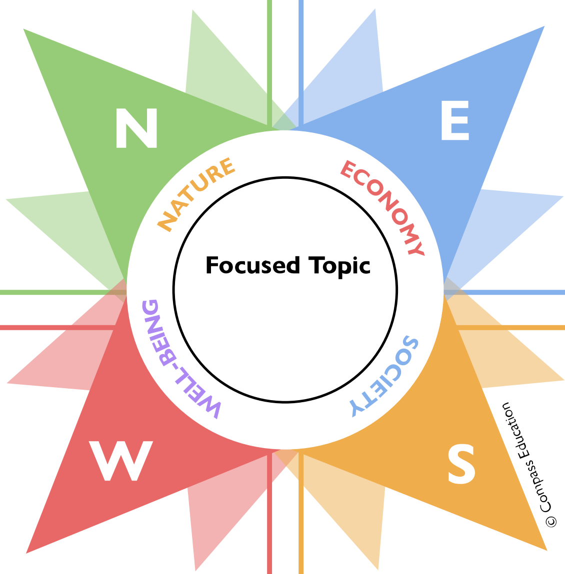
- How does this issue affect public health and safety?
- What are the potential benefits or risks to individual & community well-being?
- Who are the advocates for human rights and quality of life?
- Are there any health and well-being groups, organizations or agencies already engaging with the issue?

Write these groups down in the Compass Well-being Quadrant.

COMPASS STAKEHOLDER IDENTIFICATION TEMPLATE

NATURE

ECONOMY



WELL-BEING

SOCIETY

A REMINDER... WHAT DOES EACH LETTER OF THE SUSTAINABILITY COMPASS STAND FOR?

Use the description of each Compass quadrant below for reference when considering the stakeholder groups relevant to the environmental topic you are focusing on.

N is for Nature

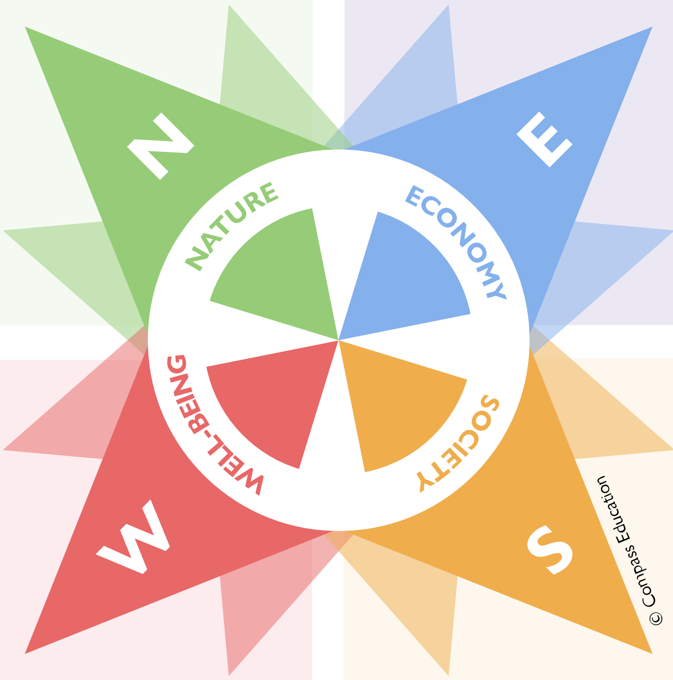
All of our natural ecological systems and environmental concerns, from ecosystem health to resource consumption and waste.

Identify key environmental groups; local, regional, or national agencies; and conservation-focused NGOs that could be affected by or have an interest in the issue.

E is for Economy

The systems and processes by which we use nature, together with our own ideas and work, to create goods, services, money and jobs.

Consider local businesses, economic development organizations, and financial institutions that might be impacted or interested in the issue.



W is for Well-being

Individual health, happiness and quality of life. This also includes the health and happiness of our families and others who are close to us—and our relationships to them.

Engage health & wellness organizations, mental & physical health advocates, and educational institutions that could have an interest in or be affected by the issue.

S is for Society

The institutions and structures that organize our collective life as humans, from government agencies to school clubs, as well as the cultural values that shape and guide them.

Include community leaders, community-based organizations, social service providers, and specific demographic groups.

EXAMPLE: COMPASS STAKEHOLDER IDENTIFICATION

NATURE

Natural scientists

Environment ministries

Environmental NGOs

Local conservation clubs

ECONOMY

Industry associations

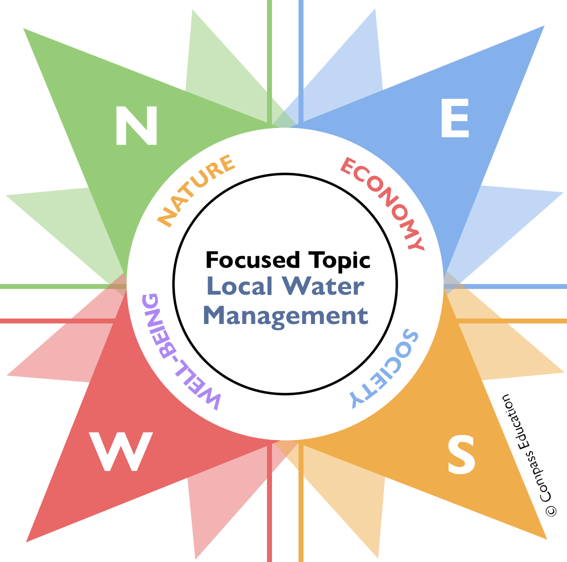
Agricultural planners and policy makers

Farmers

Local co-op group

Economic development authorities

Businesses



Health department: Water-borne disease prevention programs

Local school

Environmental NGOs

Landscape architects (e.g. park designers)

Sanitation experts

WELL-BEING

Water governance experts

Policy makers

Advocates for equitable access to clean water

Water management agencies

Traditional /indigenous users & practitioners

SOCIETY

3.3.2

STAKEHOLDER ANALYSIS

After compiling a comprehensive list of individuals and organizations who affect or are affected by your issue, it's both crucial and useful to assess their influence and impact using the Influence- Impact Matrix. This tool helps you to systematically identify and engage with stakeholders to maximize their support—and effectively advocate for your environmental issue.

INSTRUCTIONS

1. Review Your Stakeholder List

Start by looking back at your stakeholder identification efforts. Ensure you have a comprehensive list of all relevant people and organizations.

2. Assess Each Stakeholder's Influence

Determine how much power each stakeholder has over the environmental issue. Ask yourself these questions:

- Which stakeholders have the most influence or power to affect the change I am working on?
- Are they able to influence environmental policies or projects?
- Do they have access to funding, expertise, or information?
- Are they recognized experts or thought leaders in the environmental issues I am focusing on?
- Do they have connections that can help mobilize support?
- Are they able to shape public opinion or awareness?
- Are they able to enforce environmental regulations or policies?

3. Evaluate Each Stakeholder's Impact

- Assess how much each stakeholder is affected by or can affect the issue you are focusing on. Consider:
- Who are the stakeholders that could be most impacted by changing the environmental issue?
- Will they benefit from or be harmed by environmental changes?
- How will environmental policies affect their daily life or their organization's operations?
- What financial consequences will they face?
- How will their community be impacted?
- How will their public image be affected?
- What legal or regulatory consequences will they encounter?

4. Categorize Stakeholders Using the Matrix

Use the Influence and Impact Matrix provided on the next page to map each stakeholder. The Matrix has two axes:

- The horizontal axis represents the level of influence (low to high).
- The vertical axis represents the level of impact (low to high).

5. Place Stakeholders in the Appropriate Quadrants

Based on your assessment, write down each stakeholder's name or organization in one of the four quadrants.

- High Influence/High Impact (top right quadrant): Key players who are critical to the main issue and your advocacy efforts.
- High Influence/Low Impact (top left quadrant): Stakeholders who can sway others but are less directly impacted.
  Low Influence/High Impact (bottom right quadrant): Those significantly affected but with less power to change outcomes.
- Low Influence/Low Impact (bottom left quadrant): Stakeholders who are less involved but still worth considering/monitoring.

- Use the result of this analysis to help you design your stakeholder engagement strategies based on the quadrant each stakeholder falls into.
- Recognize that resources are limited and you cannot engage with all stakeholders equally. Identify a few key stakeholders from the High Influence/High Impact quadrant to focus your efforts on, as their support will be critical to your success.
- Stakeholder dynamics can change over time. Regularly review and adjust your stakeholder analysis and engagement strategies to reflect any changes in a stakeholder's influence, impact or priorities.

REFLECTION QUESTIONS

Discuss these questions with your team mates:

- Were there any stakeholders whose influence or impact was challenging to assess? If so, why?
- What did we learn from this stakeholder analysis process? Were there any surprises or insights gained about certain stakeholders that we did not anticipate?

STAKEHOLDER ANALYSIS - INFLUENCE AND IMPACT MATRIX

High

INFLUENCE

High influence/Low impact

STAY ENGAGED

Keep them satisfied with regular updates and seek their support to influence others.

High influence/High impact for our issue

TOP PRIORITY

Engage actively, involve them in planning and decision-making, and address their concerns promptly.

Low influence/Low impact

MONITOR

Monitor with minimal effort, keeping them informed as necessary.

Low influence/High impact for our issue

COMMUNICATE AND SUPPORT

Keep them well-informed and consider their needs and feedback in your plans.

Low — High

IMPACT

NOTE: Each box (quadrant) in the matrix provides specific advice on how to engage with stakeholders based on their position.

3.3.3

STAKEHOLDER CONSULTATION PLAN TEMPLATE

Creating a Stakeholder Consultation Plan is essential for engaging and involving relevant parties. Below is a template that you can customize based on the specific issue you're working on. You may want to print or replicate this template onto a larger A0 size poster paper to make it easier to fill out with your team. ***Use the information you have gathered from the "Sustainability Compass Stakeholder Identification" and the "Stakeholder Influence and Impact Analysis" to support your stakeholder consultation planning.***

Step 1: In Column A, list the key stakeholders that you have identified earlier using the Sustainability Compass and Stakeholder Analysis tool.

Note: Focus on the stakeholders who you feel have enough influence and impact with regards to your issue.

Step 2: In Column B, brainstorm why you feel it is important to talk with each of the stakeholders that you listed. Is it because of their influence on others, in policy making, law enforcement or education? Or is it something else, like the impact that this issue has on their lives and livelihoods?

Step 3: In Column C, discuss with your team and identify the best methods to engage the stakeholders—you want to be able to meet them and get their perspective in a safe and open manner. Depending on the type of group or the individuals, you will need to tailor your engagement and consultation methods accordingly.

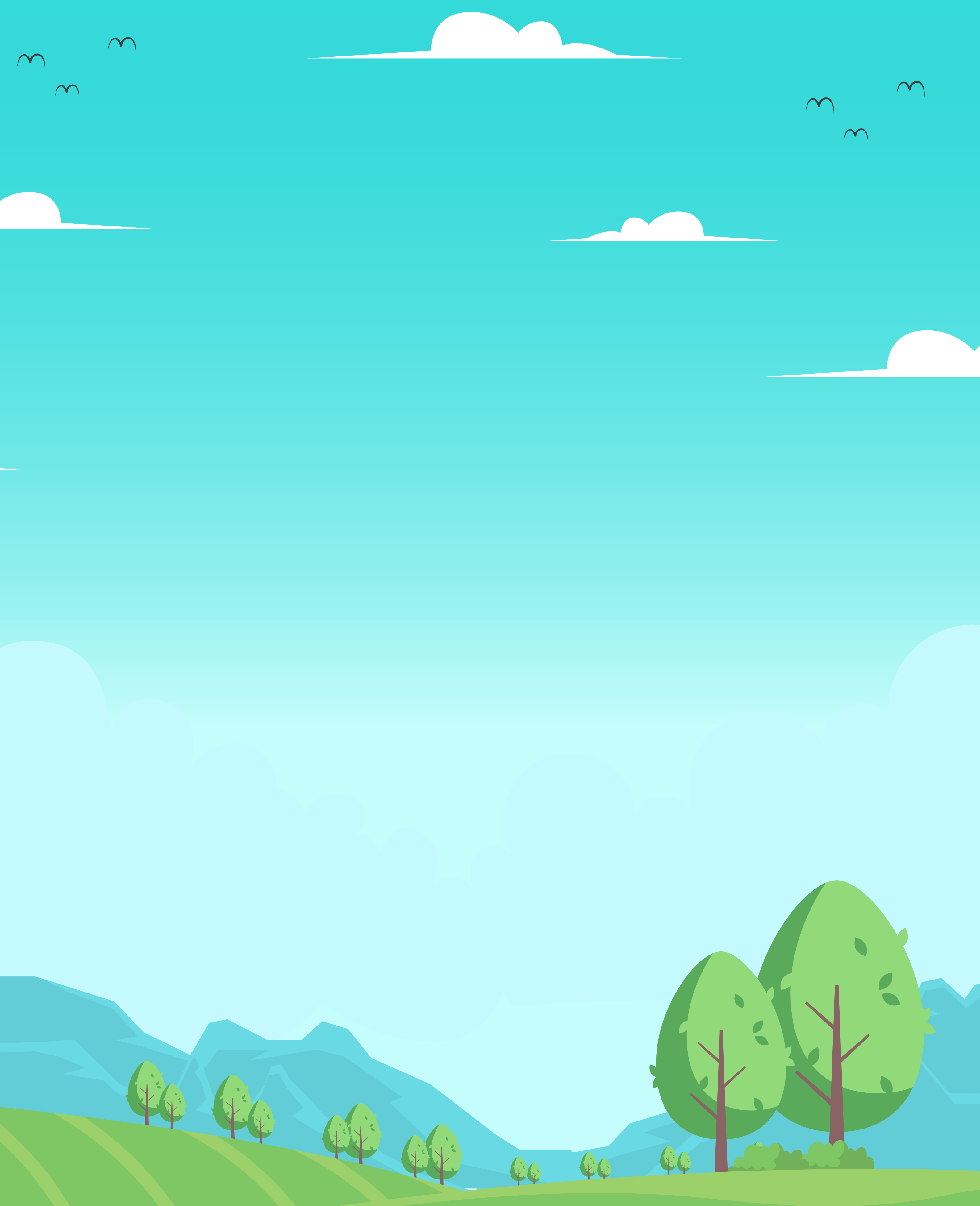
Step 4: In Column D, you should try to identify the type of information that you want to find out from each stakeholder. Each stakeholder will be somewhat different as they will see the issue from different "points of view" (POV). So, depending on what relationship they have to the issue that you are addressing, they will provide different feedback. Discuss with your team and others and determine what type of information you will likely get from them. This step will assist you in coming up with some good and precise questions to use during your stakeholder consultations.

Step 5: In Column E, after you have thought about and recorded what you want to find out from each stakeholder, it will be time to brainstorm the specific questions you will ask them during the consultation. Good questions should be short, concise and clearly related to your topic. Your questions should mostly be "open-ended" questions that can have multiple possible answers, some of which can be long—in particular during focus group discussions and interviews. Survey questions should mostly come with multiple choice answers, true/false answers, or be answered in short sentences.

Step 6: Column F of your Stakeholder Consultation Plan is for recording the most current and correct contact information for each stakeholder group, organization or individual. This might be their email, their WhatsApp or Line number, their Facebook page or Instagram profile, or their website if they are an organization. Also try to find out and record what is the best time of the year, month, week and day that they would be available to engage with you.

STAKEHOLDER CONSULTATION PLAN TEMPLATE

Column A	Column B	Column C	Column D	Column E	Column F
Stakeholder	**Why it’s crucial to talk to them**	**How to engage them?**	**What to find out from them?**	**Questions to ask**	**How to contact them (and the best times to do so)**
Example *Elders in the community*	*Example* *They have lived in this community for many decades, which means they have experience and have likely observed the changes in the environment over time.*	*Example* *In-person interviews; focus group discussions; and possible video interviews*	*Example* *How overall environmental quality, ecosystem health,and biodiversity in and around the community has changed over time.*	*Example* • *Are there any plants or animals that you saw, or were present in the ecosystem near the community that you do not see anymore?* • *What climate factors have changed since you were a child? (e.g. rainfall)* • *What is your opinion as to why these plants and animals no longer exist here*	*Example* *Visit their home in the morning (late morning)*



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