

Stakeholder Analysis 利益相关方分析

- A facilitation process 协助分析的流程

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What is a Stakeholder?

- *Any individual, group, or institution who has a vested interest in project area*
- *And/or who potentially will be affected by project activities*
- *Have something to gain or lose if conditions change or stay the same.*

什么是利益相关方？

- 任何对项目活动/领域有利益的个人、群体或机构
- 将会受到项目活动的影响
- 有可能会因为项目得到或失去什么

How to Develop and Use Stakeholder Analysis

Three essential steps:

1. Identifying the key stakeholders and their interests (positive or negative) in the project
2. Assessing the impact and interest of each stakeholder
3. Identifying how best to engage stakeholders

如何进行利益相关方分析？

通常有~~三~~步：

- 识别利益相关方并分析其利益（正面或负面）；
- 分析每一个相关方对于项目的影响和兴趣
- 分析如何更好的与这些相关方合作/交流

Step 1: Mapping out stakeholders and identifying their interests

- Start with a situation/problem/issue analysis and think about the key stakeholders associated

Issue 问题/领域	Stakeholders/相 关方	Stakes / Interests 利益/兴趣	Potential role in the project 项目中的潜在角 色/作用
The area or issue the project aims to address 项目所涉及或 想解决的情况 或问题	The associated individual, group, organization 涉及到的个人， 群体或机构	Specific interests or stakes 他们的兴趣或 利益是什么	Partner? Target group? Beneficiary? 合作伙伴？ 目标群体？ 受益方？

第一步：识别利益相关方以及他们的对项目的“利益”在哪

通常以现状/问题分析为基础，来分析涉
及到的相关方都有哪些

Types of stakeholders 相关方的类型	National 国家层面	Provincial 省级	Local 地方
Governments 政府部门	List major stakeholders here to check / confirm that a complete stakeholder list is developed 通过此表，来分析利益相关方的识别是否完整		
Businesses 企业			
Civil society groups 民间团体			
Etc 等等			

Examples of stakeholder mapping and identification

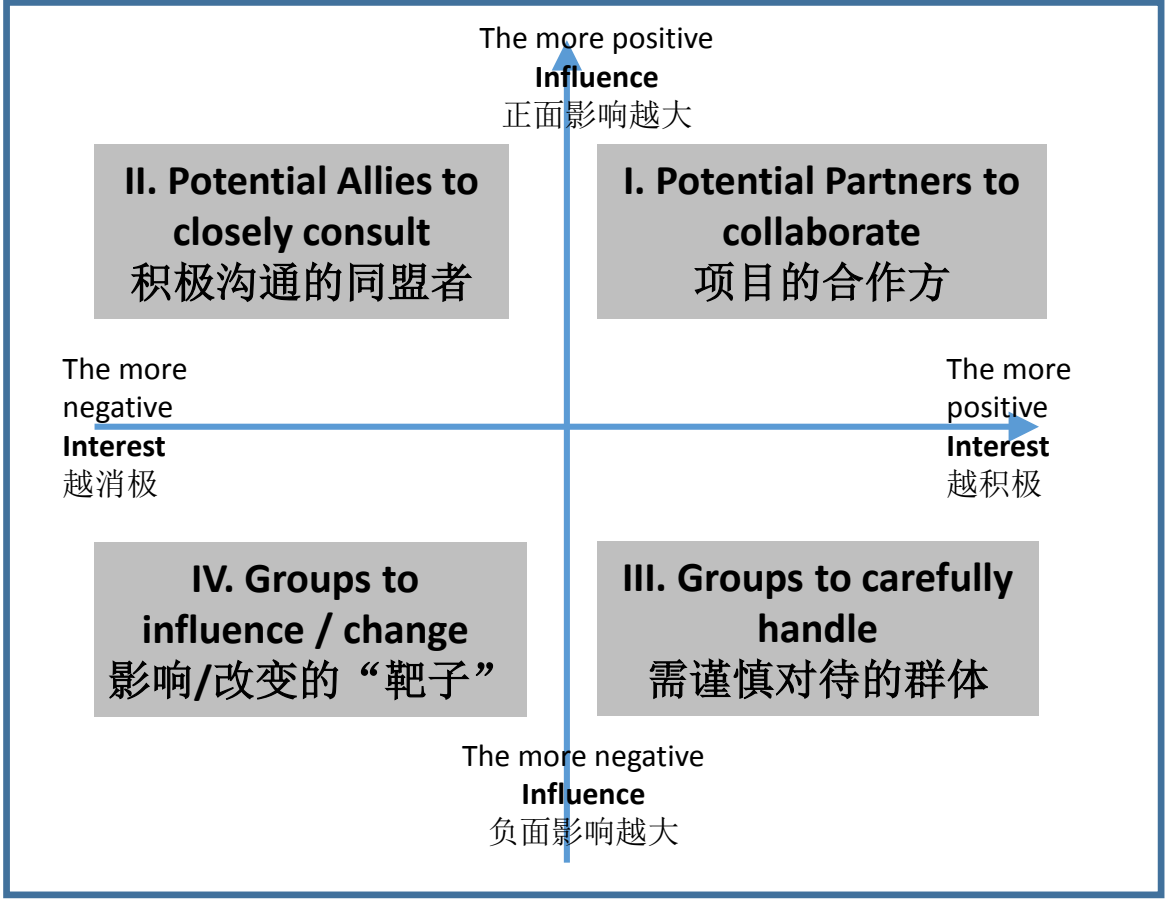
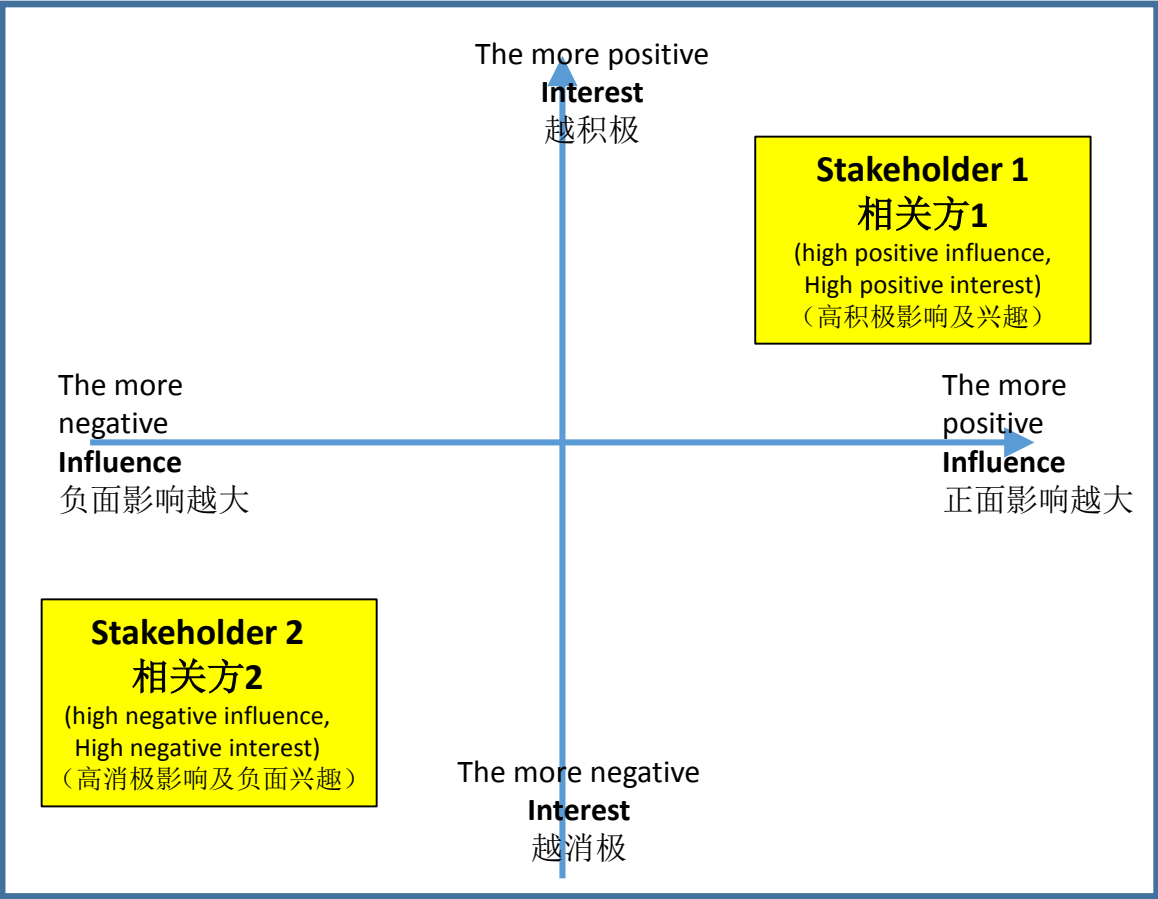
Stakeholders 相关方	TOR 职责	Stakes 利益分析			Degree of Impact 影响大小	Motivation 合作兴趣
		Issues 设计议题	Impact on Issue 对议题的影响	Expected Contribution 期待的作用		
Environment Protection Bureau 省环保厅	Overall environment protection planning and implementation 1. EIA of infrastructure 2. Pollution control 3. Natural resource use supervision 4. Law enforcement	Road 公路建设	EIA process is not reasonable 环境影响评价尚可提高	Reinforce EIA process and improve transparency 提高环评的过程及信息公开	H 高	H 高
		Tourism 旅游开发	EIA process inadequate 环境影响评价不足	Reinforce EIA and monitoring for tourism 加强对旅游开发的环评	H 高	H 高
		Hydro facilities 水电开发	EIA is not reasonable 环境影响评价尚可提高	Reinforce EIA process and improve transparency 提高环评的过程及信息公开	H 高	H 高
	负责全省环境保护工作，包括环评、污染防治、自然资源管理及环境执法					

利益相关方的识别及利益分析 – 案例

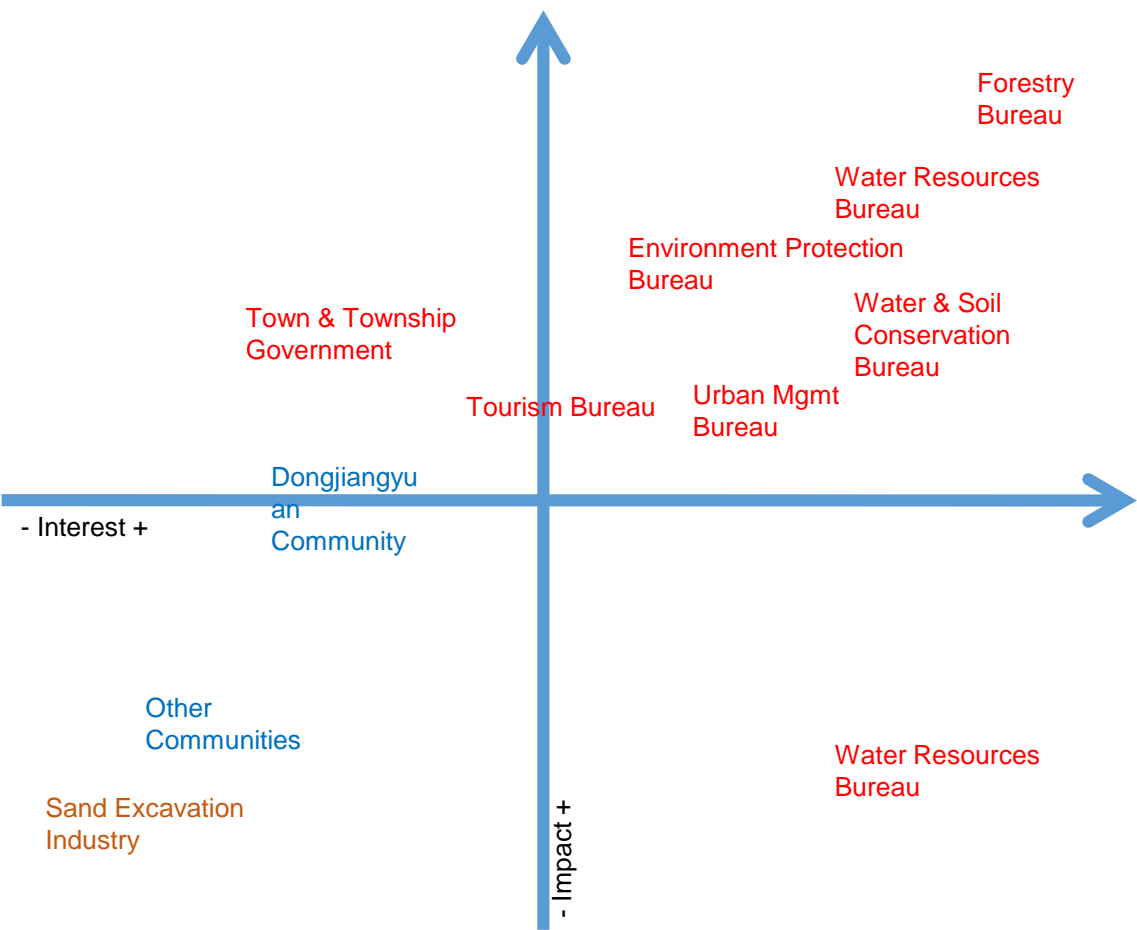
问题/领域 Issue/Area	省级 Provincial	地方 Local
Road 公路建设	<ul style="list-style-type: none">Traffic Administration 交通厅China Academe of Science 中科院Road Design Institute 道路设计院Forestry Department 林业厅Environment Protection Bureau 环保厅Development and Reform Commission 发改委	<ul style="list-style-type: none">Nature Reserve 保护区Community 社区Local Government 县政府Construction Business 路桥企业
Hydro-facilities 水电开发	<ul style="list-style-type: none">Water Resource Department 水利厅Environment Protection Bureau 环保厅Forestry Department 林业厅Hydro- enterprise 水电公司Development and Reform Commission 发改委	<ul style="list-style-type: none">Nature Reserve 保护区Local Government 地方政府Small-scale Hydro Business 小水电业主

Step 2: Assessing the influence and interest of stakeholders

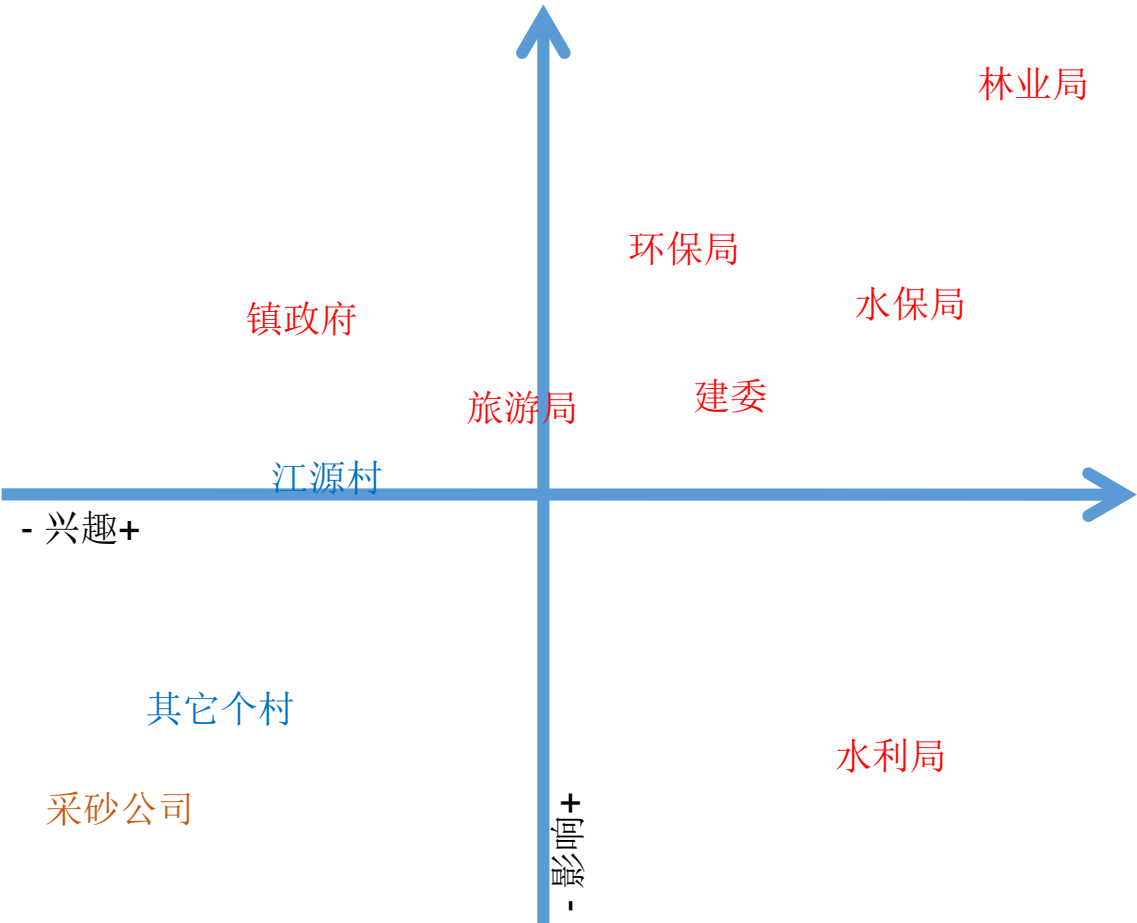
第二步：利益相关方的影响和兴趣分析



Examples of stakeholder diagram

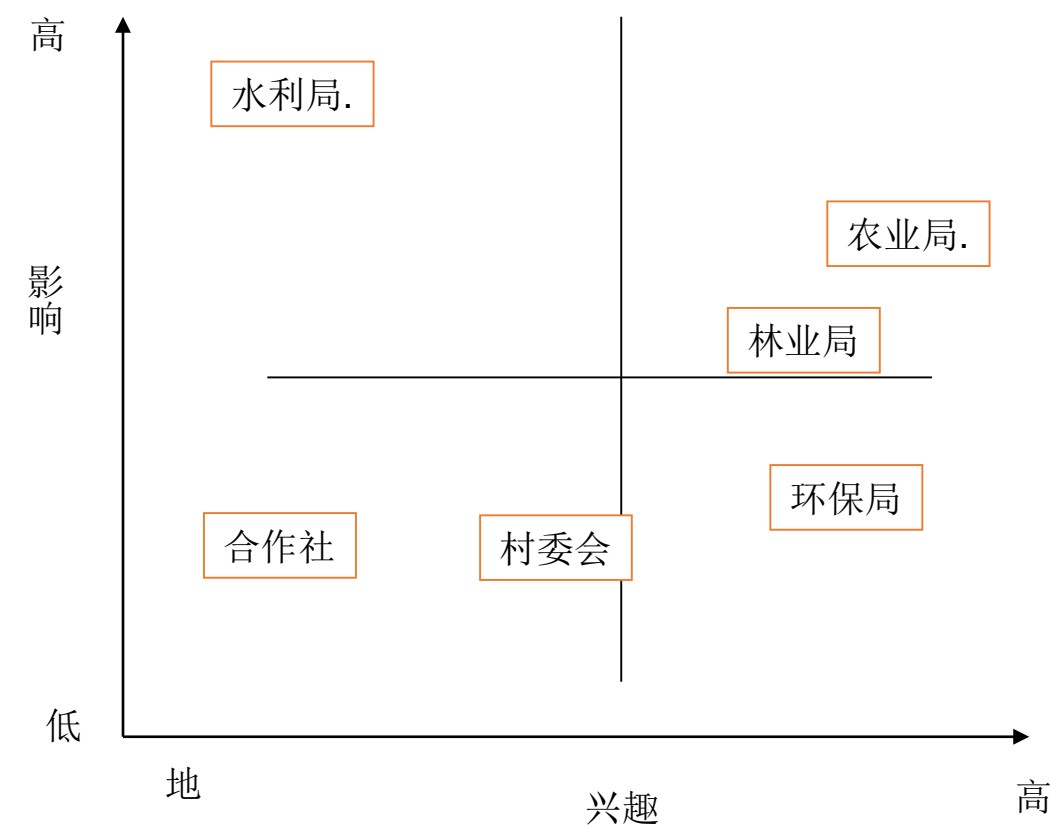
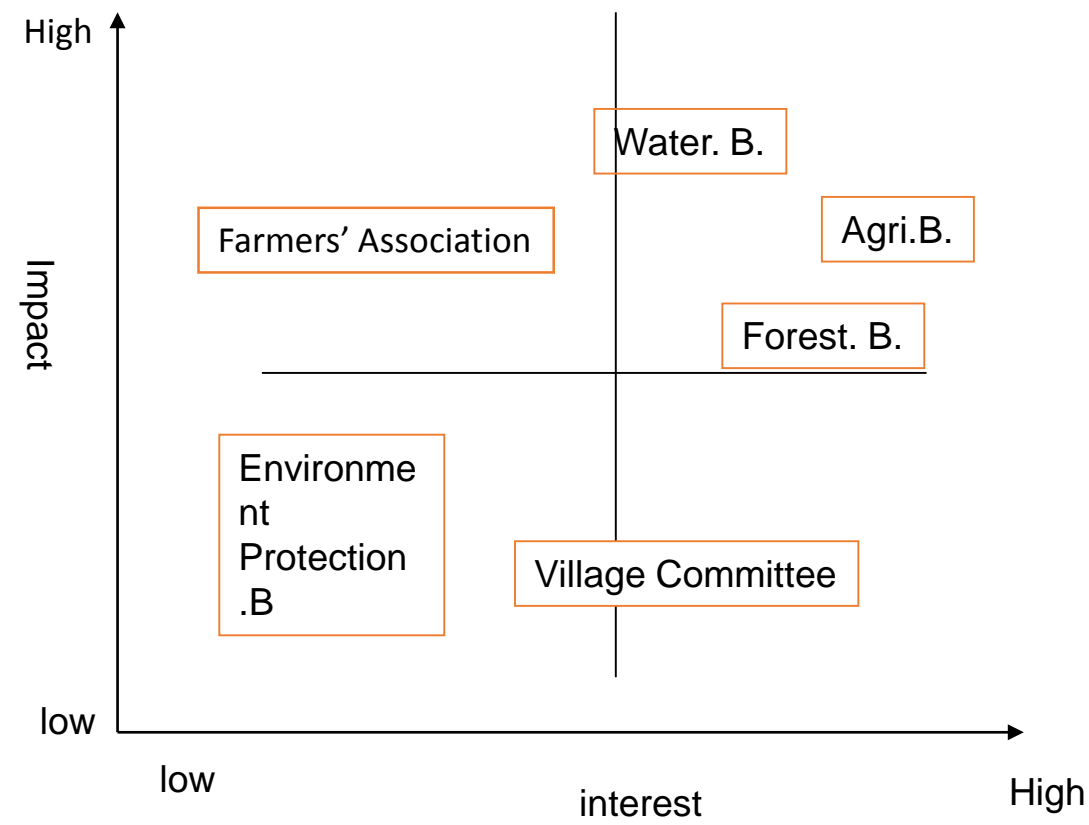


利益方象限图 - 案例



Examples of further analysis of partners in Dimension 1

对象限1的合作方进一步分析 - 案例



Step 3: how best to engage stakeholders

Some approaches:

With individual stakeholders

1. Implementation Contracts
2. Strategic Agreements, MOUs or similar
3. Invitation to project events and activities

etc

With a group of stakeholders

1. Steering committees
2. Advisory/Consultation committee/group
3. Mail list / distribution lists

etc

第三步：如何与利益相关方更好的合作

一些合作的手段：

与某一个相关方：

1. 实施协议/合同；
2. 战略合作协议/备忘录；
3. 邀请参与具体的活动。

等等

与多个相关方：

1. 指导委员会；
2. 咨询委员会；
3. 邮件组/沟通群。

等等

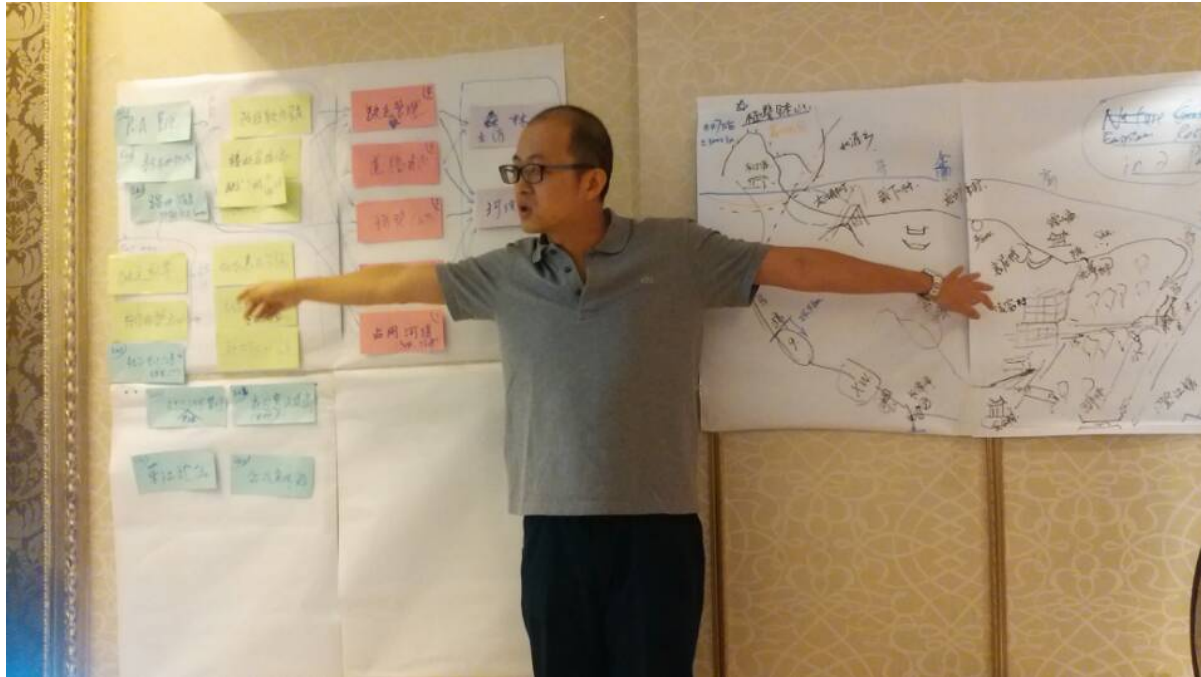
Examples of stakeholder engagement

Dimension	Stakeholder	Individual Engagement	Group Engagement
I	Development and reform commission	To Sign a contract	To establish a project steering committee
	Environmental Protection Department	To Sign a MOU	
	Quality and Technological Monitoring Bureau	To invite to join the project steering committee	
II	Consumer association	To invite to participate in project activities and events;	To distribution information, such as newsletters
	Department of Finance	To invite to join the project steering committee	
IV	Privately owned high energy consuming plants	To establish pilots	

对象限1的合作方进一步分析 – 案例

所处象限	相关方	双方合作机制	多方合作机制
I	发改委	签订战略合作协议	建立指导委员会
	环保厅	签订具体合作合同	
	质量技术监督局	邀请加入指导委员会	
II	消协	邀请参与项目活动	建立邮件/散发列表
	财政厅	邀请加入指导委员会	
IV	高能耗私营企业	建立企业试点	

Thank you!



感谢!

Do always use paper, marker and cards, because:

- 1. Get people's attention.*
- 2. Ask people to participate.*
- 3. Easy to revise and change.*

如可能，应尽量使用白纸、卡片和笔：

- 1. 更容易集中大家的注意力；*
- 2. 更容易让大家参与；*
- 3. 便于修改。*