

Tool 3: Stakeholder coincident and conflict analysis

Phase	Phase 1: Getting organised and initial set-up
Sub-phase	Sub-phase 1.1: Getting organised
Name of tool	Stakeholder coincident and conflict analysis
Objective	The tool aims at assessing the stakeholders’ interest in the city development, in order to identify areas (sectoral fields of urban development and/or spatial areas) where these interests coincide or conflict.
Total time spent on this tool	Approximately 3 weeks (according to the number of stakeholders and the feedback to the questionnaire) <i>Note: For time spent on each sub-phase, please see section on Description of tool</i>
Under which circumstances to use the tool	Use Stakeholder coincident and conflict analysis tool: <ul style="list-style-type: none"> ▪ When you prepare the CDS process and you identify and analyse the stakeholders. ▪ To determine who are the players in the different fields and how can these players be rated (who are the big players, who are playing important roles in the city development, and how their roles will influence the decisions during the CDS)
Main actor(s) responsible	Planning team
Target / beneficiary	<ul style="list-style-type: none"> ▪ Government organizations (central and local) ▪ NGOs ▪ Private sector organizations (big companies, foreign investors, SMEs) ▪ Academic institutions ▪ Donor agencies, etc.
Description of tool	<p>The methodology used to determine the position of stakeholders is based on a questionnaire that can be rated by peer interviews. An example of a questionnaire is enclosed. The analysis will go through the following steps:</p> <p><u>Step 1. Development of questionnaire (4 hours)</u></p> <p>The planning team will discuss and revise the questionnaire attached, adapting the content to the local situation and specific needs.</p> <p><u>Step 2. Distribution of the questionnaire (1 day)</u></p> <p>The questionnaire will be sent along to the list of stakeholders (developed during the stakeholders’ analysis) while introducing the CDS activities and will invite them to send the questionnaire back as a registration form for the further involvement in the CDS process. A response deadline should be mentioned too (e.g. two-week time).</p> <p>A separate e-mail account can be opened to receive the returned questionnaires. A tracking system is to be established electronically that can determine to send a reminder after e.g. a one-week period.</p> <p><u>Step 3. Collection of questionnaires and reporting (2 weeks to fill out the form and 1</u></p>

	<p><u>week for reporting))</u></p> <p>The team will collect the questionnaires according to the deadline and will record the answers. The rating will be done on the basis of the available information supplemented, if necessary, by a telephone interview, in which more detailed information can be obtained.</p> <p>The conclusion report will offer a general picture on the stakeholders’ interests in the city development, highlighting major areas of common interest, or potential conflicts. The report will be useful when planning the consultation process, and organizing consultation meetings for specific development issues.</p>
<p>Advantages and disadvantages of this tool</p>	<p><u>Advantages (+)</u></p> <ul style="list-style-type: none"> + This tool is a rapid appraisal method for the stakeholders’ interest. It provides since the beginning of the CDS process, an overall image on the stakeholders you can count on, and those who might be more resilient to change. + It also provides incipient information on critical issues in the city, where closer attention might be needed. + It builds the stakeholders confidence that their voice is important, and that CDS takes their interests seriously. <p><u>Disadvantages (-)</u></p> <ul style="list-style-type: none"> – The tool requires additional time and effort to manage the questionnaire and be persistent with getting the feedback from groups that have a tendency to ignore such activities. – It makes sense only if all stakeholders participate in the process, otherwise the results might be distorted.
<p>Related tools</p>	<p>Stakeholder analysis tool</p>
<p>References and further resources</p>	<p><u>Generally accessible documents:</u></p> <p>Africa Peace Forum (2004) Conflict analysis, In: Africa Peace Forum, Conflict-sensitive approaches to development, humanitarian assistance and peacebuilding : a resource pack, s.l., Africa Peace Forum, pp. 1-40.</p> <p>Poolman, Martine; Munamati, Muchaneta and Senzanje, Aidan (2009) Stakeholder and conflict analysis, In : Andreini, Marc; Schuetz, Tonya and Harrington, Larry (eds.) Small reservoirs toolkit, s.l. Small Reservoirs Project.</p> <p><u>Academic documents (access may be limited):</u></p>