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KNOWLEDGE TOOLKIT FOR

SUSTAINABILITY PROFESSIONALS

Vol 3

Top #10 resources on Stakeholder Management

sk sustainability knowledge group

Dear Readers,

Stakeholder management is arguably a core element of today's Sustainability concepts. Its roots, however, go far back, as prevailing concepts in project management, strategic management, quality and business excellence theories, marketing, PR and sales.

Stakeholders, (internal or external, positive or negative, individuals or groups) play a massive role in the success of any project and endeavour, and this is also valid for projects in the Sustainability field.
We, at Sustainability Knowledge Group, have compiled this collection of

available publications on stakeholder engagement and stakeholder management to provide you, our readers, students, clients and partners with practical methodologies, guides and toolkits on how to effectively and strategically manage stakeholder relationships.

We invite you to take a look at this collection of resources and encourage you to dig deeper into the practical application of these toolkits.
Enjoy your reading.

Sustainability Knowledge Group

STAKEHOLDER ENGAGEMENT HANDBOOK

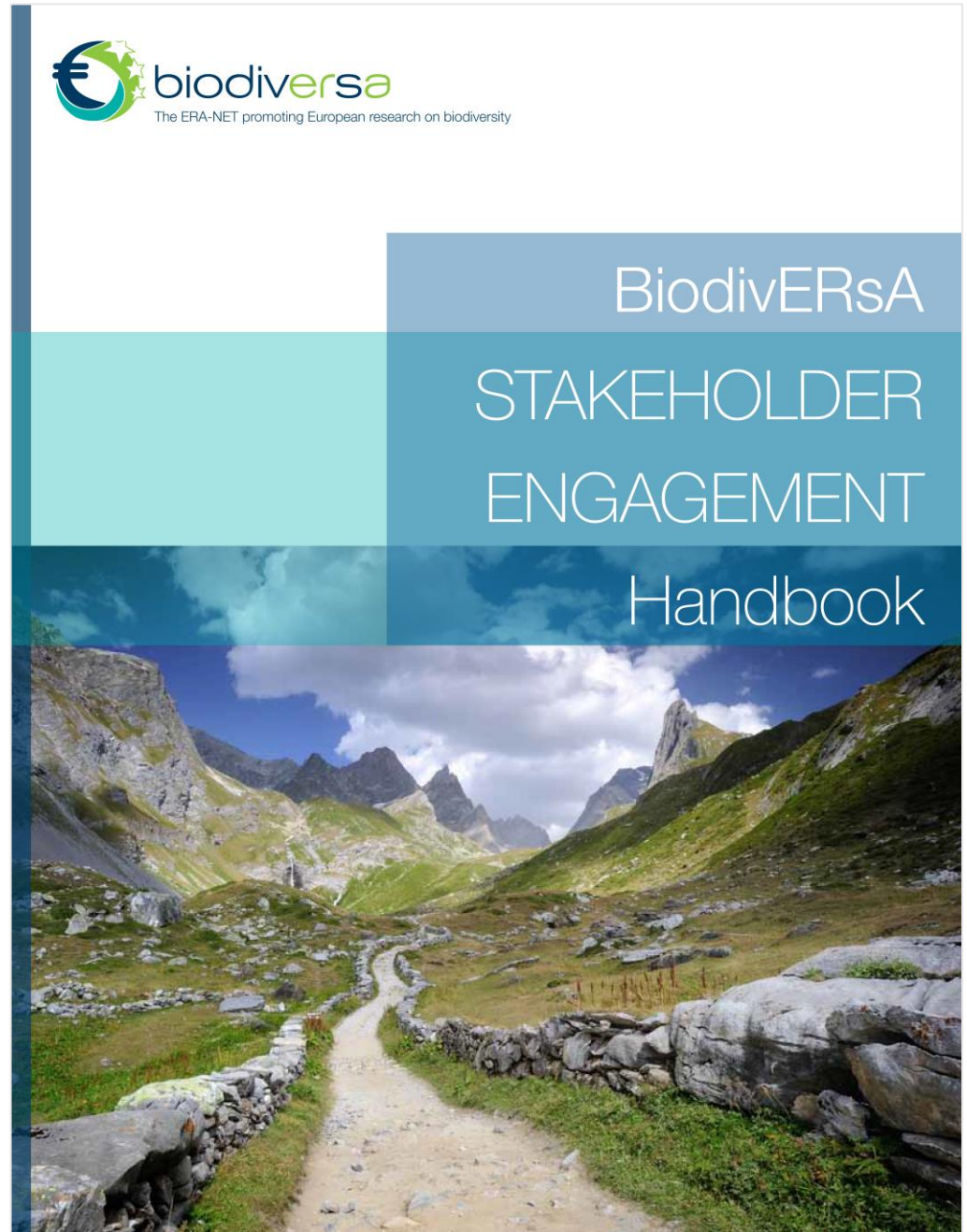**Publication Title:** Stakeholder Engagement Handbook

Issued by: BiodivERsA

Publication Date: 2014

Description: The BiodivERsA Stakeholder Engagement Handbook is a non-academic practical guide for researchers planning and carrying out research projects. It is designed to assist research teams identify relevant stakeholders to engage with in order to enhance the impact of their work and to provide advice to researchers on how to plan or manage the way that they engage with stakeholders.

Keywords: stakeholders, stakeholder engagement, scope, benefits, challenges

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UNEG PRINCIPLES FOR STAKEHOLDER ENGAGEMENT

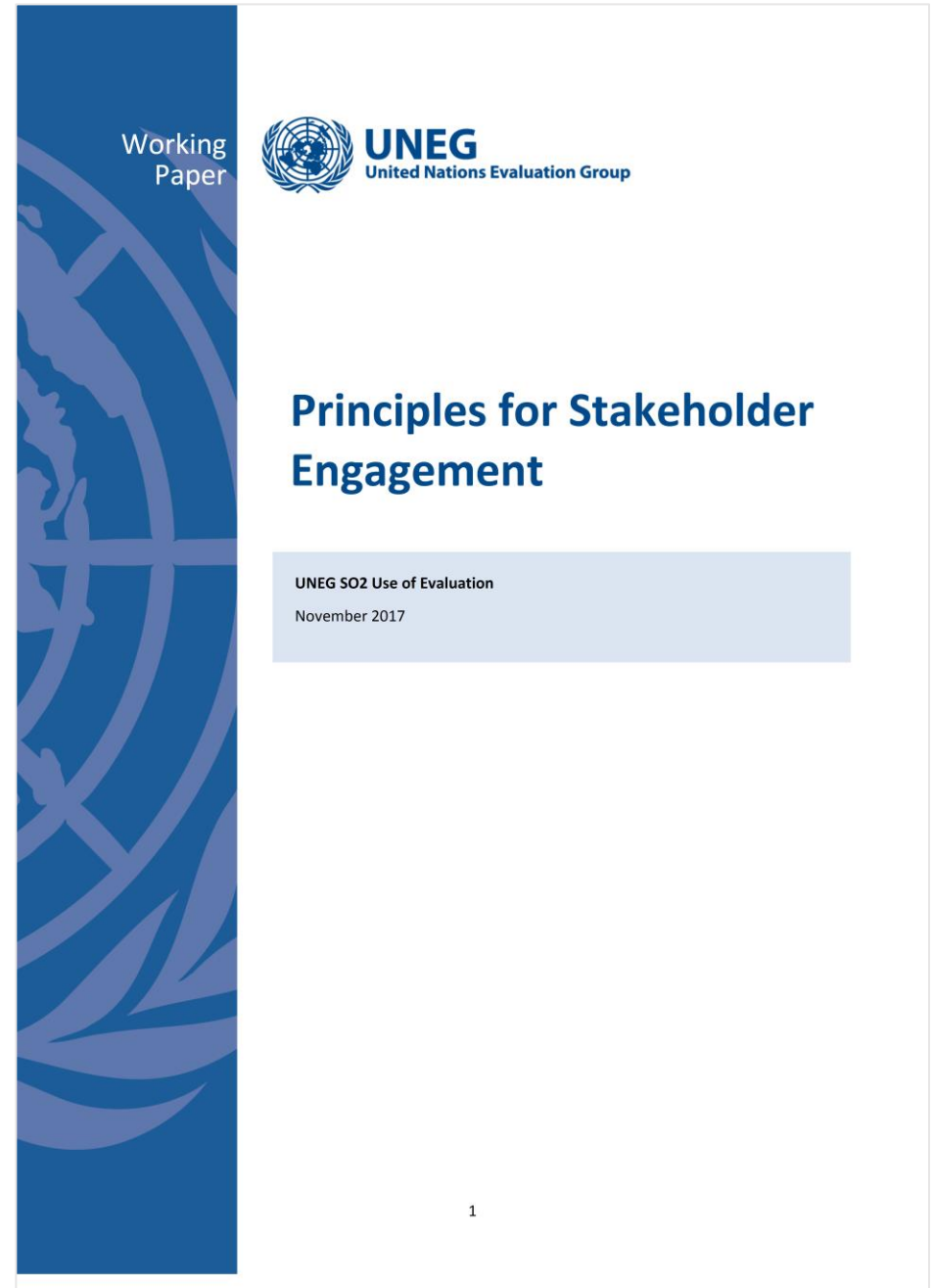**Publication Title:** UNEG Principles for Stakeholder Engagement

Issued by: The United Nations Evaluation Group (UNEG)

Publication Date: December 2017

Description: This UNEG Working paper presents a guidance/ principles document for stakeholder engagement. It aims at providing general principles for stakeholder engagement in the conduct of any evaluation and lays out the seven (7) principles that were drawn from the practical experience of the participating UNEG members and global good practices in the evaluation field (i.e. key principles of participatory approaches).

Keywords: stakeholders, stakeholder engagement, evaluation process, inclusive and diverse stakeholder engagement, communication

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Working Paper

UNEG
United Nations Evaluation Group

Principles for Stakeholder Engagement

UNEG SO2 Use of Evaluation
November 2017

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IMPROVING MUNICIPAL WASTEWATER MANAGEMENT IN COASTAL CITIES: A TRAINING MANUAL FOR PRACTITIONER: MODULE 1: OBJECTIVE ORIENTED PLANNING: STAKEHOLDER ANALYSIS

Publication Title: Improving Municipal Wastewater Management in Coastal Cities: A Training Manual for Practitioner: Module 1: Objective Oriented Planning: Stakeholder Analysis

Issued by: UNEP/GPA - UNESCO-IHE Train-Sea-Coast GPA

Publication Date: February 2004

Description: This Manual has been developed for municipal wastewater managers, but it lays out the detailed steps of stakeholder analysis that can be used by other professionals.

Keywords: stakeholders, primary stakeholders, secondary stakeholders, identification, assessment, stakeholder influence, stakeholder importance, stakeholder participation strategy

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III.   Stakeholder Analysis

Stakeholders are people, groups, or institutions, which are likely to be affected by a proposed project (either negatively or positively), or those which can affect the outcome of the project. Increasingly it has been recognized that **any project requires the active involvement of civil society to be truly sustainable**. Public participation of the different stakeholders in the decision-making process (be it active involvement or passive involvement) introduces a range of ideas, experiences and expertise that motivate the development of alternative solutions. This in turn enhances the knowledge of the actors involved in decision-making and implementation of the project. Moreover, if involvement of stakeholders can lead to reaching consensus at an early stage in the project, the potential for serious conflict, which is detrimental to the project, decreases and the likelihood of lasting and improved solutions increases.

For the success of a project it is important to know what the views and interests are of the stakeholders to a proposed project or proposed project alternatives. The importance of stakeholder participation should be recognized in a number of aspects of project preparation and implementation. These aspects include:

1. The identification of stakeholders' interests in, importance to, and influence over the proposed project;
2. The identification of local institutions or processes upon which to build support for the project; and
3. The provision of a foundation and strategy for involving the stakeholders in the various stages of preparing and implementing the project.

Benefits of Stakeholder Involvement (OAS 2001)
- It can lead to informed decision-making as stakeholders often possess a wealth of information which can benefit the project;
- Consensus at early stages of the project can reduce the likelihood of conflicts which can harm the implementation and success of the project;
- Stakeholder involvement contributes to the transparency of public and private actions, as these actions are monitored by the different stakeholders that are involved;
- The involvement of stakeholders can build trust between the government and civil society, which can possibly lead to lead to long-term collaborative relationships

STAKEHOLDER ANALYSIS TOOLKIT

Publication Title: Stakeholder Analysis toolkit

Issued by: Manchester Metropolitan University (MMU)

Publication Date: N/A

Description: This toolkit provides the detailed guidance on how to undertake stakeholder analysis regarding small, medium and major projects.

Keywords: stakeholders, stakeholder analysis, small projects, medium projects, major projects, PESTLE analysis, stakeholder allegiance

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Stakeholder Analysis toolkit

1. What is Stakeholder Analysis

A stakeholder is any person, group or institution with an interest in the project. A stakeholder may not necessarily be involved/included in the decision making process. Stakeholders should be identified in terms of their roles not individual names.

Stakeholder Analysis is the identification of a project's key stakeholders, an assessment of their interests and the ways in which these interests affect the project and its viability.

A stakeholder need not be directly affected by the project, for example one stakeholder could be a member of staff who will be using a new system that the project will implement, but the students who that member of staff provides a service to could also be stakeholders.

Stakeholder analysis results should be recorded carefully – the information can be very sensitive (e.g. a stakeholder may not like to be identified as a blocker). The audience for reporting results of stakeholder analysis must be considered very carefully if it is outside of the Project Board.

You should use workshops to carry out the information capture and analyses described below.

2. Why carry out a Stakeholder Analysis?

Stakeholder Analysis:
- Draws out the interests of stakeholders in relation to the project's objectives – stakeholders who will be directly affected by, or who could directly affect, the project are clearly of greater importance than those who are only indirectly affected;
- Identifies actual and potential conflicts of interest – a stakeholder who is vital to your project may have many other priorities and you need to know this so that you can plan how to engage with them;
- Identifies viability other than in pure financial terms (e.g. includes social factors) – for example staff who will be using a new system might be worried about the change;
- Helps provide an overall picture;
- Helps identify relationships between different stakeholders – helping to identify possible coalition.

This toolkit presents a number of tools that you can use as part of stakeholder analysis and management. It is intended as a "pick list" – you do not necessarily have to use all of the tools described here. The bare minimum, however, is that you at least set aside time to identify who your stakeholders are, and how you are going to communicate with them.

3. Stakeholder Analysis for Small projects

Stakeholder analysis is not mandatory for Small projects, but it is advised so that you at least consider all those who will be directly affected and think about how the project might be affected by them.

A good tool to use to help you identify all your stakeholders is PESTLE. By considering each of these categories and how they relate to your project, you can then identify stakeholders. For example when thinking about the Legal aspect, you may realise a contract for services is needed. This will require input from our Legal team, so clearly they are a stakeholder.

PESTLE Analysis

Political	Economic	Social/Cultural
• Services	• Growth Rate	• Demography
• Infrastructure	• Inflation	• Education
• Tax Policy	• Labor Costs	• Cultural Norms
• Regulation	• Business Cycle	• Income Distribution

Technological	Legal	Ecological
• Emerging Tech	• Regional Laws	• Resource Managment
• Tech Transfer	• Law Enforcement	• Energy Availability
• R&D Efforts	• Court System	• Workforce Health
• Communication		• Climate Change

FROM WORDS TO ACTION: THE STAKEHOLDER ENGAGEMENT MANUAL VOLUME 2: THE PRACTITIONER'S HANDBOOK ON STAKEHOLDER ENGAGEMENT

Publication Title: From Words to Action: The Stakeholder Engagement Manual Volume 2: The Practitioner's Handbook On Stakeholder Engagement
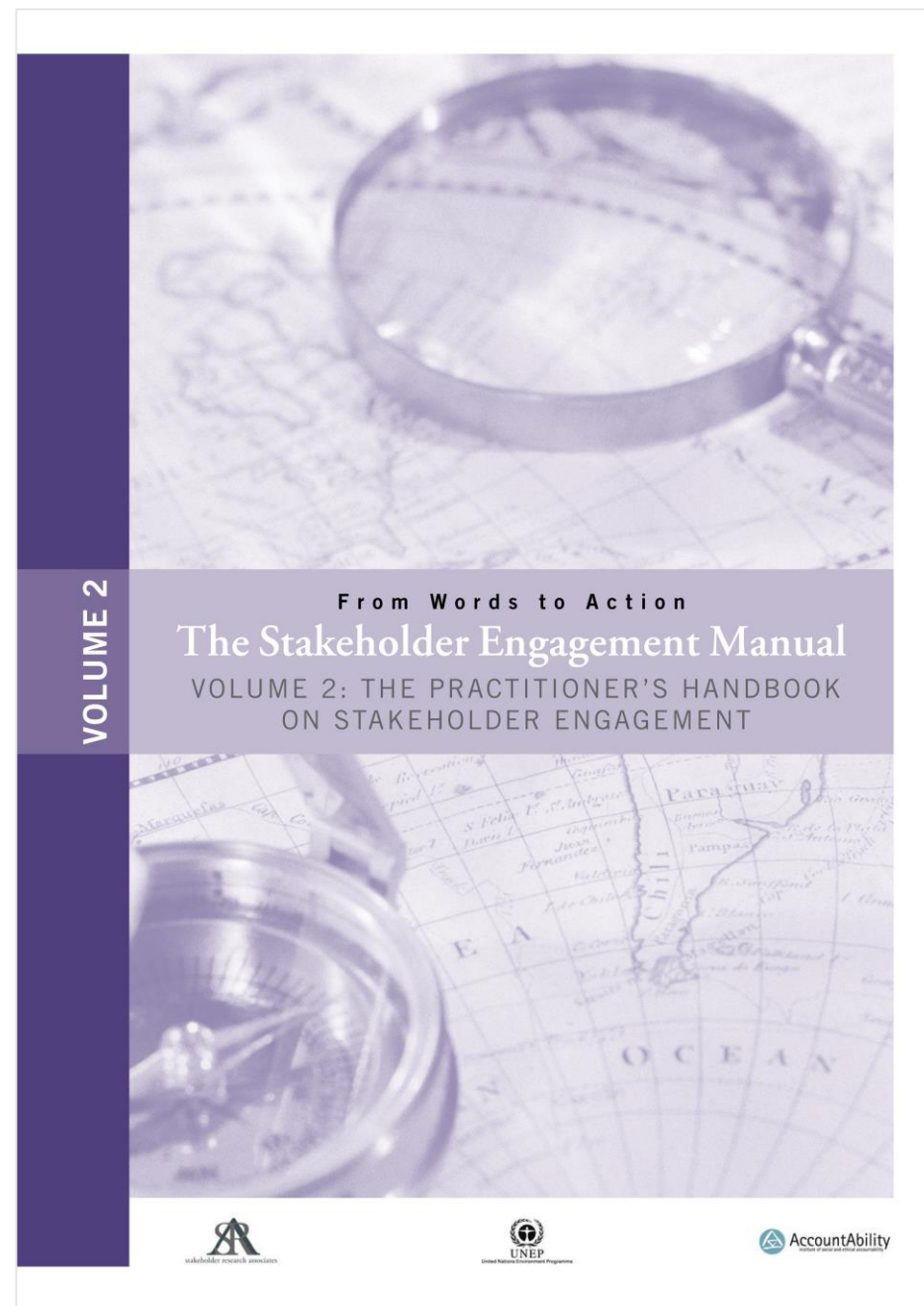
Issued by: AccountAbility, United Nations Environment Programme (UNEP), Stakeholder Research Associates Canada Inc

Publication Date: First Edition October 2005

Description: Volume 2 is the result of UNEP's interest in producing a guide to stakeholder engagement, with the broader aim of promoting the use of stakeholder engagement as a way of advancing sustainable development goals. Even though this handbook is aimed primarily at corporate practitioners, the large portions of it may also be of use to practitioners from other organisations.

Keywords: stakeholders, mapping, strategic objectives, prioritising stakeholders, engagement plan, effective engagement methods

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From Words to Action
The Stakeholder Engagement Manual
VOLUME 2: THE PRACTITIONER'S HANDBOOK ON STAKEHOLDER ENGAGEMENT

VOLUME 2

EXPLORING THE LINK BETWEEN CORPORATE STAKEHOLDER ORIENTATION AND QUALITY OF CORPORATE SOCIAL RESPONSIBILITY REPORTING

Publication Title: Exploring the Link between Corporate Stakeholder Orientation and Quality of Corporate Social Responsibility Reporting

Issued by: Nikolina Markota Vukić, Mislav Ante Omazić and Ana Aleksić

Publication Date: June 2018

Description: This paper explores the link between stakeholder orientation and quality of CSR reporting. Quality and stakeholder orientation were assessed from CSR reports retrieved from the GRI Database and from companies' official websites. The empirical analysis was done on a sample of 69 companies from 10 European countries.

Keywords: corporate social responsibility, stakeholder, stakeholder orientation, CSR reporting

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EXPLORING THE LINK BETWEEN CORPORATE STAKEHOLDER ORIENTATION AND QUALITY OF CORPORATE SOCIAL RESPONSIBILITY REPORTING

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ABSTRACT

Increased requests for transparent business operations as well as stakeholder pressures led to an increase in the number of corporate social responsibility (CSR) reports published by companies around the world. Still, the quality and quantity of these reports vary. As stakeholder orientation can be seen as a significant indicator of the quality of CSR reporting, the goal of this article is to explore the link between stakeholder orientation and quality of CSR reporting. Quality and stakeholder orientation were assessed from CSR reports retrieved from the GRI Database and from companies' official websites. Stakeholder orientation index included an analysis of orientation towards shareholders, suppliers, employees, local community and customers. The empirical analysis was done on a sample of 69 companies from 10 European countries. Research results indicate a positive link between the level of corporate stakeholder orientation and the quality of CSR reporting as well as the variable shareholders and employees to have a statistically significant positive influence on the quality of CSR reporting. Additionally, characteristics and quality of current CSR reporting among sampled companies are presented.

KEY WORDS

CLASSIFICATION

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MCKINSEY SPECIAL COLLECTION: EXTERNAL AFFAIRS: SELECTED ARTICLES FROM THE STRATEGY AND CORPORATE FINANCE PRACTICE

Publication Title: McKinsey Special Collection: External affairs: Selected articles from the Strategy and Corporate Finance Practice
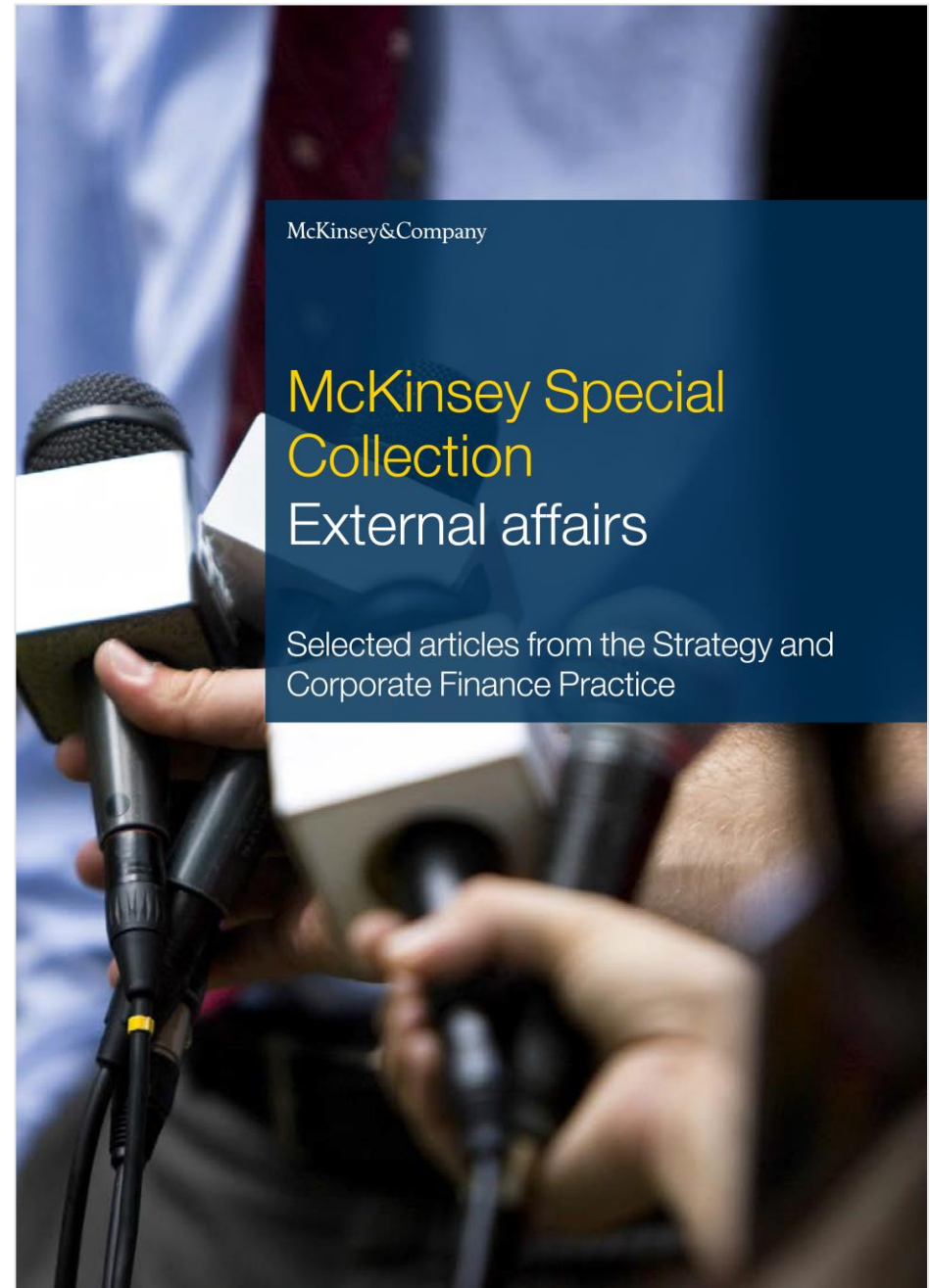
Issued by: McKinsey & Company

Publication Date: April 2017

Description: This special collection contains three surveys undertaken at different points in time-2009, 2013 and 2016. The surveys undertaken in 2013 and 2016 explore and analyse the executives' responses on how their companies manage external affairs and which capabilities they find important for a successful management of external affairs.

Keywords: external affairs, stakeholder engagement, capabilities, reputation, risks, strategic engagement

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McKinsey&Company

McKinsey Special Collection
External affairs

Selected articles from the Strategy and Corporate Finance Practice

THE FUTURE OF STAKEHOLDER ENGAGEMENT: TRANSFORMATIVE ENGAGEMENT FOR INCLUSIVE BUSINESS

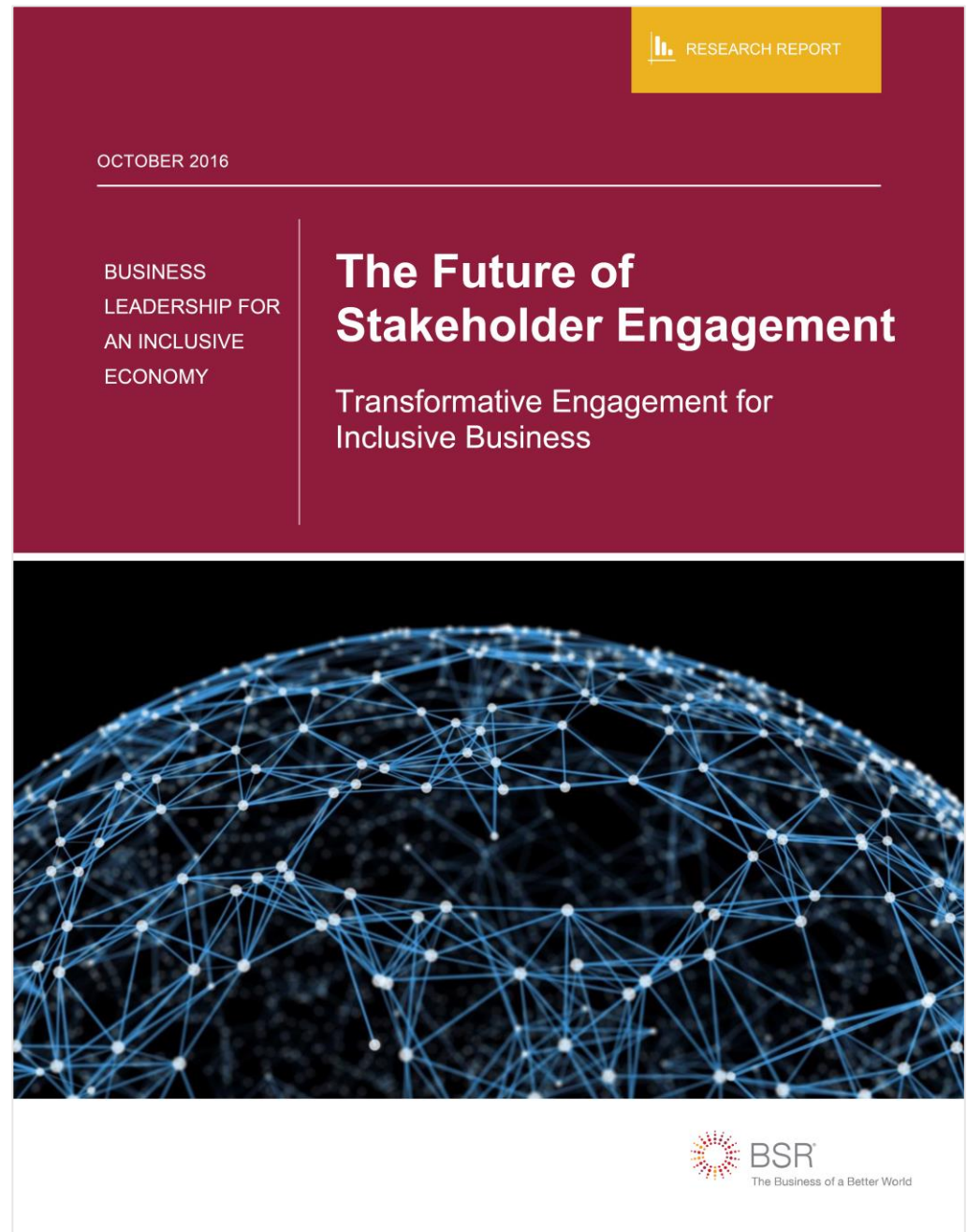**Publication Title:** The Future of Stakeholder Engagement: Transformative Engagement for Inclusive Business

Issued by: BSR (Business for Social Responsibility)

Publication Date: October 2016

Description: This report summarizes many innovative examples of companies partnering with stakeholders to enhance commercial success, reduce risk, and create shared value. The report examines the forces that are challenging companies to evolve, and the current state of play, stakeholder engagement theory and it provides a detailed analysis of how innovative companies are transforming their stakeholder engagement approach across three dimensions: the purpose of stakeholder engagement, the type of stakeholder, and the depth of engagement.

Keywords: stakeholders, stakeholder engagement, challenges, innovation

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RESEARCH REPORT

OCTOBER 2016

BUSINESS LEADERSHIP FOR AN INCLUSIVE ECONOMY

The Future of Stakeholder Engagement

Transformative Engagement for Inclusive Business

BSR
The Business of a Better World

STAKEHOLDER ENGAGEMENT: A GOOD PRACTICE HANDBOOK FOR COMPANIES DOING BUSINESS IN EMERGING MARKETS

Publication Title: Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets

Issued by: International Finance Corporation (IFC)

Publication Date: First printing, May 2007

Description: The focus of this handbook is on stakeholder groups "external" to the core operation of the business, such as affected communities, local government authorities, non-governmental and other civil society organizations and other interested or affected parties. Part One contains the key concepts and principles of stakeholder engagement and the practices that are known to work. Part Two shows how these principles, practices, and tools fit with the different phases of the project cycle

Keywords: stakeholders, stakeholder engagement, stakeholder identification, stakeholder analysis, communication, partnerships, project cycle

Download

Stakeholder Engagement:

A Good Practice Handbook for Companies Doing Business in Emerging Markets

IFC International Finance Corporation World Bank Group

THE AA1000 STAKEHOLDER ENGAGEMENT STANDARD (SES) 2015

Publication Title: The AA1000 Stakeholder Engagement Standard (SES) 2015
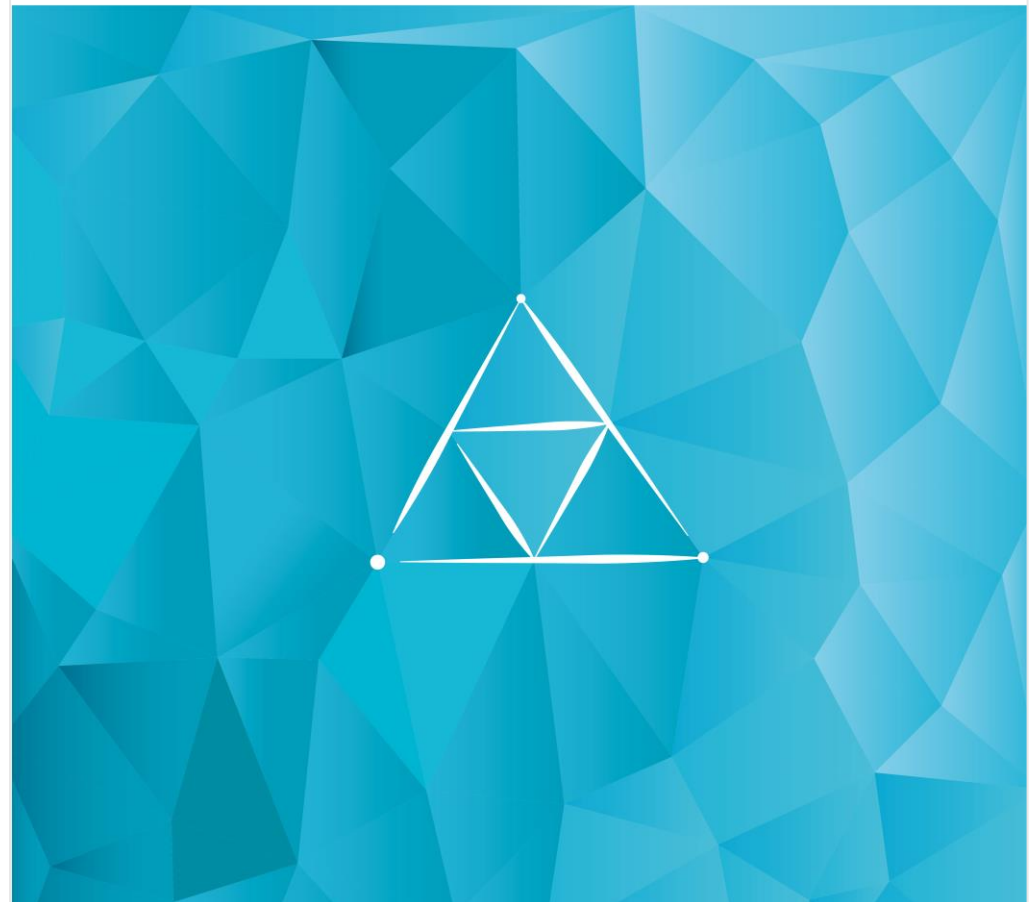
Issued by: AccountAbility

Publication Date: 2015

Description: The AA1000 Stakeholder Engagement Standard (SES) 2015 has been designed in order to establish the benchmark for good-quality engagement. The AA1000SES (2015) was developed using a broad-based, consultative, multi-stakeholder process. The AA1000SES (2015) is a generally applicable framework for the assessment, design, implementation and communication of quality stakeholder engagement.

Keywords: stakeholders, stakeholder engagement, accountability principles, organisational governance, organisational strategy, operational management

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AA1000
STAKEHOLDER
ENGAGEMENT
STANDARD 2015

AccountAbility

Links to Publications

No.	Publication Title	Link
1.	The Stakeholder Engagement Handbook	https://www.biodiversa.org/702
2.	Principles for Stakeholder Engagement	http://www.unevaluation.org/document/detail/2046
3.	Stakeholder Analysis	http://www.pacificwater.org/userfiles/file/IWRM/Toolboxes/STAKEHOLDER Engagement/STAKEHOLDERS_ANALYSIS.pdf
4.	Stakeholder Analysis toolkit	https://www2.mmu.ac.uk/media/mmuacuk/content/documents/bit/Stakeholder-analysis-toolkit-v3.pdf
5.	From Words to Action: The Stakeholder Engagement Manual Volume 1: The Guide to Practitioners' Perspectives on Stakeholder Engagement	http://www.unep.fr/shared/publications/pdf/WEBx0115xPA-SEhandbookEN.pdf
6.	Exploring the Link between Corporate Stakeholder Orientation and Quality of Corporate Social Responsibility Reporting	https://www.researchgate.net/publication/326036116_Exploring_the_Link_between_Corporate_Stakeholder_Orientation_and_Quality_of_Corporate_Social_Responsibility_Reporting
7.	McKinsey Special Collection: External affairs: Selected articles from the Strategy and Corporate Finance Practice	https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Strategy%20and%20Corporate%20Finance/Our%20Insights/Strategy%20and%20corporate%20finance%20special%20collection/Final%20PDFs/McKinsey-Special-Collections_ExternalAffairs.ashx
8.	The Future of Stakeholder Engagement: Transformative Engagement for Inclusive Business (2016) BSR	https://www.bsr.org/reports/BSR_Future_of_Stakeholder_Engagement_Report.pdf
9.	IFC Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets:	https://www.ifc.org/wps/wcm/connect/affbc005-2569-4e58-9962-280c483baa12/IFC_StakeholderEngagement.pdf?MOD=AJPERES&CVID=jkD13-p
10.	AA1000 stakeholder engagement Standard	https://www.accountability.org/wp-content/uploads/2016/10/AA1000SES_2015.pdf

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