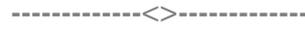




Lake Chilwa Basin Climate Change Adaptation Programme



Stakeholder Analysis Report



Lake Chilwa Basin Climate Change Adaptation Programme
LEAD Southern and Eastern Africa
University of Malawi
Chancellor College,
P.O. Box 280,
Zomba

October, 2010

Acronyms and abbreviations

<i>GIS</i>	:	<i>Geographic Information System</i>
<i>GPS</i>	:	<i>Global Positioning System</i>
<i>FDGs</i>	:	<i>Focused Group Discussions</i>
<i>LEAD</i>	:	<i>leadership for Environment and Development</i>
<i>PROF</i>	:	<i>Professor</i>
<i>VDC</i>	:	<i>Village Development Committee</i>
<i>FRIM</i>	:	<i>Forestry Research Institute of Malawi</i>
<i>CBO</i>	:	<i>Community Based Organisation</i>
<i>LEAD SEA</i>	:	<i>Leadership for Environment & Development – Southern & Eastern Africa</i>
<i>LCB</i>	:	<i>Lake Chilwa Basin</i>
<i>WFC</i>	:	<i>World Fish Centre</i>
<i>NAPA</i>	:	<i>National Adaptation Programmes of Action</i>

1.0 Background

Lake Chilwa Basin (LCB) Climate Change Adaptation Programme is a five-year programme jointly implemented by Leadership for Environment and Development Southern & Eastern Africa (LEAD SEA) based at Chancellor College, WorldFish Centre (WFC) and Forestry Research Institute of Malawi (FRIM). LEAD SEA is coordinating implementation of the Programme.

The total funding for the Programme is NK35 million which is provided by the Norwegian Government through the Norwegian Embassy to Malawi. The Financing Agreement was signed by the Minister of Finance and the Norwegian Ambassador to Malawi on 8th December 2009 on behalf of the Government of the Republic of Malawi and the Norwegian Ministry of Foreign Affairs, respectively. The implementation period is from 1st January 2010 to 31st December 2014.

2.0 Goal

The overall goal of the programme is to secure the livelihood of 1.5 million people in the Lake Chilwa Basin and enhance resilience of their natural resource base. The programme aims to achieve this goal through development and implementation of basin-wide climate change adaptations in support of the Malawi National Adaptation Programmes of Action (NAPA) to enhance the capacity of communities to adopt sustainable livelihood and natural resource management practices.

The Programme will achieve its goal through the following specific objectives:

- (a) Strengthening of local and district institutions to better manage natural resources and build resilience to climate change;
- (b) Facilitating and helping in building of cross-basin and cross-sector natural resource management and planning for climate change throughout the Basin;
- (c) Improving household and enterprise adaptive capacity in basin hotspots; and
- (d) Mitigating the effects of climate change through improved forest management and governance.

3.0 The Rationale for Stakeholder Analysis

Mainstreaming adaptation to climate change is a process that requires interventions and engagement at multiple scales and policy levels. Studies by the Organization for Economic Co-operation and Development (OECD), which is unique forum where the governments of 30 democracies including Norway work together to address the economic, social and environmental challenges of globalization stress that engaging a wide variety of stakeholders to identify adaptation options and indicators that monitor progress and success as one of the key interventions necessary for integrating adaptation at the project level¹. According to OECD, effective implementation of adaptation measures calls for maintaining an active dialogue across all stakeholder groups, as a necessary condition for formulating policies that can then be successfully implemented. Ultimately, an analysis of both ongoing projects and the institutional landscape in the field of climate risk management and adaptation to climate

¹ OECD (2009). Policy Guidance on Integrating Climate Change Adaptation into Development Cooperation. Pre-publication Version.

change will help identify partners that may already be involved in similar projects and build on existing initiatives².

It is against this background that the Programme conducted stakeholder analysis in the impact area so as to develop a participatory management process that brings together multiple stakeholders across sectors. Envisaged further, is that through this process, participation of various stakeholders and avenues for collaboration will be sought in choosing which adaptive strategies to test, including monitoring and evaluation of programme activities. By understanding existing cultural, political, economic, technical and governance structures prevalent at the district and hotspot community level, the project will effectively link vertical (communities, CBOs, NGOs, local governance structures) and horizontal levels (fishers, farmers, traders, bird-hunters) into the design of adaptation strategies and long-term adaptive management for the future.

Key stakeholders have been identified within the hotspots and have been categorized into primary, secondary and tertiary groups based on their dependence on natural resources and their abilities to manage them.

4.0 Definition of stakeholders

In this document, stakeholders have been defined as any individuals, groups of people, institutions or firms that may have a relationship with the project. Stakeholders include individuals or institutions that may – directly or indirectly, positively or negatively – affect or be affected by the outcomes of projects or programmes³ (PARTICIP GmbH, 2002).

5.0 The objective of the stakeholder analysis

LEAD SEA conducted stakeholder analysis in order to identify individuals or institutions that may directly or indirectly, positively or negatively affect or be affected by the outcomes of the LCB Climate Change Adaptation Programme in the three impact districts of Machinga, Phalombe and Zomba.

6.0 Methodological approach

Three approaches were used to generate information on existing stakeholders within the hotspots. These included desk study or literature reviews, focused group discussions with Village Development Committees (VDCs) and Area Development Committees (ADCs) as representatives of community members in each hotspot and interviews with some key informants at district and community levels.

6.1 Desk study

A quick desk study was conducted by reviewing some literature that included District Development Plans for the three districts, District State of Environmental Reports, Lake Chilwa Wetland Management Plan and District Social Economic Profiles. Additional information was obtained from

² The World Bank, Mainstreaming Adaptation to Climate Change in Agriculture and Natural Resources Management Projects Guidance Notes. Climate Change Team, Environment Department, 1818 H Street NW, Washington, D.C. 20433.

³ PARTICIP GmbH. (2002). Project Cycle Management Handbook. European Commission, Belgium.

preliminary documents produced by the Programme such as the Programme Inception Report and Hotspots Identification Report.

6.2 Focused Group Discussions (FGD)

The FGD were held and these were male members, female members and executive members of VDCs and ADCs in the hotspots.

6.3 Interviews

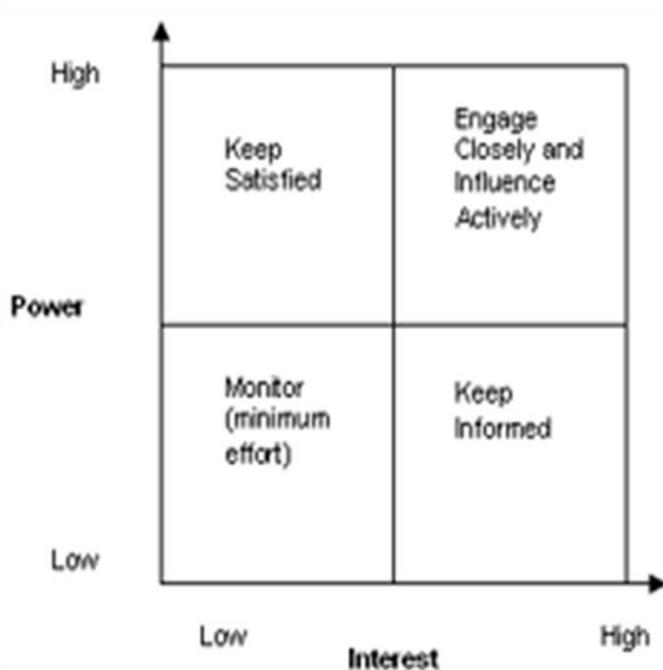
The key informants within the hotspots were interviewed. These include District Environmental Officers (EDOs), District Forest Officers (DFOs), Traditional Authorities (TAs), VDC Chairpersons, ADC Chairpersons, Community Based Organisations (CBOs) Chairpersons and Front line Staff (FLS).

A semi-structured questionnaire (Appendix 2.0) was used to capture information on stakeholders for each hotspot.

Analysis of data was done by using the stakeholder analysis table and the conventional stakeholder analysis (Appendix 1.0)

7.0 Results and discussion

The *Conventional Stakeholder Matrix* (fig.1 below) below was used to analyse stakeholders in terms of their *power* to influence and also their *interest* in the situation. It has been found out that the local institutions (ADCs and VDCs) have both *power* and *interest* in the project. Therefore they need to be 'engaged closely and influence actively' in order to achieve the project objectives.

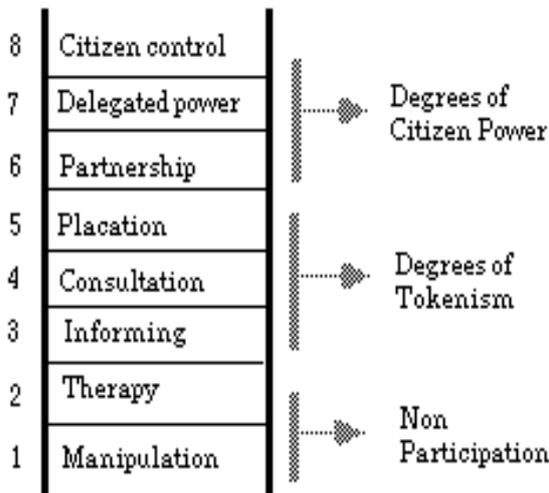


Most CBOs created because of MASAF project have interest in the project but have less power to determine their destiny. They depend on both ADC and VDC to make resources available for them. They can be used to monitor the project and keep them informed on any changes and new developments.

National and international NGOs have interest in the Lake Chilwa project but have less power to make them fit into the project. This is because each one of them wants to satisfy agenda of their donors. It will therefore be difficult to modify project implementation plans of some of these non ENRM NGOs.

It will also be easy to integrate some interventions like gender and HIV/AIDS into their exiting plans. This needs to be carefully planned.

Same results were arrived at after using **Shelley Arnstein's Ladder of Citizen Participation (1969)** (fig 2. Below) to analyze further engagement of stakeholders within implementation period of Lake Chilwa project. The stakeholder analysis exercise has shown that



ADCS and VDCs are at the centre of successful implementation of the project. The degree of citizen power is very high with these local institutions (in terms of control and regulation of natural resource management at community level).

It is also interesting to note that some VDCs with members of political affiliations will negatively affect the project if their needs are not met. This will result into manipulation and non participation as noted at Zilindo. Both members of ADC and VDCs are claiming cash for work approach being advocated by their politicians. They also claimed a 70% share of Zomba forest

reserve benefits without any co-management arrangement.

District: *Machinga*

Hotspot: Chikala Hills-Mposa beach, Linguni & Zumulu River Catchments

District: Machinga

Stakeholder	Characteristics	Interest & expectations	Sensitivity to & respect to crosscutting issues	Potentials & deficiencies	Implications and conclusions for the project
Chamba ADC Mposa ADC	<ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation,</i> • <i>status</i> 	<ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations,</i> • <i>objectives</i> 	<ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDs</i> 	<ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	<ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>how to deal with the group</i>
<ul style="list-style-type: none"> - Puteya VDC - Mpita VDC - Manda VDC - Msumbo VDC - Kalumba VDC - Mitawa VDC - Mbando VDC - Manja VDC - Chilambo VDC - Mikunga VDC - Songolo VDC - Tandauko - 	<ul style="list-style-type: none"> - Important for decision making at local level. - Large number of women representation with less participation in decision making. - It is a local government community based development structures. 	<ul style="list-style-type: none"> - Interested in full participation in planning & implementation. - Their villages to benefit from the project. - Their objective is to develop their villages. 	<ul style="list-style-type: none"> - Aware of dwindling natural resource base. - Few women have courage to participate in debates. - HIV/AIDs is a killer has increased number of orphans hence threatens food security and natural resource base. 	<ul style="list-style-type: none"> - Strong in community mobilization & M and E. - Contribute local human resource. - All members are citizens of the area & knowledgeable of the area. 	<ul style="list-style-type: none"> - Reorganization & training of VDCs empower women and youth. - Develop clear and realistic TORs for the VDCs.

Hotspot: Nacala Corridor-Namanja Beach & Mpiri River Catchment

Stakeholder	Characteristics	Interest & expectations	Sensitivity to & respect to crosscutting issues	Potentials & deficiencies	Implications and conclusions for the project
Kawinga ADC	<ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation,</i> • <i>status</i> 	<ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations,</i> • <i>objectives</i> 	<ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDs</i> 	<ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	<ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>how to deal with the group</i>
<ul style="list-style-type: none"> - Nyenje VDC - Mbosongwe VDC - Kawerama VDC - Kankhomba VDC - Mbamira VDC - Mtalika VDC 	<ul style="list-style-type: none"> - Important for decision making at local level. - Large number of women representation. - Meet monthly & feed back to ADC. - It is a local government community based development structures. 	<ul style="list-style-type: none"> - Interested in full participation in planning & implementation. - Their villages to benefit from the project. - Their objective is spearhead development. 	<ul style="list-style-type: none"> - Aware of dwindling natural resource base. - Few women have courage to participate in debates. - HIV/AIDs is a killer has increased number of orphans hence threatens food security. 	<ul style="list-style-type: none"> - Strong in community mobilization & M and E. - Contribute local human resource. - All members are citizens of the area & knowledgeable of the area. 	<ul style="list-style-type: none"> - Reorganization & training of VDCs empower women. - Transport support (bicycles) to easy mobility for projects monitoring and supervision.
Emmanuel International (WALA programme)	<ul style="list-style-type: none"> - Do conservation agriculture, IGAs, Village Savings, irrigation & health 	<ul style="list-style-type: none"> Consultations to avoid duplications Work in GVHs 	Their programme takes on board gender, environment and	They have technical skills in livelihoods support	To be involved when developing plans to avoid duplications

	support - It is international NGO	Kawerama, Nyenje & Mbosongwe	HIV/AIDs issues		
Food and Agriculture Organisation (FAO)	- Are implementing irrigation, livestock production, conservation agriculture and afforestation programmes - It is a UN organ	Collaborations required Work in GVHs Mbamira, Kankhomba & Gowani	Their programme takes on board gender, environment and HIV/AIDs issues	They have technical skills in livelihoods support	To be involved when developing plans to avoid duplications
Adventist Relief Agency and Development (ADRA)	- Small but active organisation in relief and awareness	- Promote kitchen gardens, manure making and Home Based Care	- HIV/AIDs oriented project and also aware of environment & gender issues	- Expertise in VCT and community mobilization	To be involved in planning
SCAMP funded by ADF	Government of Malawi project	- Promoting rain fed agriculture & rehabilitation of rice schemes - Working in Mbamira VDC	Their programme takes on board gender, environment and HIV/AIDs issues	Expertise in canal construction for irrigation	To be involved in irrigation activities in the area.
Namawamo CBO	- Small but community based. - Specialized in assisting vulnerable children	- Does community based child care - Works in GVH Mbamira	HIV/AIDs oriented project and also aware of environment & gender issues	- Have human resource, mobilization skills	Mobility is the challenge
Tupoche CBO	It is a local Community Based organisation management by the community	Specialized in assisting vulnerable children and Home Based Care	Conduct gender, HIV/AIDs and environmental sensitization	Have vibrant committee with indigenous membership	Lack working tools and training in climate change

Nachimika CBO	It is a local Community Based organisation management by the community	Specialized in assisting vulnerable children and Home Based Care. Working in GVH Nyenje	Conduct gender, HIV/AIDs and environmental sensitization	Have vibrant committee with indigenous membership	Capacity building in climate change and water resources
Tigwirizane CBO	It is a local Community Based organisation management by the community	Specialized in assisting vulnerable children and Home Based Care. Working in GVH Mbosongwe	Conduct gender, HIV/AIDs and environmental sensitization	Mobilizing community members in project activities	Capacity building in climate change

District: Phalombe

Hotspot: Michesi Forest Reserve & Phalombe River bank

Stakeholder	Characteristics	Interest & expectations	Sensitivity to & respect to crosscutting issues	Potentials & deficiencies	Implications and conclusions for the project
<p><i>Bona VDC</i> <i>Tamani VDC</i> <i>Chimombo VDC</i></p>	<ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation, status</i> <p>- Important for decision making at local level.</p>	<ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations, objectives</i> <p>- Interested in full participation in planning & implementation.</p> <p>- Their villages to benefit from the project.</p> <p>- Their objective is spearhead development.</p>	<ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDs</i> <p>- Aware of dwindling natural resource base.</p> <p>- Few women have courage to participate in debates.</p> <p>- HIV/AIDs is a killer has increased number of orphans hence threatens food security.</p>	<ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> <p>- Strong in community mobilization & M and E.</p> <p>- Contribute local human resource.</p> <p>- All members are citizens of the area & knowledgeable of the area.</p>	<ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i> <p>- Reorganization & training of VDCs empower women.</p>
<p><i>GoM – Social Cash Transfer scheme</i></p>	<p>Pro-poor programme & targets the vulnerable especially women, aged & chronically ill.</p>	<p>The LCBCCAP will reach out where the programme did not manage.</p>	<p>It deliberately targets women & chronically ill- HIV/AIDs patients.</p> <p>Also recognize the role of environment & natural resources in livelihoods support</p>	<p>Empowered the District Council hence a source of skilled human resource for LCBCCAP</p>	<p>LCBCCAP to learn from the project before venturing in IGAs support.</p> <p>Use the skills from the District Social Welfare Officer (DSWO)& the team of Community Development Assistants</p>

Stakeholder	Characteristics	Interest & expectations	Sensitivity to & respect to crosscutting issues	Potentials & deficiencies	Implications and conclusions for the project
	<ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation, status</i> 	<ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations, objectives</i> 	<ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDSs</i> 	<ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	<ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i>
					(CDAs).
<i>InterAid</i>	Implementing food security and water and sanitation activities	Work with vulnerable people to uplift their living standards	Their programme takes on board gender, environment and HIV/AIDSs issues	Experienced in water and sanitation projects as well as food security/agriculture activities	Will collaborate with the project on food security issues as well as water and sanitation activities
Blantyre CCAP Synod	Implementing food security programme. However, their programme is ending December 2010.	Work with vulnerable people on food security issues	The programme mainstreams gender and HIV/AIDS issues.	Experience in food security activities.	If their project renewed in December 2010, will work with LCBCCAP on food security issues.
Bridge II Project (HIV/AIDS)	<ul style="list-style-type: none"> • multi-donor funded • project implementation timeframe 	<ul style="list-style-type: none"> • Their interest is HIV/AIDS intervention • Not much on natural resource management 	<ul style="list-style-type: none"> • It is HIV/AIDS oriented project with gender mainstreaming • Not much on natural resource management 	<ul style="list-style-type: none"> • It has empowered local institutions at community level in areas of planning and project monitoring • Experienced in HIV/AIDS 	<ul style="list-style-type: none"> • Lake Chilwa project to involve them in HIV/AIDS mainstreaming • Need to be trained in ENRM

District: Phalombe

Hotspot: Chitekesa-Nambazo stretch

Stakeholder	Characteristics	Interest & expectations	Sensitivity to & respect to crosscutting issues	Potentials & deficiencies	Implications and conclusions for the project
<i>Jenala ADC</i>	<ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation, status</i> 	<ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations, objectives</i> 	<ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> <ul style="list-style-type: none"> • <i>HIV/AIDs</i> 	<ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	<ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i>
<i>Jenala ADC</i>	<ul style="list-style-type: none"> - Manage a number VDCs - Women are represented, including the special interest groups i.e. elderly, youth, disabled & religious - Report to District Executive Committee - <i>Final decision rests in the hands of TA</i> 	<ul style="list-style-type: none"> - Interested to benefit from the project i.e. rehabilitations of bare hills & river bank stabilization 	<ul style="list-style-type: none"> - Aware of gender imbalances - Engaged in environmental rehabilitation through afforestation projects - Are aware of HIV/AIDs in the area & it is real 	<ul style="list-style-type: none"> - Prevailing good leadership skills <i>with a bit of dictatorship</i> - Potential human resource to the project 	<ul style="list-style-type: none"> - Re-organisation and training of the ADC, empower women.
<i>Njovu VDC Chimombo VDC Bona VDC Gunda VDC</i>	<ul style="list-style-type: none"> - Important for decision making at local level. 	<ul style="list-style-type: none"> - Interested in full participation in planning & implementation. - Their villages to benefit from the project. 	<ul style="list-style-type: none"> - Aware of dwindling natural resource base. - Leaders in key positions not elected basing on gender - HIV/AIDs is a killer has increased number of orphans hence threatens food 	<ul style="list-style-type: none"> - Strong in community mobilization & M and E. - Contribute local human resource. - All members are citizens of the area & knowledgeable of the area. 	<ul style="list-style-type: none"> - Reorganization & training of VDCs empower women.

Stakeholder	Characteristics <ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation, status</i> 	Interest & expectations <ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations, objectives</i> 	Sensitivity to & respect to crosscutting issues <ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDs</i> 	Potentials & deficiencies <ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	Implications and conclusions for the project <ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i>
<i>GoM – Social Cash Transfer scheme</i>	Pro-poor programme & targets the vulnerable especially women, aged & chronically ill.	The LCBCCAP will reach out where the programme did not manage.	security. It deliberately targets women & chronically ill- HIV/AIDs patients. Also recognize the role of environment & natural resources in livelihoods support	Empowered the District Council hence a source of skilled human resource for LCBCCAP	LCBCCAP to learn from the project before venturing in IGAs support. Use the skills from the District Social Welfare Officer (DSWO)& the team of Community Development Assistants (CDAs).

District: Phalombe

Hotspot: Mpoti lagoon-Sombani River-Swang'oma beach & Njalo Island

Stakeholder	Characteristics <ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation, status</i> 	Interest & expectations <ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations, objectives</i> 	Sensitivity to & respect to crosscutting issues <ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDs</i> 	Potentials & deficiencies <ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	Implications and conclusions for the project <ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i>
	-		-		
			-	-	

Note : No stakeholder is currently working in these areas (Mpoti Lagoon- Sombani river, Swang'oma beach and Njalo Island).

District: Phalombe

Hotspot: Mikongoloni hill and Chisengeleni River

Stakeholder	Characteristics <ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation, status</i> 	Interest & expectations <ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations, objectives</i> 	Sensitivity to & respect to crosscutting issues <ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDs</i> 	Potentials & deficiencies <ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	Implications and conclusions for the project <ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i>
	-		-		
			-	-	

Note : No stakeholder is currently working in these areas (Mikongoloni hill and Chisengeleni River).

District: Zomba

Hotspot: Lake Chilwa (Zomba side)-Chisi Island, Kachulu/Mchenga beaches

Stakeholder	Characteristics	Interest & expectations	Sensitivity to & respect to crosscutting issues	Potentials & deficiencies	Implications and conclusions for the project
Nkumbira ADC	<ul style="list-style-type: none"> • Social, economic • gender, structure • organisation, status 	<ul style="list-style-type: none"> • Interests, • expectations, objectives 	<ul style="list-style-type: none"> • Environment, • Gender • HIV/AIDs 	<ul style="list-style-type: none"> • Resource endowment, • knowledge, • experience, • potential contribution 	<ul style="list-style-type: none"> • Possible action required, • How to deal with the group
Thyuka VDC	<ul style="list-style-type: none"> - ADC membership is from all VDCS - Use Local government guidelines to run the ADC - Women and youth poorly represented 	<ul style="list-style-type: none"> - Good forest management practices for clean air - Conservation of local birds species - Fear removal of people from forest areas 	<ul style="list-style-type: none"> - Are aware of the dwindling fish & bird species - Women participation is important but are not willing to participate - They talk about HIV/AIDs in their meetings 	<ul style="list-style-type: none"> - Have strong structures for monitoring, reporting, management and mobilization. 	<ul style="list-style-type: none"> - Re-organize and train the ADC. - Empower women and youth
WALA	<ul style="list-style-type: none"> - Like all other VDCs in this hotspot, it has representation from all the villages - Members are democratically elected 	<ul style="list-style-type: none"> - The project will assist in the provision of good water – people drink salty water along the lake. - Boat accidents are increasing and project will buy better boats. 	<ul style="list-style-type: none"> - Are aware of environmental degradation, gender issues and HIV/AIDs. 	<ul style="list-style-type: none"> - Able to monitor projects and other development activities through CBOs scattered in all villages. 	<ul style="list-style-type: none"> - Requires training in climate change adaptation, project monitoring and fund raising
WALA	<ul style="list-style-type: none"> - Working on Chisi island. - Very strong NGO to pattern with 	<ul style="list-style-type: none"> - Work on village banks, irrigation and care groups.\ - Has nutrition programs 	<ul style="list-style-type: none"> - Community care groups conduct door to door campaign on health, malaria and HIV/AIDs 	<ul style="list-style-type: none"> - Liable funding sources - Has structures already in place 	<ul style="list-style-type: none"> - To participate in Chisi island planning, monitoring

Stakeholder	Characteristics <ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation, status</i> 	Interest & expectations <ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations, objectives</i> 	Sensitivity to & respect to crosscutting issues <ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDs</i> 	Potentials & deficiencies <ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	Implications and conclusions for the project <ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i>
		and food banks	-		activities.
<i>DAPP</i>	Implement malaria program, sanitation and antenatal clinics	Interested in maternal health	Aware of environment and stress more on environmental sanitation/deliberately target women to uplift their livelihoods.	Well established on the ground. Lack climate change knowledge	All NGOs in all hotspots to be oriented on climate change adaptation measures.
<i>YUNECO branch</i>	Implementing youth programmes on Sports and HIV/AIDS	Interested in HIV/AIDS Protection and awareness programmes to do with youth	Are aware of environmental degradation, gender issues and HIV/AIDS.	Able to monitor projects and other development activities through CBOs	Lake Chilwa project to involve them in HIV/AIDS issue
<i>World Vision</i>	Implementing food security project (Irrigation farming)	Work with vulnerable people on food security issues	Are aware of environmental degradation, gender issues and HIV/AIDS.	Well established on the ground.	Will work with LCBCCAP on food security activities

District: Zomba

Hotspot: Malosa Forest Reserve and Domasi River

Stakeholder	Characteristics	Interest & expectations	Sensitivity to & respect to crosscutting issues	Potentials & deficiencies	Implications and conclusions for the project
	<ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation,</i> • <i>status</i> 	<ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations,</i> • <i>objectives</i> 	<ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDs</i> 	<ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	<ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i>
Malemia ADC	<ul style="list-style-type: none"> - Is a local institution that controls development at TA level - Has 25 members drawn from all the VDCs - Gender balance is at 50-50. 	<ul style="list-style-type: none"> - The ADC is interested in rehabilitation of Zomba and Malosa forest reserves for sustainable livelihoods - Their expectations are improved yields and adequate water for drinking and irrigation 	<ul style="list-style-type: none"> - Participate in confiscation of charcoal, tree planting, awareness of HIV/AIDS and gender mainstreaming 	<ul style="list-style-type: none"> - In terms of resources, they depend on contributions by members and grants from projects. - Has experience in community mobilization 	<ul style="list-style-type: none"> - It is an entry point for Lake Chilwa project - The ADC needs reorganization and training
Malunga VDC Magumba VDC Chilunga VDC	<ul style="list-style-type: none"> - Work with grassroots in projects identification, implementation and monitoring - Has equal representation of men and women. 	<ul style="list-style-type: none"> - Their main interest and expectation is participatory implementation of the Lake Chilwa project in all villages concerned. 	<ul style="list-style-type: none"> - Like VDCs they participate in awareness campaigns of environment and HIV/AIDS, plus gender mainstreaming. 	<ul style="list-style-type: none"> - Women participation in decision making is poor - VDCS have mobilization capabilities. 	<ul style="list-style-type: none"> - Reorganization and training of all VDCs
<i>GOM-Public Works Programmes</i>	<ul style="list-style-type: none"> - Is a EU/GOM project - Gets funding from European Union. 	<ul style="list-style-type: none"> - Their work include irrigation, fish farming 	<ul style="list-style-type: none"> - Not sensitive to river bank cultivation that encourages siltation 	<ul style="list-style-type: none"> - Vast experience in aquaculture and irrigation farming. 	<ul style="list-style-type: none"> - Policy conflict on river bank cultivation. - They need more

Stakeholder	Characteristics	Interest & expectations	Sensitivity to & respect to crosscutting issues	Potentials & deficiencies	Implications and conclusions for the project
	<ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation,</i> • <i>status</i> 	<ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations,</i> • <i>objectives</i> 	<ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDSs</i> 	<ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	<ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i>
<i>DAPP</i>	- Is local NGO working with communities	- Interested in climate change adaptation strategies in order to sustainably manage their irrigation and animal husbandly projects.	<ul style="list-style-type: none"> - Not clear on HIV/AIDS interventions - Deliberately support women as empowerment 	<ul style="list-style-type: none"> - Empowers women, integrate HIV/AIDS - River bank cultivation is unsustainable to ENRM. 	<ul style="list-style-type: none"> - Has knowledge on irrigation and animal husbandry - Lack knowledge on dangers of unsustainable river bank cultivation.
<i>SIMULITA</i>	- Local NGO whose head office at Domasi (after police office, on the way to Lilongwe)	<ul style="list-style-type: none"> - They work on cassava farming - They are micro-agro processors (add value to cassava) 	<ul style="list-style-type: none"> - Not clear on ENRM, gender and HIV/AIDS - Work independently from VDCs 	<ul style="list-style-type: none"> - Have knowledge in cassava processing and farming - Will contribute to adaptive strategies to climate change through improved food security. 	<ul style="list-style-type: none"> - Policy conflict on river bank cultivation. - They need more training ENRM and climate change.

Stakeholder	Characteristics	Interest & expectations	Sensitivity to & respect to crosscutting issues	Potentials & deficiencies	Implications and conclusions for the project
	<ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation,</i> • <i>status</i> 	<ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations,</i> • <i>objectives</i> 	<ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDs</i> 	<ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	<ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i>
<i>IFABO CBO (Malunga VDC)</i>	<ul style="list-style-type: none"> - Local and community based organisation - Depends on donations and community contribution for its resources 	<ul style="list-style-type: none"> - Are interested to conduct campaigns on environment and HIV/AIDS in Lake Chilwa project - They work on HIV/AIDS sensitization, and OVC. 	<ul style="list-style-type: none"> - They all these on board 	<ul style="list-style-type: none"> - Depend on donations and have un-reliable sources of resources 	<ul style="list-style-type: none"> - Will require tailor made training to suit Lake Chilwa's project needs - Small grants for microprojects monitoring
<i>Tikambirane CBO (Chilunga VDC)</i>	<ul style="list-style-type: none"> - Local and community based organisation - Depends on donations and community contribution for its resources 	<ul style="list-style-type: none"> - Are interested to conduct campaigns on environment and HIV/AIDS in Lake Chilwa project - They work on HIV/AIDS sensitization, and OVC - Target the youth 	<ul style="list-style-type: none"> - They all these on board 	<ul style="list-style-type: none"> - Depend on donations and have un-reliable sources of resources - It has members who are the citizens of the area 	<ul style="list-style-type: none"> - Will require tailor made training to suit Lake Chilwa's project needs
<i>Limbikani orphan Care</i>	<ul style="list-style-type: none"> - Local and community 	<ul style="list-style-type: none"> - Are interested to conduct campaigns on 	<ul style="list-style-type: none"> - They all these on 	<ul style="list-style-type: none"> - Depend on donations and have un-reliable 	<ul style="list-style-type: none"> - Will require tailor made training to suit Lake

Stakeholder	Characteristics	Interest & expectations	Sensitivity to & respect to crosscutting issues	Potentials & deficiencies	Implications and conclusions for the project
<i>(Chilunga VDC)</i>	<ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation,</i> • <i>status</i> <p>based organisation</p> <ul style="list-style-type: none"> - Depends on donations and community contribution for its resources 	<ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations,</i> • <i>objectives</i> <p>environment and HIV/AIDS in Lake Chilwa project</p> <ul style="list-style-type: none"> - They work on HIV/AIDS sensitization, and OVC. 	<ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDSs</i> <p>board</p>	<ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> <p>sources of resources</p>	<ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i> <p>Chilwa's project needs</p>
<i>St. Lukes Hospital (Magumba VDC)</i>	<ul style="list-style-type: none"> - It is a mission hospital helping people from all TAs in Zomba. 	<ul style="list-style-type: none"> - They have a specific project for Magumba VDC on WASH and youth care - Expect the project to use them for WASH intervention within climate change context. 	<ul style="list-style-type: none"> - Encourage forest conservation in Malosa forest and participate in tree planting - Conduct HIV/AIDS and gender awareness campaigns during health education lessons at the hospital 	<ul style="list-style-type: none"> - Have knowledge in health education and WASH (Water, sanitation and hygiene) - The morning health education sessions for expectant mothers and guardians will be used for climate change sensitization. 	<ul style="list-style-type: none"> - Additional resources for ENRM campaigns and tree planting. - Faith based training in climate change

District: Zomba

Hotspot: Ngwelero EPA-Chimbeta/Steven/Masale Sections

Stakeholder	Characteristics	Interest & expectations	Sensitivity to & respect to crosscutting issues	Potentials & deficiencies	Implications and conclusions for the project
Ngwelero ADC	<ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation,</i> • <i>status</i> 	<ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations,</i> • <i>objectives</i> 	<ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDs</i> 	<ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	<ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i>
Ngwelero VDC	<ul style="list-style-type: none"> - All VDC chairs & their deputies become ADC members - Encourage gender participation right from VDCs - Report to the TA, DC & AEC - Final decision rests in the hands of the sub TA 	<ul style="list-style-type: none"> - Interested in supporting the implementation of the project - Will assist in supervision and monitoring - Their believe is people centered development 	<ul style="list-style-type: none"> - Very sensitive to gender & ADC chair is a lady - Coordinate all CBOs 	<ul style="list-style-type: none"> - Members contribute K150.00/months for meetings and travel - Has active members - Will contribute their indigenous knowledge in planning & implementation of the programme 	<ul style="list-style-type: none"> - Requires re-organisation, training and TORS for their work - Special training or orientation

Stakeholder	Characteristics	Interest & expectations	Sensitivity to & respect to crosscutting issues	Potentials & deficiencies	Implications and conclusions for the project
	<ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation,</i> • <i>status</i> 	<ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations,</i> • <i>objectives</i> 	<ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDSs</i> 	<ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	<ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i>
<i>Tiyamike CBO</i>	<ul style="list-style-type: none"> - Work area is Ngwelero GVH - CBO formed by community & managed by a committee - Led by a director & chaired by a lady. 	<ul style="list-style-type: none"> - Eager to work with the project in areas of HIV/AIDS and ENRM - Obtain funding from project - Participate in planning 	It is HIV/AIDS based CBO working with sick, women and children in areas of HBC, counseling and support.	<ul style="list-style-type: none"> - Raise own resources through piece works, donations & farming - Interested in conservation agriculture - Experience in afforestation & forest management - Has well established committee 	<ul style="list-style-type: none"> - The CBO that can be easily tuned to the objectives of lake Chilwa project. - Needs training in climate change & adaptation strategies
<i>Save The Children</i>	<ul style="list-style-type: none"> - International NGO with its own reliable source of funding - Work in Ngwelero, Namakhwa and Namalima 	<ul style="list-style-type: none"> - Interested in child support with a little ENRM upon community request. - Expect to plan together with the LC project 	Are aware of environmental degradation, gender issues and HIV/AIDS.	Well established on the ground.	Will work with LCBCCAP on child support initiatives
<i>DAPP</i>	<ul style="list-style-type: none"> - NGO with its own reliable source of funding - Work in Ngwelero and 	<ul style="list-style-type: none"> - Work with PLWHV through HBC & support 	Work with CBOs engaged in HIV/AIDS activities	Able to monitor projects and other development activities through CBOs	Will require tailor made training to suit Lake Chilwa's project needs

Stakeholder	Characteristics <ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation,</i> • <i>status</i> 	Interest & expectations <ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations,</i> • <i>objectives</i> 	Sensitivity to & respect to crosscutting issues <ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDs</i> 	Potentials & deficiencies <ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	Implications and conclusions for the project <ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i>
	Namalima	- Promote nutrition through community vegetable gardens			

District: Zomba

Hotspot: Zomba Mt Forest Reserve-Likangala River, Zilindo & Namadidi settlements

Stakeholder	Characteristics	Interest & expectations	Sensitivity to & respect to crosscutting issues	Potentials & deficiencies	Implications and conclusions for the project
Mlumbe ADC	<ul style="list-style-type: none"> • <i>Social, economic</i> • <i>gender, structure</i> • <i>organisation,</i> • <i>status</i> 	<ul style="list-style-type: none"> • <i>Interests,</i> • <i>expectations,</i> • <i>objectives</i> 	<ul style="list-style-type: none"> • <i>Environment,</i> • <i>Gender</i> • <i>HIV/AIDs</i> 	<ul style="list-style-type: none"> • <i>Resource endowment,</i> • <i>knowledge,</i> • <i>experience,</i> • <i>potential contribution</i> 	<ul style="list-style-type: none"> • <i>Possible action required,</i> • <i>How to deal with the group</i>
	<ul style="list-style-type: none"> - Is a peri-urban ADC dependent on Zomba forest reserve - Has heterogeneous community because of migration - Most of members are migrants with their own agenda - The TA has total control on the members 	<ul style="list-style-type: none"> - Interested in having equal share of Zomba forest reserve benefits with government - Expect a cash for work relationship with lake Chilwa project as immediate benefit - Their objective is reduce household poverty within the project time frame. 	<ul style="list-style-type: none"> - The ADC is not sure of its role regarding environment and gender. - Take part in HIV/AIDS awareness through CBOS 	<ul style="list-style-type: none"> - Do not have reliable source of resources for their daily operations - Will contribute towards sustainable management of Zomba forest reserve if planned participatory 	<p>The DC Zomba and PM for Lake Chilwa project to have consultative meetings with all ADC members to clarify on the wrong message of cash for work</p> <p>Then sensitize and train the ADC and VDCs</p>
<i>Kaunde Mbeluwa Gilbert Napwanga VDCs</i>	<ul style="list-style-type: none"> - Work with grassroots in projects identification, implementation and monitoring - Has equal representation of men and women. 	<ul style="list-style-type: none"> - Their main interest and expectation is participatory implementation of the Lake Chilwa project in all villages concerned. 	<ul style="list-style-type: none"> - Like VDCs they participate in awareness campaigns of environment and HIV/AIDS, plus gender mainstreaming. 	<ul style="list-style-type: none"> - Women participation in decision making is poor - VDCS have mobilization capabilities. 	<ul style="list-style-type: none"> - Reorganization and training of all VDCs

Key issues for attention:

Some key issues have been noted during the stakeholder analysis. These issues require immediate attention for the programme to run smoothly. The issues have been discussed in detail below.

Area Development Committees (ADCs) and Village Development Committees (VDCs) are key to local development in the communities. These two structures exist in all hotspots and have active members although the membership varies from one another. In most cases the final decision of these structures rests in the hands of chiefs not the executive. Most members of these structures were new and never attended any training.

Recommendations: The programme should work with local authorities to restructure and train the ADCs and VDCs. To be considered during the restructuring and training will be gender consideration, democratic selection of members, also consider equity and inclusion issues and use the guidelines that were developed by Local Government.

There are so many Community Based Organisations (CBOs) that mushroomed during Malawi Social Action Fund (MASAF) programme under Community Support Programme (CSP). These CBOs support communities in areas of orphans and other vulnerable children (OVC) support, early child development, voluntary counseling, HIV/AIDS sensitization and awareness campaigns and home based care for people infected and affected by HIV/AIDS. These activities were strengthened by continuous financial support from National AIDS Commission (NAC). It has been noted that CBOs have done very little in the area of environment and natural resource management.

Recommendations: The programme should strengthen these CBOs through training in environment and natural resource management including climate change adaptation. These are well established local organisations and some have permanent buildings (offices and classrooms). The members of these CBOs are citizens of the communities. They should also be involved during participatory development of hotspot integrated planning sessions.

Local and International Non Governmental Organisations (NGOs) are playing important role in these hotspots. WALA project is working in all the three districts of Machinga, Phalombe and Zomba.

Recommendations: The programme should always work in consultations with these NGOs in order to avoid duplication of interventions within the same communities. The programme should always participate in all District Executive Committee (DEC) meetings and the district councils should be made aware of these. This is one way of strengthened stakeholder participation in this programme.

The other important stakeholders who have been identified during the exercise is the politician. The Members of Parliament (MPs) in these hotspots need to be engaged to avoid conflict of interest. If they are kept aside they might politicize the programme bearing in mind that local government elections campaigns will start early next year.

Recommendations: All MPs in these hotspots should be summoned to a special meeting so that they should be made aware of the programme and their role in the programme should be known.

Table 1: Stakeholder Analysis Table by category, adopted from 'project cycle handbook' European Commission-EuropeAid

To identify various stakeholders within each hotspot, in a gender-differentiated way, who:

- (a) Might be affected by the project;
- (b) Might affect the project;
- (c) Might become useful project partners even though the project may also be implemented without their contribution;
- (d) Might become conflict partners as they may face the project as a threat for their role and interests;
- (e) Will anyway be involved in the project.

To categorise stakeholders according to their role (direct or in-direct to the programme);

- (a) Is the stakeholder group (organisation, group of people, etc.) supposed to work in the project, co-finance it, or benefit from the project?
- (b) Is it a supporting organisation?
- (c) Does it have a controlling function, etc.?

To characterize stakeholders from a social and organization point of view

- (a) What are their social and economic characteristics?
- (b) How are they structured / organized? How are decisions made?
- (c) What is their status?

To analyze stakeholders with regard to expectations and relationships;

- (a) Identify their interests and expectations in the project
- (b) Analyze the links and relationships between the various stakeholder groups.

To characterize stakeholders' sensitivity towards and respect of cross-cutting issues (gender, HIV/AIDS, environment);

- (a) Are they sensitive to these issues?
- (b) Do they consider impact of their tasks and activities on these issues?

To assess potential, resource and capacity of stakeholders in the selected hotspots.

- (a) How to take the group into account?

Table 1: Stakeholder Analysis Table by category, adopted from 'project cycle handbook' European Commission-EuropeAid

(b) Which action to undertake?

(c) How to deal with the group?

**Lake Chilwa Basin Climate Change Adaptation Programme
Stakeholder Analysis Questionnaire**

Hotspot & district Name:

1. Identification of stakeholders within each the hotspot

a. Name of stakeholder

b. How will the project affect you?

Positive (2 things)

Negative (2 things)

c. How will you affect the project?

Positive (2 things)

Negative (2 things)

2. Categorizing stakeholders according to their role (direct or in-direct to the programme)

a. What does your organization do in this hotspot (type of work)?

b. What will be your role in this climate change adaptation project?

c. What option best describes your interest in the project?

Co-finance the project supporting the project Benefit from the project

3. Characterize stakeholders from a social and organization point of view

a. What are your social and economic characteristics?

b. How is your organization structured, taking as well gender perspective?

c. Who make decisions for your organization?

d. What is status of your organization?

Local NGO

Inter.NGO

Government

Local Institution

Other

4. Analyze stakeholders with regard to expectations and relationships

- a. What are your expectations in this project?

- b. What are your links and relationships with other stakeholders in this area, taking as well gender perspective?

5. Characterize stakeholders' sensitivity towards and respect of cross-cutting issues (gender, HIV/AIDS, environment)

- a. Describe your sensitivity on each of these: Gender, HIV/AIDS & Environment

Gender

HIV/AIDS

Environment

- b. In a way, how do your tasks and activities impact on gender, HIV/AIDS & environment?

6. Assess potential, resource and capacity of stakeholders in the selected hotspots.

- a. What is your strength on which LCBCCAP could build on?

- b. How do you mobilize financial and other resources for your work?

- c. What are the deficiencies to be considered by the project?

Appendix 1: **Terms of Reference**

Following are the Terms of Reference for the Assignment:

- 7.1 To identify various stakeholders within each hotspot, in a gender-differentiated way, who:
 - (a) Might be affected by the project;
 - (b) Might affect the project;
 - (c) Might become useful project partners even though the project may also be implemented without their contribution;
 - (d) Might become conflict partners as they may face the project as a threat for their role and interests;
 - (e) Will anyway be involved in the project.
- 7.2 To categorise stakeholders according to their role (direct or in-direct to the programme);
 - (a) Is the stakeholder group (organisation, group of people, etc.) supposed to work in the project, co-finance it, or benefit from the project?
 - (b) Is it a supporting organisation?
 - (c) Does it have a controlling function, etc.?
- 7.3 To characterize stakeholders from a social and organization point of view
 - (a) What are their social and economic characteristics?
 - (b) How are they structured / organised? How are decisions made?
 - (c) What is their status?
- 7.4 To analyze stakeholders with regard to expectations and relationships;
 - (a) Identify their interests and expectations in the project
 - (b) Analyse the links and relationships between the various stakeholder groups.
- 7.5 To characterize stakeholders' sensitivity towards and respect of cross-cutting issues (gender, HIV/AIDS, environment);
 - (a) Are they sensitive to these issues?
 - (b) Do they consider impact of their tasks and activities on these issues?
- 7.6 To assess potential, resource and capacity of stakeholders in the selected hotspots.
 - (a) How to take the group into account?
 - (b) Which action to undertake?
 - (c) How to deal with the group?

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