

Identifying & Analyzing Stakeholders

An analysis of stakeholders will determine who should be involved in management of the conflict. Such an analysis should **identify**:

- who the stakeholders are;
- the extent to which each group of stakeholders is affected by the conflict;
- who is most affected and should be directly involved in managing the conflict;
- the relative power and influence of different groups regarding the issues, including any obstacles to a particular group's participation in conflict management processes;
- stakeholders' interests and expectations;
- the possible different responses of the conflict stakeholders;
- the relationships among stakeholder groups;
- difficulties that stakeholders are likely to have in working together;
- each group's potential contribution to managing the conflict;
- the extent to which individuals' and groups' interests overlap with each other.

Distinguishing the relative **power** that each group has to influence the direction or resolution of a conflict is central to stakeholder analysis. Power can be defined as “the capacity to achieve outcomes” (Ramirez, 1999). This includes the ability to make or prevent change.

Power can be derived from many sources, such as:

- physical strength: endurance, capacity for violence;
- personal charm or charisma;
- emotional strength: courage, leadership, commitment, integrity;
- socio-economic and political strength: control of access to resources, tenure, rights, money, material goods, socio-economic status, political institutions, human resources;
- cultural strength: norms and values that establish, justify or reinforce differential roles, rights and responsibilities in society/community;
- control of information: technical, planning, economic, political;
- ability: capacity or skills;
- ability to coerce: threats, access to and use of media, family, clan, tribe or political ties, mobilizing of direct action.

