

# Critical Thinking & Problem Solving

*Dr. Bektash Berdiev*

How to identify key stakeholders and ensure  
their needs are met

# Learning Objectives

*At the end of this session, students will be able to:*

- ▶ Associate processes that help to identify all stakeholders that need to be involved in the planning process or impacted (+ and 1) by the plan.
- ▶ Identify vulnerable groups at risk from the implementation of a plan and possible mitigation strategies to avoid.

# What is a Stakeholder?

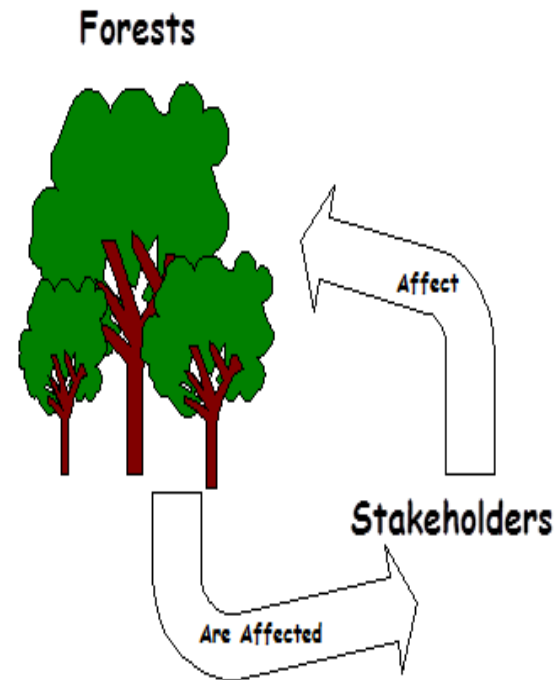
A *Stakeholder* is :

“...An individual, group or institution that has an *interest* in a particular forest resource ...”

(RECOFTC 2002)

“...groups/individuals that are *affected by* the outcome of a conflict, as well as those who *influence* the outcome...”

(FAO 2005)



# Stakeholders

## *Primary Stakeholders:*

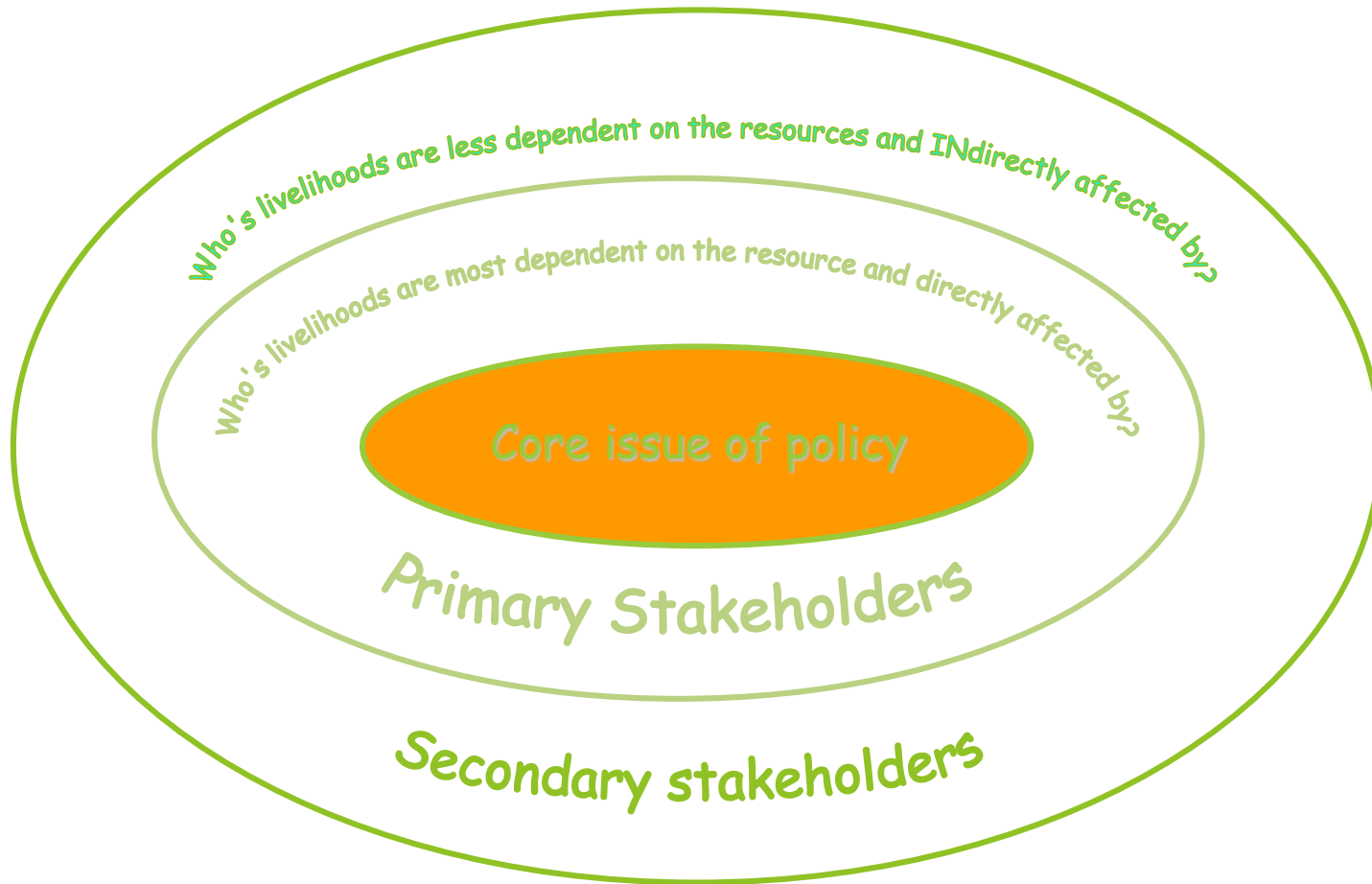
“...are those *most* affected by and are dependent on the resources...”

## *Secondary Stakeholders :*

“...are those who are more *indirectly or less* affected or dependant on the resources...”

(FAO 2005)

# Stakeholders



# Rationale for Stakeholder Analysis

- ❑ Identify who **needs to participate (primary & secondary)**
- ❑ Assess how stakeholders **be affected or might affect** in REDD+ (+ve/-ve)
- ❑ Identify **the multiple interests** and **objectives** of stakeholders in relation to the particular REDD+ management
- ❑ Understand the actual **resources, influence, authority or power** that stakeholders can have on particular REDD+ initiatives
- ❑ Assess the most **appropriate means** for them to **participate**
- ❑ Assess the **capacity** of stakeholders to **participate** in the planning process
- ❑ Begin to understand potential **conflicts** that could arise in REDD+

# Who could be a stakeholder in REDD+?

Increase  
d  
producti  
on  
Increased  
consumption

Growing  
food  
demand

Growing  
populatio  
n



More  
resourc  
e  
claims

More  
competi  
tion

Climate  
change

# What Is At Stake?

A “*stake*” can be:

- ▶ particular forest product
- ▶ particular forest service
- ▶ particular interests
- ▶ Land tenure



# Who Are Stakeholders?

- ❑ Govt. agencies and ministries
- ❑ Indigenous Peoples and Communities
- ❑ Civil Society Organizations
- ❑ Private Sectors
- ❑ Development Partners: National and International
- ❑ Academia and Research Institutions
- ❑ Media: (electronic and print)
- ❑ Beneficiaries of goods and services derived from the implementation of the plan



# Why do a Stakeholder Analysis?



# Exercise

- ▶ Why encourage stakeholder participation in REDD+?



# A Stakeholder Analysis allows you

- ▶ To **identify and define** key stakeholders
- ▶ To **identify who needs to participate** in the project
- ▶ To **assess how they might affect or be affected by** REDD+ interventions (positively or negatively)

# A Stakeholder Analysis allows you

- ▶ To identify the **multiple interests and objectives** of stakeholders in relation to the particular REDD+ project
- ▶ To understand the actual **resources, influence, authority or power** that stakeholders can bring to bear on particular REDD+ initiatives

# A Stakeholder Analysis allows you

- ▶ To assess the most **appropriate** means for them to **participate**
- ▶ To assess the **capacity** of stakeholders to **participate** in the planning process
- ▶ To begin to understand potential stakeholder **conflicts** that could arise in REDD

# Steps in Stakeholder Analysis

Steps in Stakeholder Analysis	Possible Questions & Tools
1. Identify Issues and clarify objective	-What problem that need to address? -The objective & intended outputs of project <i><u>Tools: problem tree and objective tree (seen in SES)</u></i>
2. Identify stakeholders	-Who are primary, secondary, and has interest in the issue? <i><u>-Tool: Stakeholder rings (as above)</u></i>
3. Investigate characteristics of stakeholder	-What are the interest, 4 RS (Rights, Responsibilities, Returns, and Relationship) <i><u>-Tools: Stakeholder interests, and 4R matrix, Venn-Diagram , and Matrix of conflict &amp; trade-off</u></i>
4. Identify power and influence of stakeholders	-What are the power and influence of each stakeholder <i><u>- Tools: Graph of stakeholders importance and influence</u></i>

# 4R Stakeholder Analysis Matrix

WHAT IS THE **4R**  
STAKEHOLDER ANALYSIS  
MATRIX?

**R**IGHTS

**R**ESPONSIBILITIES

**R**ETURNS (OR BENEFITS)

**R**ELATIONSHIPS



# 4R Stakeholder Analysis Matrix

## Rights

- ▶ Access to and use of resources (statutory and customary)
- ▶ Ownership of resources (statutory and customary)
- ▶ Decision-making over resource use and management (e.g. setting by-laws, enforcement/fines, zoning/exclusion, licensing/income, etc.)

# 4R Stakeholder Analysis Matrix

## Responsibilities

- ▶ Forest/resource management (planning, monitoring, measurement, etc.)
- ▶ Implementing decisions in rules, regulations, procedures, etc.
- ▶ Abiding by rules & regulations

# 4R Stakeholder Analysis Matrix

## Returns (or benefits)

- ▶ Direct benefits arising from forest resources accessed
- ▶ Direct benefits derived from employment related to the resource/area
- ▶ Indirect benefits such as those accruing to entire community from resource management agreements

# 4R Stakeholder Analysis Matrix

## Relationships

- ▶ Inter-relationships among stakeholders within the community or outside of the community
- ▶ Conflict among stakeholders

# Group Activity

- ▶ Read the Case study on a REDD+ project in Kalimantan, Indonesia (KFCP) and watch the video at <http://vimeo.com/16239538>
- ▶ Break out in small groups and using the 4R Stakeholder Analysis Matrix , fill up the template on the 4Rs(rights, responsibilities, relationships, returns )

## Exercise: The 4R Stakeholder Analysis Matrix

Stakeholders	Rights	Responsibility	Relationship	Returns
Stakeholder A				
Stakeholder B				
Stakeholder C				

# Stakeholder Analysis Matrix- interests / influences

		Interests		
		Low	Medium	High
Influences	High		<p><b>GoB:</b> MoPlanning, MoLand, MoLaw,  <b>IPs and Communities:</b> Maleya F.  <b>Civil Society:</b> BAPA,  <b>Private Sectors:</b> Tobacco company  <b>Dev. Partners:</b> CEGIS  <b>Academia:</b> BARC, SRDI  <b>Media:</b> BTV, Observer, Community Radio</p>	<p><b>GoB:</b> MoEF, FD, MoCHTA, Dist.Admin, 3HDCs  <b>IPs and Communities:</b> BIPNetCBD,  <b>Civil Society:</b> IUCN, BCAS, AF, BELA  <b>Private Sectors:</b> Timber Merchant Association  <b>Dev. Partners:</b> CNRS, BRAC, UNDP, USAID, FAO, WB  <b>Academia:</b> BCAS, CEGIS  <b>Media:</b> Daily Star, Channel-I,</p>
	Medium		<p><input type="checkbox"/> <b><u>Influence</u></b> is the ability (empowered by law/mandate or through social hierarchy or access to powerful actors) to shape REDD+ processes;</p> <p><input type="checkbox"/> <b><u>Interest</u></b> is willingness/motivation (as institutional mandate or as civic responsibility) to be engaged in the REDD+ process.</p>	
	Low			

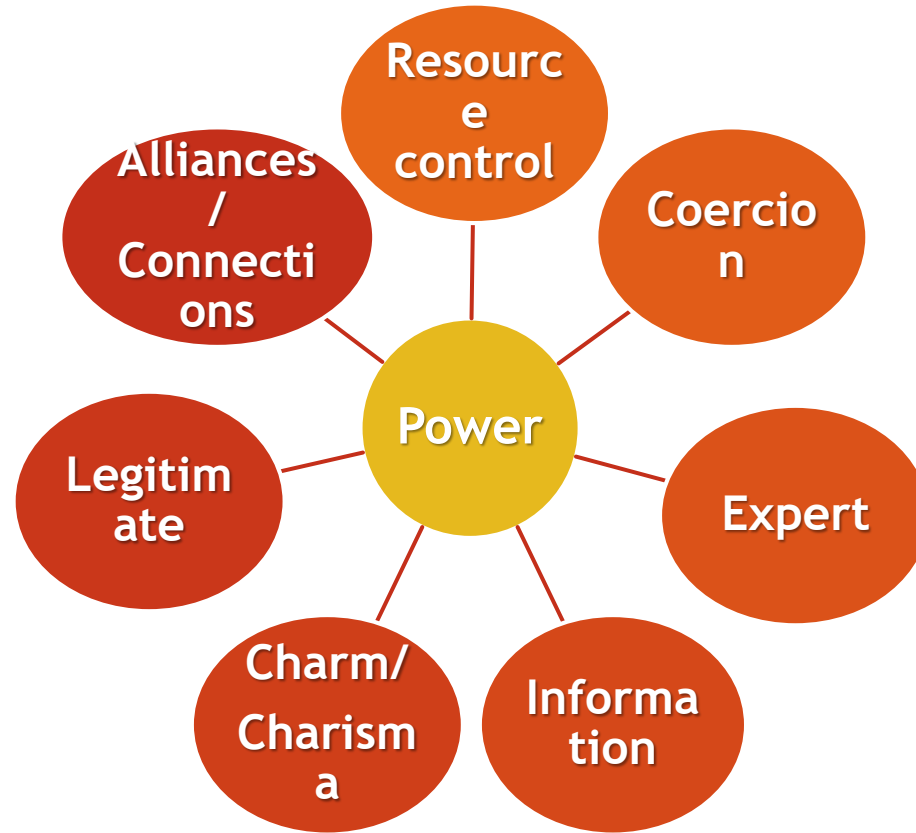
# What is Power?

*The ability to get what one wants*

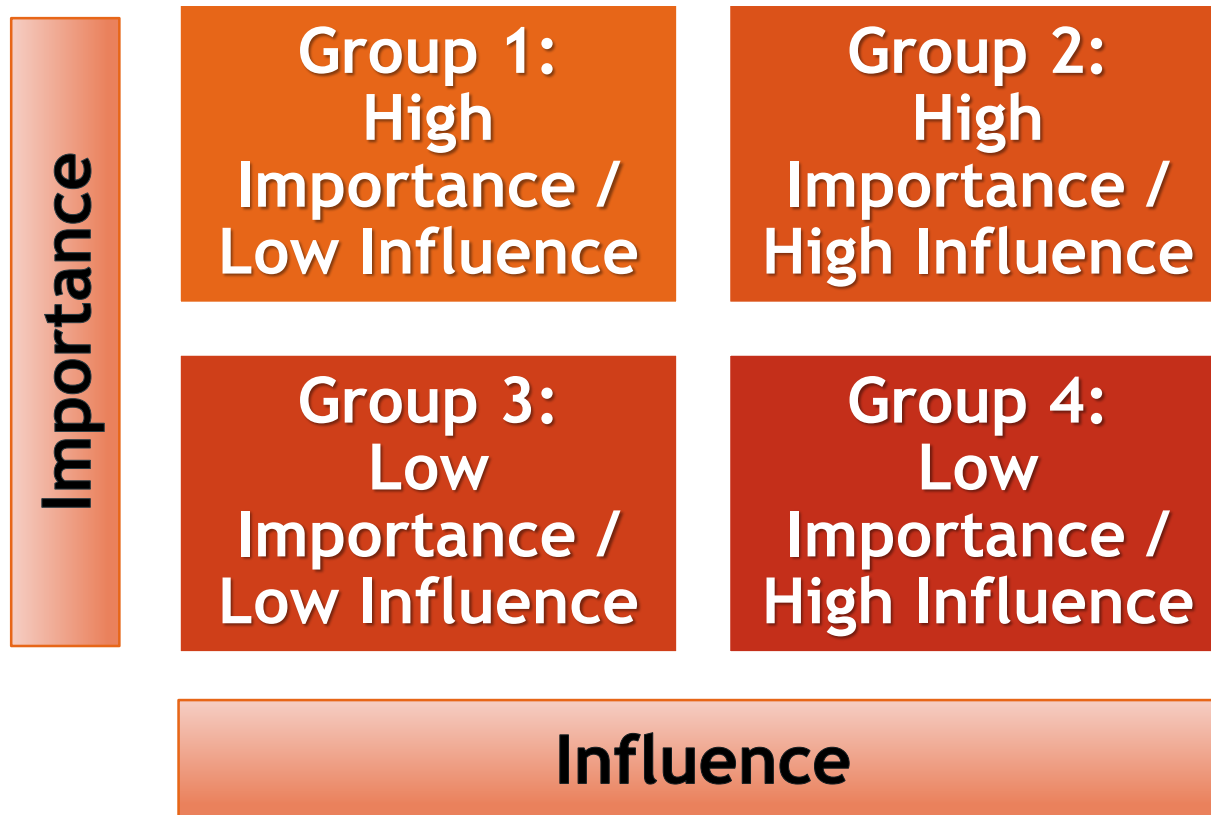
This can occur through:

- ▶ **Force** (sometimes referred to as “power over”)
- ▶ **Cooperation** (referred to as “power with” or exchange power)

# Sources of Power



# Power and Influence



# Power and Influence

Stakeholders (examples)	Interest in Activity	Nature of Interest (+ve or -ve)*
Office of the Prime Minister	Greater citizen participation	+
Universities	Political culture and civic behaviour	+
Main political parties	Free and fair elections, opportunities for greater influence?	+ +/-
Religious umbrella organizations	Ethics in politics, fairness	+
NGO groups (e.g. a watchdog NGO)	Fairness, greater influence	+
Private sector organizations	Opportunities for influence, fairness	+/-
Minority group representatives	Opportunities to participate	+
Youth umbrella organizations	Opportunities to participate	+
Electoral administrative body	Maintain own neutrality	+
International observer group	Fairness	+
Citizens' organizations	Rights of citizens, fairness	+
Women's organizations	Rights of women, fairness	+
Informal political leaders	Threats to their power	-

# Identifying and Analysing Stakeholders

## Key Points

- ▶ It is an iterative process and not a one-off as new stakeholders come into the
- ▶ Can be done in an participatory manner
- ▶ Requires building trust and fostering communication and collaboration
- ▶ Legitimate stakeholders?

# Class Exercise

Can there be illegitimated stakeholders?

*Illegal Foresters...*

*Poachers...*

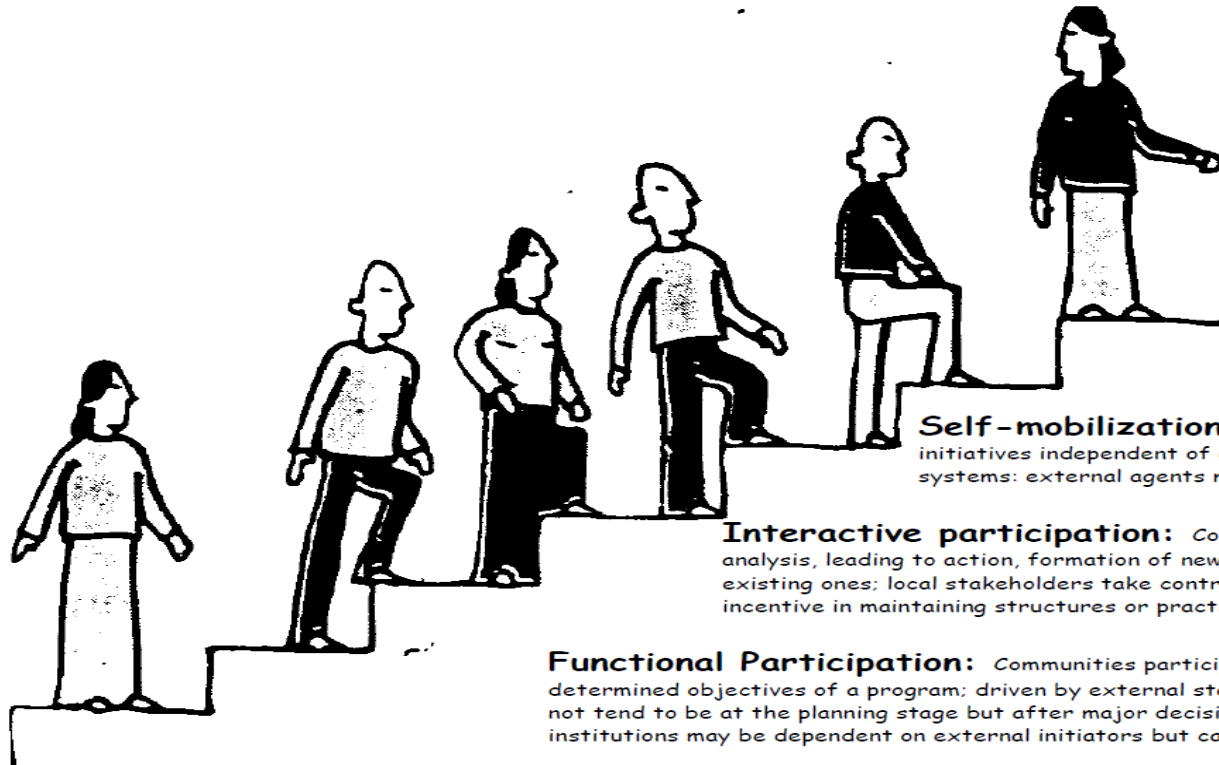
*Corrupt Government Officials...*

# Stakeholder Participation

Discuss with a partner what your understanding of **“PARTICIPATION”** is in the context of low emission land use planning.



# The Participation Continuum



**Self-mobilization:** communities participate by taking initiatives independent of external institutions to change systems; external agents may play facilitating or catalytic role.

**Interactive participation:** Communities participate in joint analysis, leading to action, formation of new local groups or strengthening of existing ones; local stakeholders take control over local decisions, giving them an incentive in maintaining structures or practices.

**Functional Participation:** Communities participate by forming groups to meet pre-determined objectives of a program; driven by external stakeholders; such involvement does not tend to be at the planning stage but after major decisions have been made; such institutions may be dependent on external initiators but can also become self-dependent.

**Participation by consultation:** Communities participate by being consulted, and external stakeholders consider their knowledge and interests; outsiders define both problems and solutions but may modify these based on local people's responses; process does not concede any share in decision-making and outsiders are under no obligation to take on board people's views.

**Participation by information giving:** Communities participate by answering questions posed by external stakeholders or project staff; they do not have opportunity to influence decision-making as findings are not shared.

**Passive participation:** Decisions made by powerful 'external' stakeholders only; local communities participate by being told what is going to happen or has already happened.

# Stakeholder Participation

## Key Points

- ▶ Different level of participation requires different approaches
- ▶ Certain attributes encourage participation in REDD+
- ▶ Level of participation is influenced by certain factors
- ▶ Core Values for Participatory Process under pin stakeholder participation at all levels of engagement

# TAKE HOME MESSAGES

## Common Challenges:

- ▶ Ignoring or simply forgetting about stakeholders.
- ▶ Broad and vague analysis of stakeholder's commonly masks important differences.
- ▶ As REDD+ is new, many stakeholders may not have the capacity or knowledge to genuinely contribute to the process.

# TAKE HOME MESSAGES

## **Emerging Opportunities:**

- ▶ There is tremendous interest in low emission planning, climate change mitigation options and adaptation opportunities.
- ▶ This interest and desire to learn should help facilitate a broad and inclusive process.

# Reference and sources

1. Critical Thinking and Problem Solving: Advanced Strategies and Reasoning Skills to Increase Your Decision Making. A System... by Carl Patterson, Chris del Camino
2. Critical Thinking and Problem Solving: Advanced Strategies and Reasoning Skills to Increase Your Decision Making. A Systematic Approach to Master Logic, Avoid Mistakes and Be a Creative Problem Solver by Carl Patterson, Chris del Camino
3. Thinking Skills: Critical Thinking and Problem Solving by John Butterworth and Geoff Thwaites | Apr 18, 2013
4. Critical Thinking: How to Improve Your Critical Thinking Skills, Problem Solving Skills, and Avoid the 25 Cognitive Biases in Decision-Making by Scott Lovell and Timothy Burke
5. Beginners Guide to Critical Thinking and Problem Solving: Become a Better Critical Thinker & Problem Solver, by Using Secret Tools & Techniques that Will .! by Pamela Hughes, Samantha Novak, et al.
6. Understanding A3 Thinking: A Critical Component of Toyota's PDCA Management System by Durward K. Sobek II and Art Smalley | Mar 7, 2008