

How to identify stakeholders in the policy-making context?

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Research background

- Stakeholder theory
- Recently integrated in policy-making → environmental protection (Freeman et al., 2010, p.182)
- Policies sometimes fail...
- Example: US Dodd Frank Act (2012), conflict minerals, DRC (Chase, 2015)

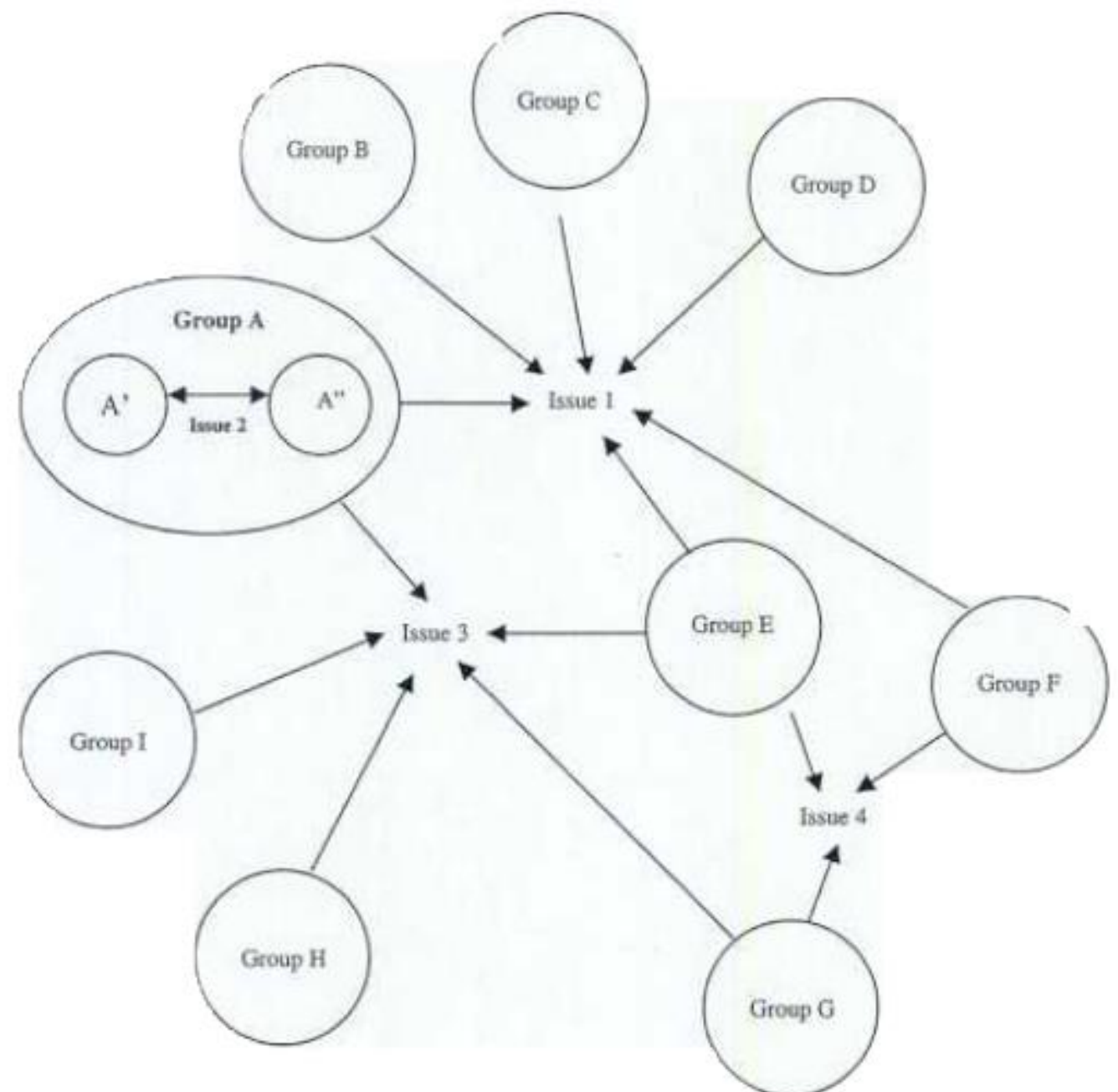
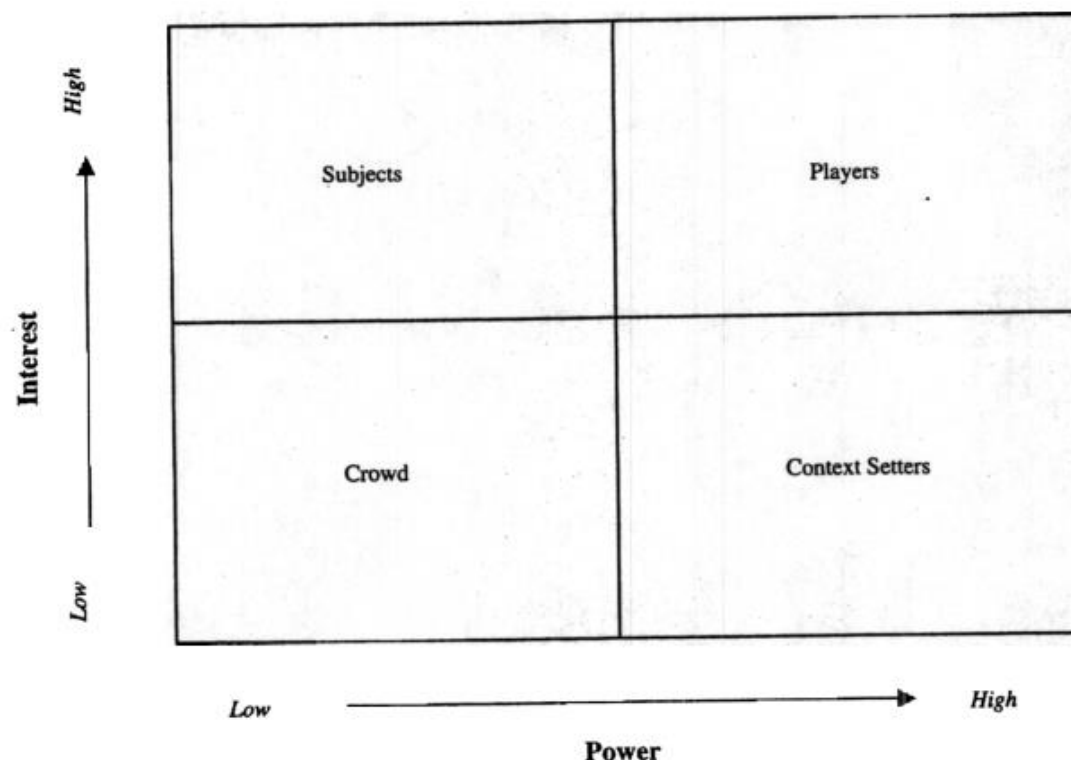
Stakeholder “identification” methods & tools

(Reed et al., 2009; Bryson, 2004)



Methods:

- Brainstorm / Focus groups
- Semi-structured interviews
- Snowball sampling



Research gaps

Theoretical:

underestimated value of stakeholder identification processes & roles (Reed et al., 2009)

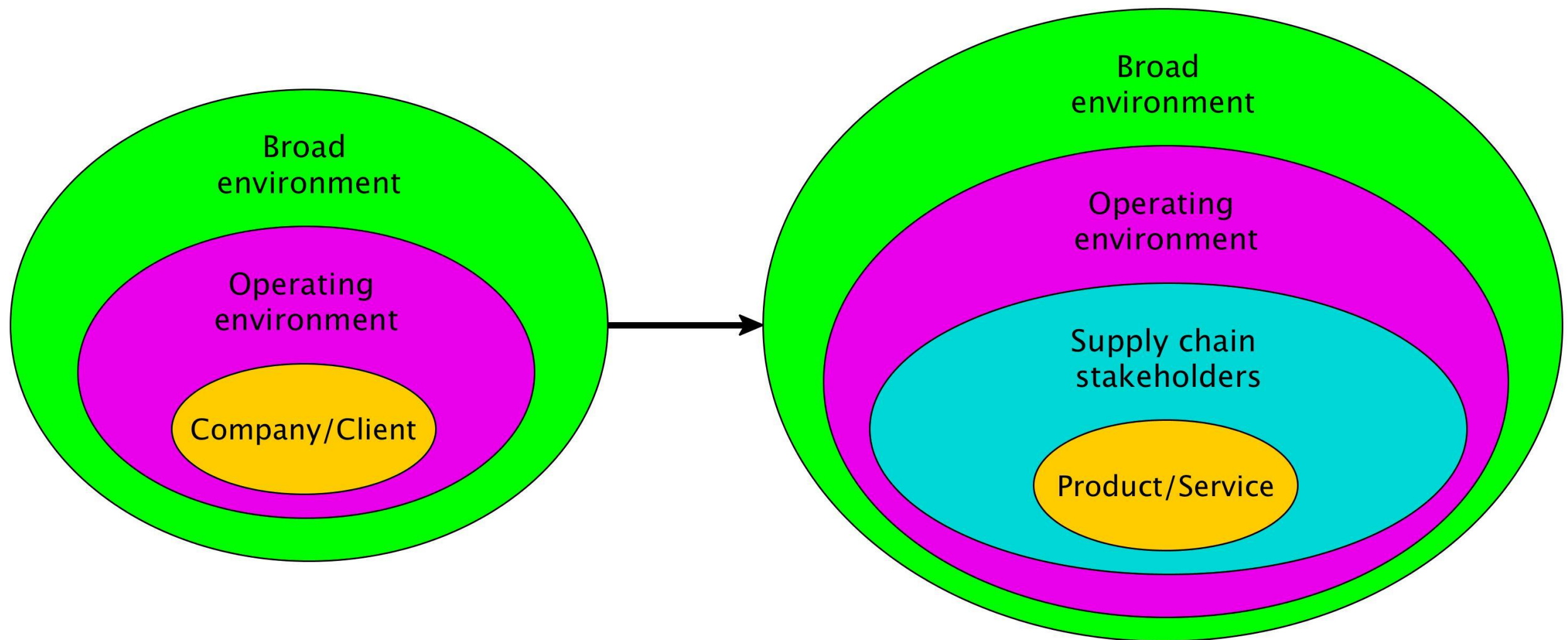
→ Bias, omission risk, lack of structure

Practical:

(obsolete) client-centered/company-centered approaches

→ Difficult applicability for policy-making

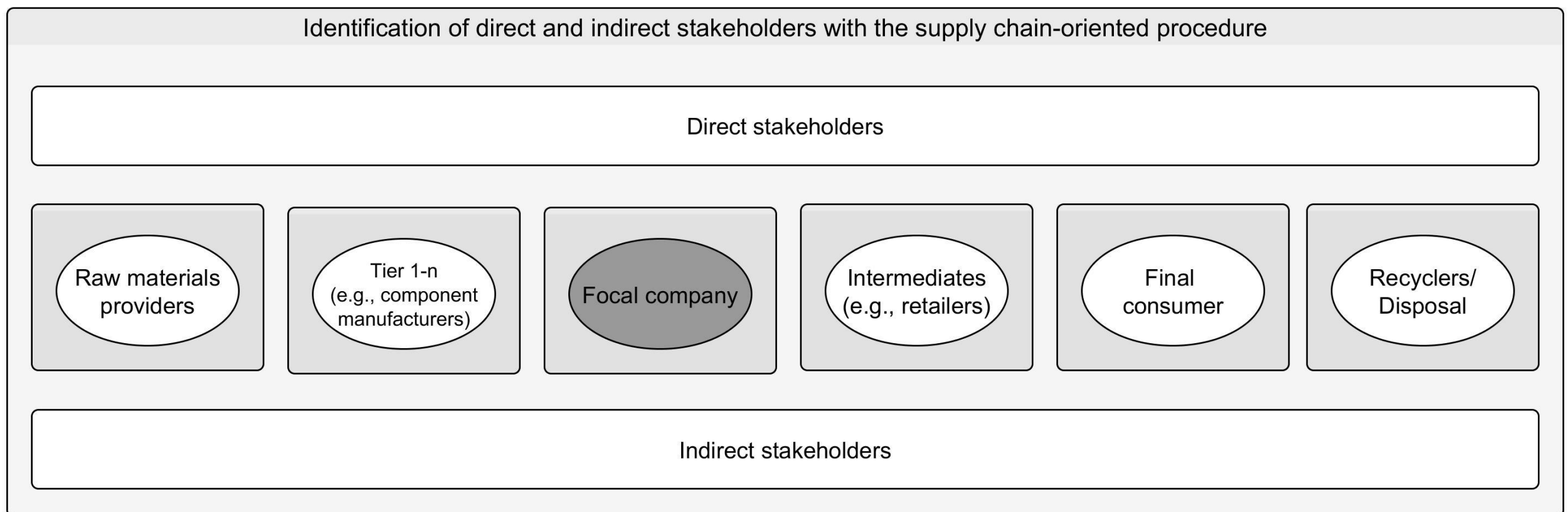
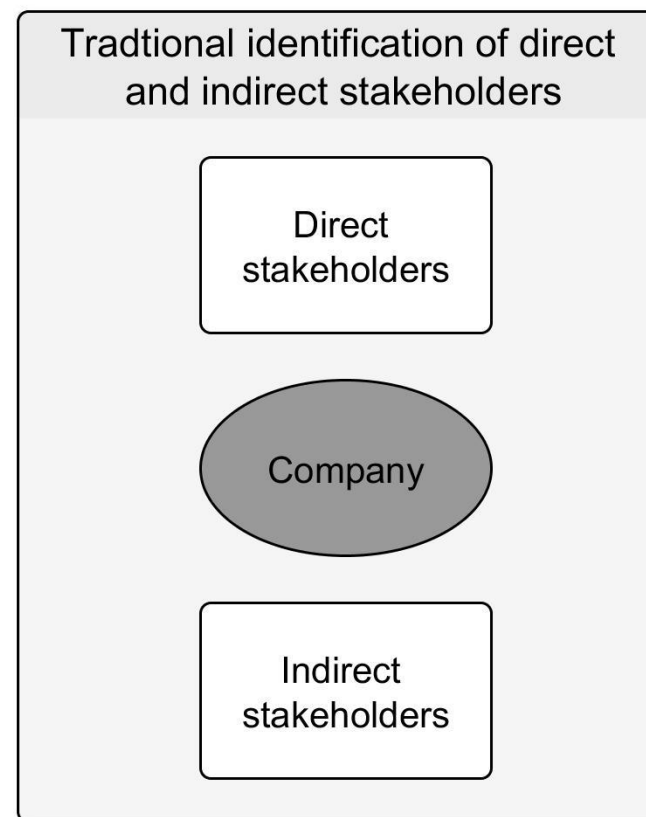
Approach



e.g., Harrison and St. John (1998),
Freeman et al., (2010, p.105)

Source: adapted from Fritz et al. (2016a)

Advantage



Source: adapted from Fritz et al. (2016a)

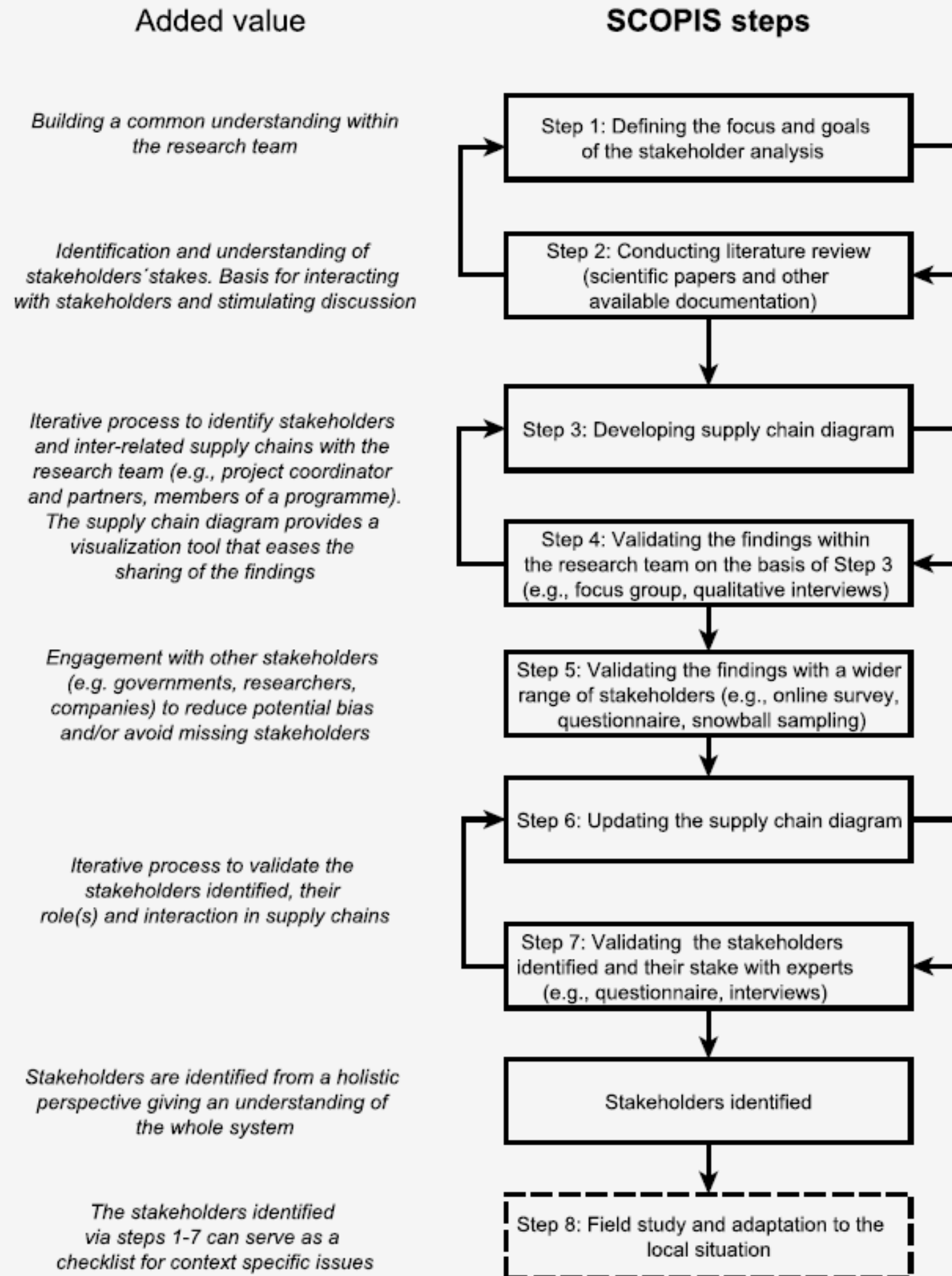
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Requirements for successful stakeholder identification (Fritz et al., 2016a)



- Iterative processes (Reed et al. 2009; Bryson, 2004)
- Defining stakes (Bryant, 2003)
- Time dimension (Achterkamp and Vos, 2007)
- Visualizing tools (Bourne and Walker, 2006)
- System thinking (Achterkamp and Vos, 2007; Salado and Nilchiani, 2013)
- Exploring specific stakeholder categories (Salado and Nilchiani, 2013)

Supply Chain-Oriented Procedure to Identify Stakeholders (Fritz et al., 2016a)



Application example 1: global policies



- Minamata Convention on Mercury (UNEP, 2013)
- Reduce and control mercury trade and supply
- High priority: Artisanal and small-scale Gold Mining

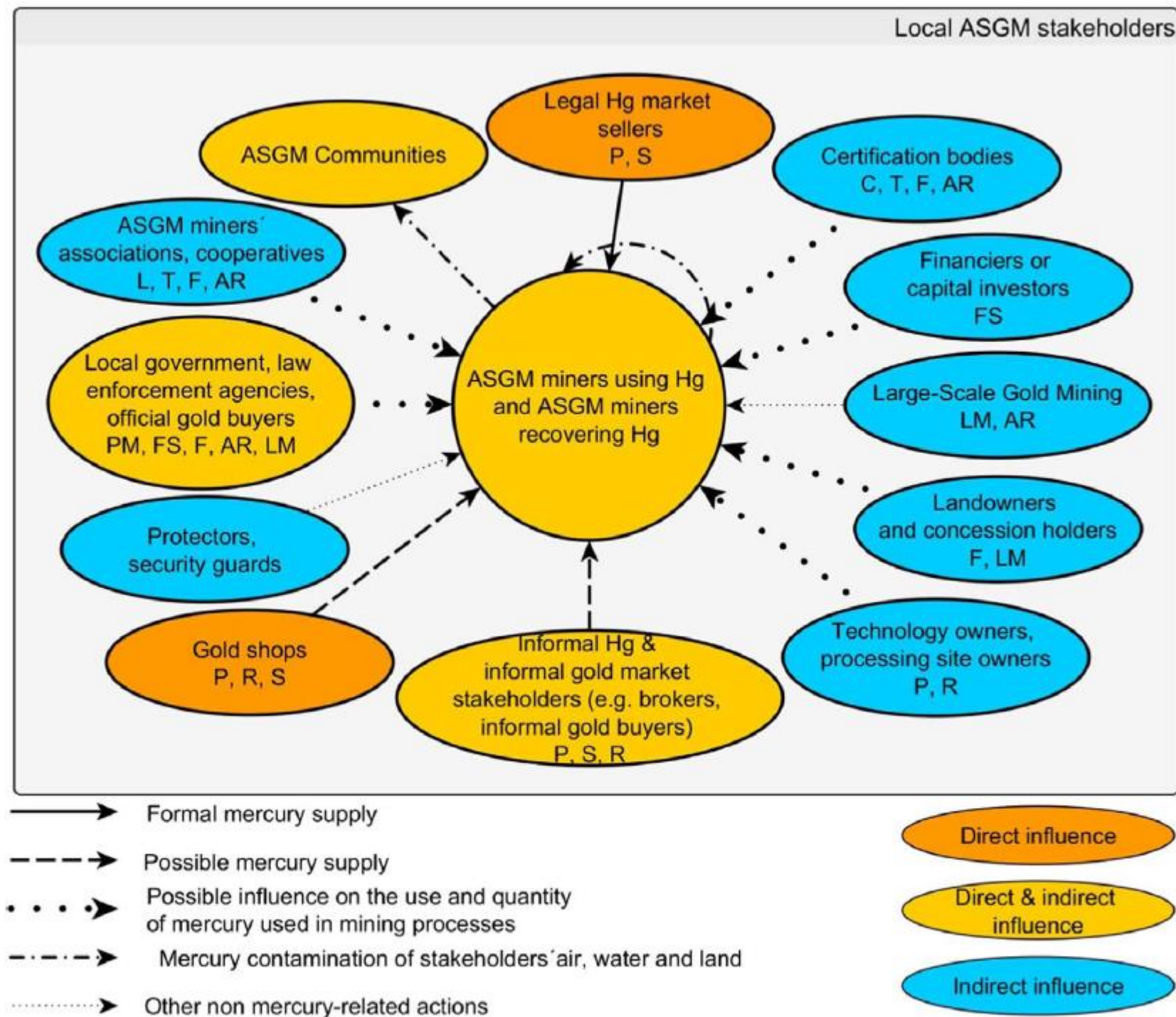


Fig. 3. Overview of local ASGM stakeholders (P: mercury provider; PM: policy-making; T: training; R: mercury recovery/recycling; S: mercury storage; C: gold certification; FS: financial support; F: formalization; AR: awareness raising; L: lobbying; LM: land management) (source: the authors). (For interpretation of the references to color in this figure, the reader is referred to the web version of this article.)

Source: Fritz et al. (2016b)

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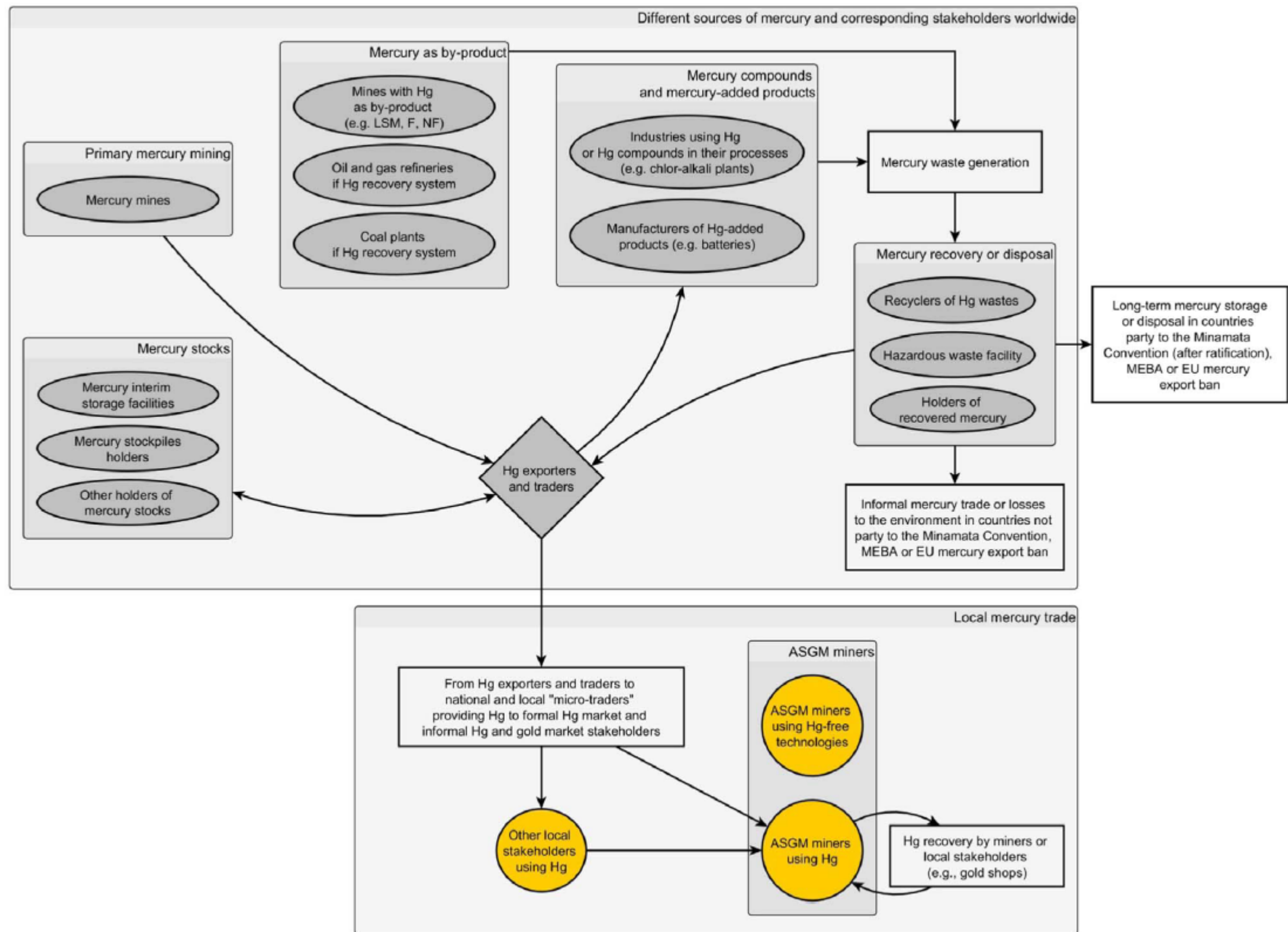


Fig. 4. Stakeholders in the mercury supply chain (Hg: mercury; LSM: Large-Scale Mining; F: Ferrous; NF: Non-ferrous; MEBA: Mercury Export Ban Act; EU: European Union) (source: the authors).

Source: Fritz et al. (2016b)

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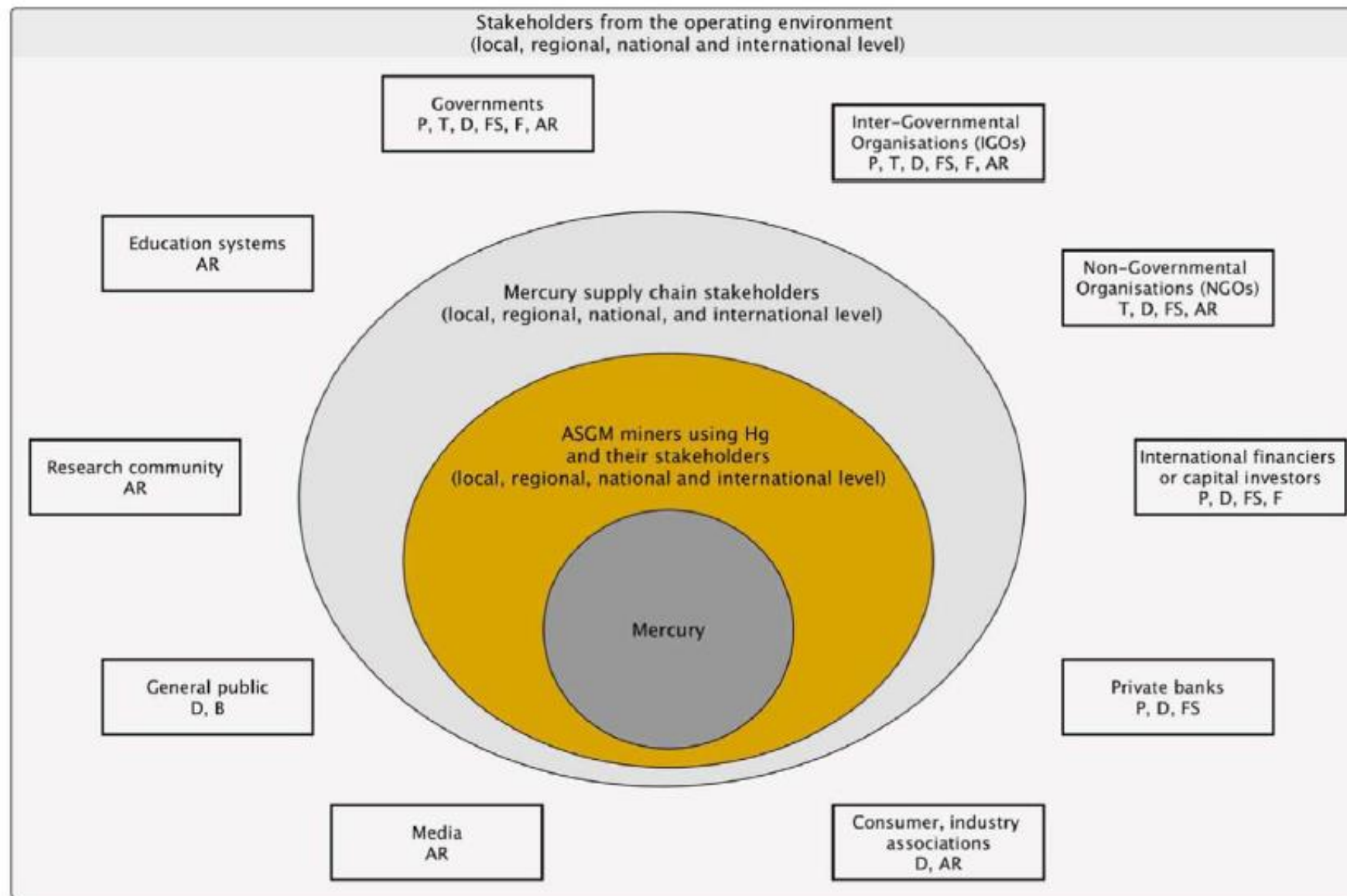


Fig. 5. Mercury trade and supply stakeholders from the ASGM operating environment (Hg: mercury; P: policies; T: training; D: donations; FS: financial support; F: formalization; B: boycott; AR: awareness raising) (source: the authors).

Source: Fritz et al. (2016b)

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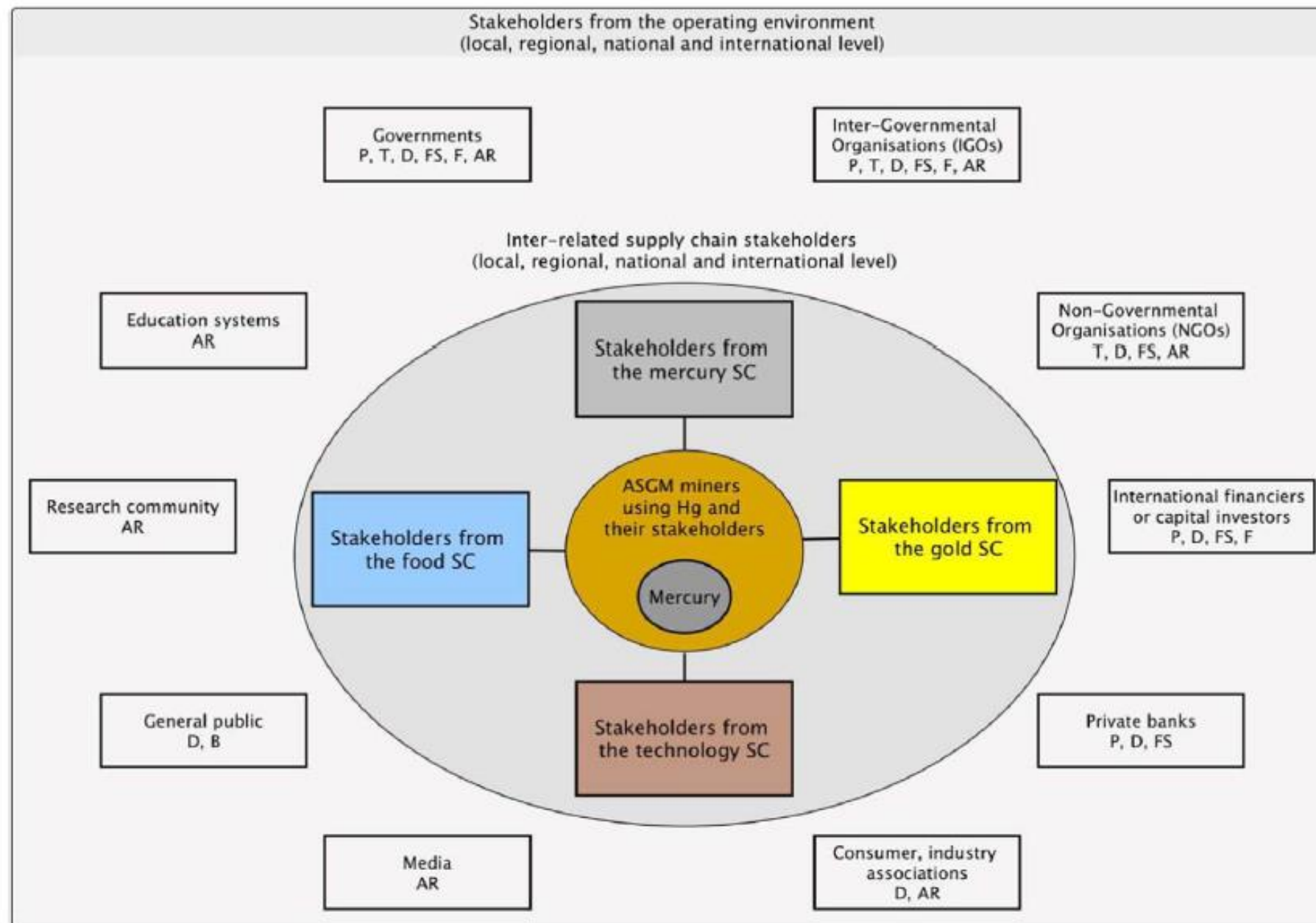


Fig. 6. Stakeholders in the operating environment of mercury trade and supply for use in ASGM and interrelated supply chains (SC: supply chain; Hg: mercury; P: policies; T: training; D: donations; FS: financial support; F: formalization; B: boycott; AR: awareness raising) (source: the authors).

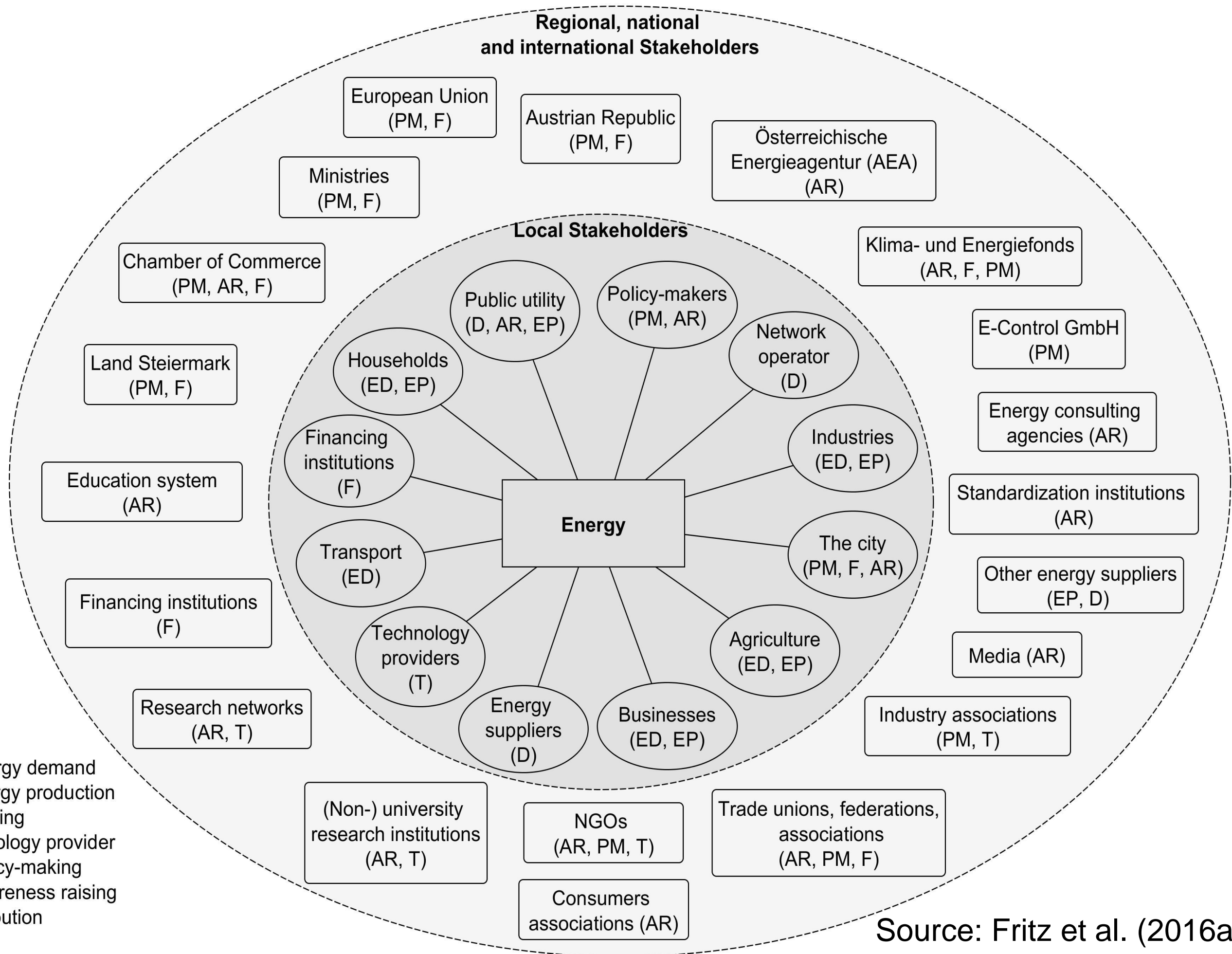
Source: Fritz et al. (2016b)

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Application example 2: local policies



- Transition to renewable energy
- City of ~ 25,000 inhabitants, Styria, Austria
- Need for cooperation
- Need for synergies



Source: Fritz et al. (2016a)

Sources: Austrian Energy Agency (2012); Freeman (2010); Bliem et al. (2011) and Workshop (2015)

Practical implications



- Stakeholder identification, reduced bias & omission risks
- Stakeholder engagement from the start
- Applicable for local and global policy-making
- “4B”:
 - Better identification process
 - Better knowledge of stakeholders & their stakes
 - Better policy results
 - Better impact assessment

Practical implications



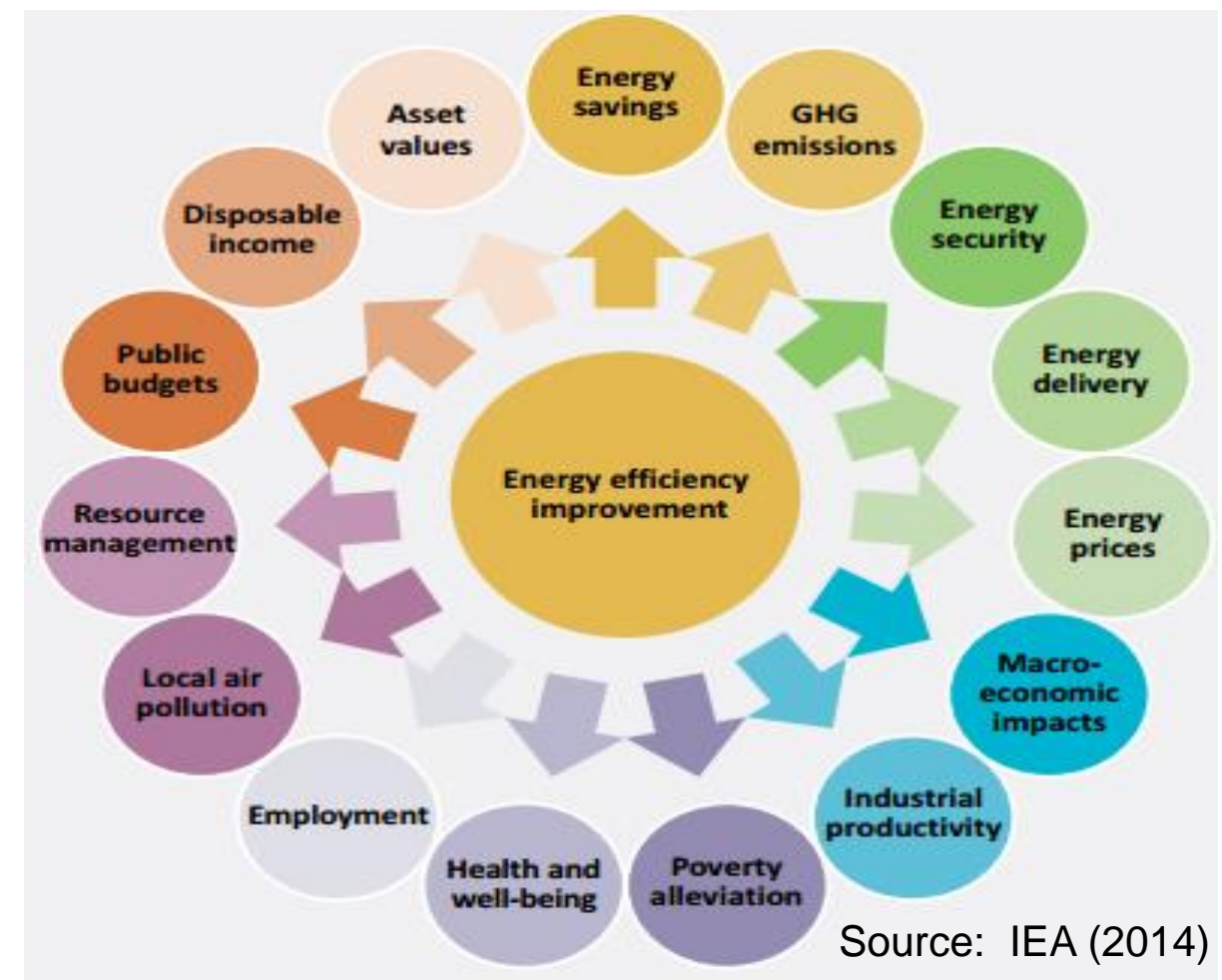
- Assessment of economic + social, environmental, & political impacts of policies
- Example: energy efficiency



Assessing the intangibles: the socio-economic benefits of energy efficiency

FP7 project n°649619

Website: <http://in-bee.com>



Source: IEA (2014)

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Limitations & conclusion



- Work-intensive process for global policies
- Who shall carry out this work?
 - collaboration with researchers involved/interested in the field
 - collaboration with other stakeholders



*“A successful sustainable development agenda requires **partnerships** between **governments**, the **private sector** and **civil society**. These inclusive partnerships built upon principles and values, a shared vision, and shared goals that place people and the planet at the center, are needed **at the global, regional, national and local level.**” (UN, 2016)*

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