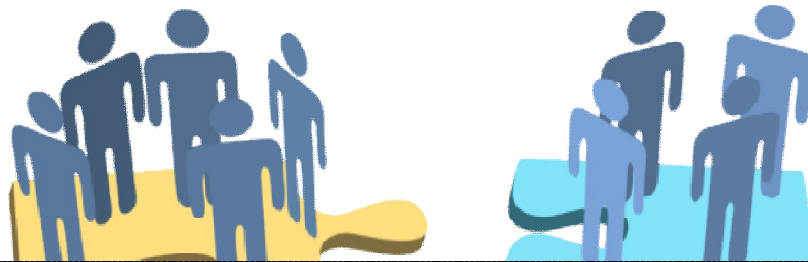
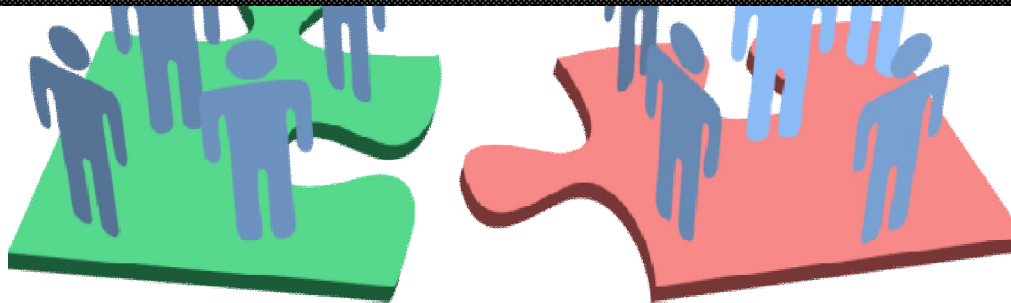


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UNICEF CO  
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## STAKEHOLDERS' ANALYSIS REPORT



UNICEF-EU HIT-A Project

## 1. Introduction

The present Stakeholders' Analysis Report is developed within the framework of the project "Strengthening Capacity of NSA for HIV Testing and Counseling of Most-at-risk Adolescents and Young People" undertaken with the financial support of the European Commission. The report is prepared by the UNICEF Georgia CO and the local implementing partner Bemoni Public Union.

A "stakeholder" can be defined as: Any individual, group, or institution that has a vested interest in the natural resources of the project area and/or who potentially will be affected by project activities and have something to gain or lose if conditions change or stay the same.

Stakeholders are all those who need to be considered in achieving project goals and whose participation and support are crucial to its success. Stakeholder analysis identifies all primary and secondary stakeholders who have a vested interest in the issues with which the project or policy is concerned. The goal of stakeholder analysis is to develop a strategic view of the human and institutional landscape, and the relationships between the different stakeholders and the issues they care about most.

A stakeholder analysis can help a project identify:

- The interests of all stakeholders who may affect or be affected by the project;
- Potential conflicts or risks that could jeopardize the initiative;
- Opportunities and relationships that can be built on during implementation;
- Groups that should be encouraged to participate in different stages of the project;
- Appropriate strategies and approaches for stakeholder engagement; and
- Ways to reduce negative impacts on vulnerable and disadvantaged groups.

This study is one of a series of baseline studies undertaken by the UNICEF-EU HIT-A Project. It aims to identify the major stakeholders in Project sites and to present management challenges within the context of each identified stakeholder. It also aims to show the different perceptions and convictions towards the existing challenges to extract synergies among stakeholders and areas of potential agreement and cooperation.

## 2. Objectives of Stakeholders' Analysis

This stakeholder analysis identifies major needs, interests and concerns of all the actors/agents who have an interest in the HIV/AIDS and youth issues, either as individuals or representatives of a group. This includes people who influence a decision, or can influence it, as well as those affected by it. The analysis is needed in order to involve them into the project and to facilitate the gathering/clarification of information on different topics and from different sources.

Other objectives are:

1. Identifying potential or actual conflicting interests in order to better focus information and mitigation activities,
2. Finding out about capacity building needs,
3. Tailoring particular campaigns to particular stakeholders, and
4. Lobbying needs in order to implement the planned activities.

### 3. Methodology

The stakeholder analysis follows a four-step process that draws upon a model elaborated by Reitbergen-McCracken and Narayan, and is supported by additional World Bank and European Commission's activities and documentation. Each step of the analysis is summarized in tables and matrices to facilitate stakeholders' engagement in the decision making process.

- The **first step** is the identification of stakeholders and their categorization.
- The **second step** is the utilization of the above mentioned methodology to present the interests of the stakeholders.
- The **third step** is the assessment of the stakeholders' importance and influence, and finally
- The **fourth step** is to summarize results.

The complexity of stakeholders' relations is described in a separate table showing their priorities, potential conflicts and agreements, which would aid in identifying the most suitable development approach enjoying the wider consensus of major stakeholders. Finally some recommendations are presented.

### 4. Identification of Stakeholders

It is essential to realize the need to address the importance of engaging the wide base of 'stakeholders' in the process which attempts to bring these stakeholders together from the local and national levels to inform, support, and implement Project activities.

First, main stakeholders groups were identified:

1. Central government, policymakers
2. Representatives of the government at regional level, municipalities
3. Urban communities
4. Rural communities
5. IGOs (Inter governmental organizations), donors
6. International NGOs
7. National and local NGOs
8. Professional associations and services
9. Media
10. Others

For each of these groups, the stakeholders were identified including their profile and activities. Once this was done, the interests of the stakeholders in project activities were analysed, and vice versa, how the Project would affect the different stakeholders. This part is more dynamic and will probably change according to new insights gained during the project period, as well as to the revised assessment of those interests.

## 5. Stakeholders Analysis

The analysis is mainly based upon personal meetings, telecommunications, electronic information exchanges, previous reports and studies, and information gathering from secondary sources.

The Stakeholders analysis observed the complexity of stakeholders' relations and is designed to be a focused and well-planned exercise aimed at answering questions that are directly relevant and beneficial to the planning and management process.

Accordingly, the stakeholders' analysis will aim at answering the following questions:

1. Who are the various stakeholders in the field of HIV/AIDS and youth issues in Georgia? What are their needs and expectations? How do they use the resource and what benefits do they derive?
2. What are their past and current powers, rights and responsibilities, both formal and informal? What are the networks and institutions of which they are a part of?
3. How ready and willing are they to participate in and contribute to project implementation?
4. What are the potential areas of agreement and shared interests, upon which consensus and collaboration can be developed?

## 6. Stakeholders' Analysis with respect to UNICEF-EU HIT-A Project

### Summary of the Complexity of Stakeholder Relations and Assessments:

Figure 1 below shows the table in which stakeholders were assessed.

1. **Attitude** refers to the potential reaction of various stakeholders to different decisions related to the issues at hand. This shows whether the stakeholder is supportive towards the project or not and to what degree. The scale may range from 3 (highly supportive) to -3 (highly negative).
2. **Stakeholder power** refers to the quantity of resources available in terms of human, financial and political resources available to each stakeholder and their ability to mobilize it. The scale ranges from 5 (very strong) to 1 (very weak).
3. **Influence** refers to the sum of the power levels each stakeholder has in terms of financial, human, and political resources. Sum of Total powers (H+F+P).
4. The **Total** is the multiplied total of Influence and Attitude for each stakeholder.
5. The **need for involvement** depends on the Total number. If the total number is <10 the stakeholder may be disregarded. If the total number is >10 the stakeholder should be involved.
6. The **extent of involvement** depends on the Total number and is divided into 3 groups.

- Group 1: Total >30. Stakeholders have high positive or negative attitudes and high power. Thus Stakeholders should be Involved in **Decision Making**.
- Group 2: Total 20 – 30. Stakeholders have moderate positive or negative attitudes and medium power. Thus stakeholders should be **Consulted**.
- Group 3: Total 10 – 20. Stakeholders have moderate positive or negative attitude and low power. Thus stakeholder should be Only **Informed**.

Figure 1. Stakeholder analysis matrix

<i>Attitude</i>	<input type="text" value="3"/> Highly supportive	<input type="text" value="2"/> Moderately supportive	<input type="text" value="1"/> Neutral	<input type="text" value="-2"/> Moderately negative	<input type="text" value="-3"/> Highly negative
<i>Power</i>	H <input type="text" value="5"/> Very strong	<input type="text" value="4"/> Strong	<input type="text" value="3"/> Average	<input type="text" value="2"/> Weak	<input type="text" value="1"/> Very weak
	F <input type="text" value="5"/> Very strong	<input type="text" value="4"/> Strong	<input type="text" value="3"/> Average	<input type="text" value="2"/> Weak	<input type="text" value="1"/> Very weak
	P <input type="text" value="5"/> Very strong	<input type="text" value="4"/> Strong	<input type="text" value="3"/> Average	<input type="text" value="2"/> Weak	<input type="text" value="1"/> Very weak
<i>The need for involvement</i> (if total)	<input type="text" value="&gt;10"/> Should be involved	<input type="text" value="&lt;10"/> Could be disregarded			
<i>The extent of involvement</i> (if total)	<input type="text" value="&lt;20"/> To be informed	<input type="text" value="20-29"/> To be consulted	<input type="text" value="&gt;30"/> In decision making process		

Stakeholder	Criteria of evaluation						Decisions	
	Attitude	Power			Influence	Total	The need of involvement	Extent of involvement
		H	F	P				
Members of the Parliament of Georgia	2	5	1	5	11	22	Should be involved	To be consulted
Leaders of the political parties	1	4	1	4	9	9	Could be disregarded	
Ministry of Labor, Health and Social Affairs of Georgia	3	4	3	4	11	33	Should be involved	In decision making process
Ministry of Education and Science	3	3	2	4	9	27	Should be involved	To be consulted
Ministry of Sport and Youth Affairs	3	4	3	4	11	33	Should be involved	In decision making process
Ministry of Corrections and legal Affairs	3	3	2	4	9	27	Should be involved	To be consulted
Local authorities	2	3	2	3	8	16	Should be involved	To be informed
Public health managers	3	5	1	3	9	27	Should be involved	To be consulted
Healthcare providers	3	4	1	1	6	18	Should be involved	To be informed
CCM Georgia	3	5	1	4	10	30	Should be involved	In decision making process
PTF of organizations working on HIV/AIDS issues	3	5	1	2	8	24	Should be involved	To be consulted
Human/children rights organizations	3	4	1	2	8	24	Should be involved	To be consulted
UN agencies and other international organizations	2	5	2	4	11	22	Should be involved	To be consulted
Local NGOs	3	4	1	3	8	24	Should be involved	To be consulted
Youth leaders	3	5	1	2	8	24	Should be involved	To be consulted
Media	2	5	1	3	9	18	Should be involved	To be informed
Public persons, celebrities (role-models)	2	5	1	2	8	16	Should be involved	To be informed
Religious leaders	2	4	1	4	9	18	Should be involved	To be informed
Local communities	2	3	1	2	6	12	Should be involved	To be informed

Based on the table above it can be observed that the main stakeholders are those whose result of "extent of involvement" produced involvement in "decision making". These include Ministry of Labor, Health and Social Affairs of Georgia, Ministry of Sport and Youth Affairs, CCM Georgia. As for the stakeholders that should be "consulted" during the decision making but not necessarily involved in it, include the Parliament of Georgia, Ministry of Education and Science, Ministry of Corrections and legal Affairs, Public health managers, PTF of organizations working on HIV/AIDS issues, Human/children rights organizations, UN agencies and other international organizations, Local NGOs and other service providers, Youth leaders. As for the stakeholders that are to be only "informed" but neither consulted or involved in the decision making process include local authorities, healthcare providers, Public persons/celebrities (role-models), religious leaders, the local community and the media.

These results depend on each stakeholders interest; attitude; power with respect to Human, Financial, and Political capabilities; and lastly their influence. Logically those that scored the highest will be involved in the decision making, while those that scored the least will only informed of the decisions made.

## 7. Conclusions

Participation and Decision-making Based upon previous experiences and lessons learnt, participatory approach in decision-making is quite a challenging task in Georgia. The reliance on 'centralized' decisions, among other reasons, is the prevailing practice for many years which has lead to the reluctance of the general population and civil society to eagerly participate in policy development and formulation. However, participation has improved in the past few years where individuals, organizations, and the general public started seeing some concrete results of active participation in decision-making.

It is the challenge of convincing various stakeholders to assume responsibility that would lead to a successful and sustainable outcome. Stakeholders of different backgrounds must be encouraged to participate to achieve:

1. Inclusion of all concerned stakeholders
2. Flexibility of decision-making
3. Greater attention is paid to the needs and expectations of all actors.

It is also important to note the viability of establishing a sense of 'ownership' among all stakeholders and to forge 'partnerships' and not only participation. To reach that highly-desired phase, the following would be necessary:

1. Attracting stakeholders by convincing them of the potential benefits of their participation
2. Establishing and availing a complete 'information' sharing system about issues at hand and any additional information requested by stakeholders in a transparent and efficient manner
3. Creation of an 'institutional mechanism' to follow up the implementation of participation forums' decisions
4. Encouraging and educating the general public with the wider principles of participation and partnership

On that basis, stakeholder identification and analysis are considered the critical first steps in a participatory planning process and would provide a basic understanding of the social and institutional contexts in which the planning process will take place.