



# Stakeholder Analysis for Integrated Water Resources Management

A MENA Case Study

REC Paper • August 2016



In the framework of the Water and Security (WaSe) component of the WATER SUM project, stakeholder analyses were carried out in local communities in Jordan (the municipalities of Al Karak, Jerash, Al-Salt and Ajloun) and Tunisia (the delegations of Sidi Ali Ben Aoun, Bir Mcherga, Nefza and Matmata) using the methodology established in the WATER SUM Local Water Security Action Planning Manual.

This report presents the results of the stakeholder analyses carried out in the partner communities.

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**A MENA case study**

Regional Environmental Center  
Szentendre • Hungary

**August 2016**

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*The analysis contained in this report do not necessarily reflect the views of the REC or of Sida.*

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## Introduction

Through the project “Sustainable Use of Transboundary Water Resources and Water Security Management” (WATER SUM) the REC is active in the Middle East and North Africa (MENA) region, supported by funding from the Government of Sweden (Swedish International Development Cooperation Agency [Sida] contribution ID 52030234) [1]. The overall objective of the project is to promote and enhance sustainable water resources management and to foster a comprehensive and integrated approach to water security and ecosystem services for sustainable development in beneficiary countries in the MENA region in order to help halt the downward spiral of poverty, biodiversity loss and environmental degradation. The project is divided into two components: Water Resources Management Good Practices and Knowledge Transfer (Water PORt); and Water and Security (WaSe).

The WaSe component supports the process of introducing and drafting local water security action plans (LWSAPs) in target local administrative territories in Jordan and Tunisia. Following the inception phase of the project, Jordan and Tunisia were selected as focus countries in the MENA region for the WaSe component [2], and based on stakeholder consultations in the initial phase of the project eight administrative territories were selected for the development of LWSAPs.

In Jordan:

- Ajloun Municipality
- Al Karak Municipality
- Jerash Municipality
- Al-Salt Municipality

In Tunisia:

- Nefza Delegation
- Bir Mcherga Delegation
- Matmata Delegation
- Sidi Ali Ben Aoun Delegation

To support the process of introducing and drafting LWSAPs, the REC team developed a step-by-step manual for practitioners in local communities [3]. The manual presents an original methodology comprising seven interrelated activities, some supported by a separate tailored methodology, covering stakeholder analysis, public opinion assessment, local water security assessment, and problem analysis and prioritisation. Each of the seven activities comprises two or more steps, making a total of 20 steps in the LWSAP process.

Stakeholder analysis was undertaken in eight partner communities using the methodology [4] presented in the LWSAP manual, and the present report provides a summary of the methodology and its results.

The REC team followed the approach that all stakeholders should understand the overall process before starting their own work. It may seem obvious that all stakeholders should be identified prior to any

attempt at engagement. However, it is surprising how often this step is omitted in projects that need to work with stakeholders. This omission can significantly compromise the success of a project. For example, a project may lack crucial information that would have been available had the project team engaged with the right people. In cases where very few stakeholders are identified or engaged with, there is a lack of ownership of project goals, which can sometimes turn into opposition. In cases where a single, important stakeholder is omitted from the process, that particular stakeholder may challenge the legitimacy of the work and undermine the credibility of the wider project.

Stakeholder analysis helps to address these problems by:

- identifying who has a stake in the planned work;
- categorising and prioritising stakeholders with whom there is a need to invest the most time;
- identifying (and preparing to handle) relationships between stakeholders (whether conflicts or alliances).

A successful stakeholder analysis will help a project team to:

- start talking early to the right people;
- know what their stakeholders are interested in;
- find out who has the most influence in terms of helping or hindering project work;
- find out who is disempowered and marginalized; and
- identify key relationships.

The methodology presented in this report was used in eight partner local administrative territories during the process of forming local planning teams and drafting local water security action plans (LWSAPs). However, we believe it can also be of use in other local communities that are interested in developing LWSAPs.

## Methodology

Stakeholder analysis is carried out using a methodology specially developed for local water security action planning (LWSAP) within the WATER SUM project by Professor Mark Reed [4].

The LWSAP process requires a systematic initial assessment of stakeholders in each beneficiary community in order to identify and prioritise stakeholders for inclusion in the action planning process. This assessment was carried out by project teams formed within each municipality and delegation. The detailed and replicable method for conducting stakeholder analyses includes templates that can be used to collect and organise information about stakeholders.

The methodology consists of six main steps that are summarised below.

**Step 1. Initial planning team identifies two to four cross-cutting stakeholders in each municipality/delegation.** These stakeholders should be familiar with the widest possible range of organisations that might have a stake in the issue (e.g. an NGO with an interest in water availability linked to health, livelihoods and environment across the municipality, rather than one that works specifically with women or young people in a small number of villages). The planning team should aim to include organisations that represent a range of different perspectives on the issue in order to facilitate debate about the relative interests and influence of the different stakeholders (e.g. someone from a government department or agency and someone from an NGO, not just people from different government departments).

**Step 2. The planning team clearly establishes the focus of the project or issue in which organisations may have a stake.** The planning team must be as specific as possible, so that cross-cutting stakeholders can clearly identify who has a stake in the project and who does not.

**Step 3. The planning team invites cross-cutting stakeholders to a workshop.** Only two to four stakeholders plus the project team should be present at the workshop, as the aim is not to represent all stakeholders (this is not possible as they have yet to be systematically identified). The workshop should last approximately four hours, but if there is time it is more relaxed to have a one-day event. Workshop protocol is as follows:

- At the beginning of the workshop, the planning team should **choose a well-known stakeholder organisation and run through the stakeholder analysis for this organisation by way of example.** Copies of the extendable matrix (presented in the LWSAP Manual [3]) should be drawn on flipchart paper and stuck to the wall, or presented on a screen, so that everyone can see what is being done. The following attributes should be assessed: interest in water management, involvement in water management, influence, knowledge, and access to high-quality water-related information. The planning team should explain that interest and influence can be both positive and negative (e.g. a group's interests might be negatively affected and they may have sufficient influence to block as well as to facilitate a project).
- The planning team should then **ask participants to identify organisations, groups or individuals that are particularly interested and/or influential.** These should be listed in the first column of the matrix. (A worked example of the matrix is provided in the LWSAP Manual in order to illustrate how the process works.) The questions in the box can be used as prompts to help identify as many stakeholders as possible.



- **The group should work through each of the columns in the matrix.** Focusing on one stakeholder at a time, the group should discuss the nature of their interest and the reasons for their influence, and should capture the discussion as well as possible in the matrix. (Participants can be asked to record points on post-it notes where necessary, to avoid taking too long.)
- After a break, **participants should be invited to use the remaining time to work individually to complete the columns for all the remaining stakeholders.** Participants can add rows for less interested and influential stakeholders as they go. Participants should be reminded to try to identify groups that might typically be marginalised or disadvantaged, but that still have a strong interest.
- **Participants should be asked to check the work done by other participants.** Participants can add their own comments using post-it notes where they disagree or do not understand.
- **The planning team should facilitate a discussion of the key points about stakeholders that people feel should be talked about as a group.** It is important to focus on points where there is particular disagreement or confusion and to resolve these issues where possible (accepting the differing views where it is not possible to overcome differences).
- **The planning team should identify key individuals with whom to cross-check findings after the workshop.** Up to five individuals from particularly influential organisations should be selected.

**Step 4. The planning team interviews key individuals to check that no important stakeholders have been missed.** Depending on the sensitivity of the material collected, the planning team may only want to share the list of stakeholder organisations and their interests (rather than their level of interest or anything else). In the case of some individuals, it may be possible to check all columns in the matrix, but it is important to be aware that some organisations may be upset that workshop participants perceive them as having a low level of interest and/or influence. If the list of stakeholders from the workshop is sent in advance, these interviews should take no longer than 30 minutes each and can be done by telephone.

**Step 5.** Depending on how much the analysis changes after the workshop, **the planning team may want to check the amended version with workshop participants** and make a final version.

**Step 6. The planning team writes up the results.** Some of the columns can easily be converted into graphs where there are numerical data or categories involved. The planning team should consider carefully whether all qualitative data should be made publicly available in a form that is linked to specific named organisations and individuals, especially where this concerns conflicts between organisations. For a publicly available version of the report, types of conflict may be summarised and the nature of stakes and types of influence may also be summarised for different types of stakeholder, accompanied by graphs of numerical data/categories. Farming organisations, for example, are most likely to be interested in certain aspects and have most influence over certain policy areas. The full stakeholder analysis matrix should be retained for use by the project team.

## Identifying stakeholders

### PROMPTS

A number of questions may be asked to help identify stakeholders — for example:

- Who will be affected by the work?
- Will the impacts be local, national or international?
- Who has the power to influence the outcomes of the work?
- Who are potential allies and opponents?
- What coalitions might build around the issues being tackled?
- Are there people whose voices or interests in the issue may not be heard?
- Who will be responsible for managing the outcome?
- Who can facilitate or impede the outcome through their participation, non-participation or opposition?
- Who can contribute financial or technical resources towards the work?

## Identifying stakeholder categories

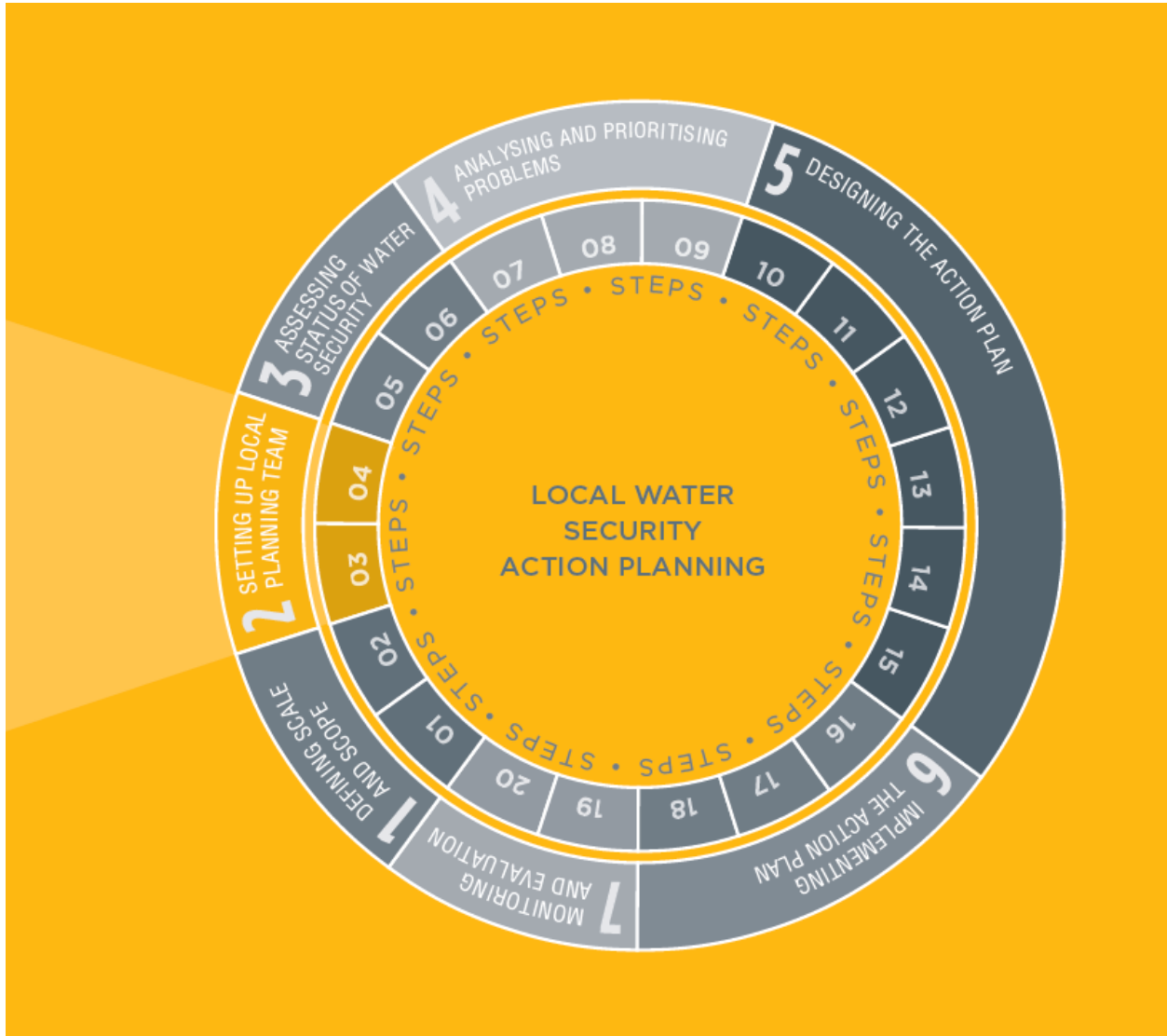
### CATEGORIES

Alternatively, the planning team might consider examples of stakeholder categories and ask if there are stakeholders from these categories that should be included:

- Government departments, politicians and government agencies
- Industry/producer representative bodies/associations
- Media
- Trading partners
- Land owners and land managers
- Special interest/lobby groups
- National representative and advisory groups
- Research organisations
- Professional groups and their representative bodies
- Representative groups (e.g. for consumers or patients)
- NGOs and community groups

## Results

Following the LWSAP Manual and the proposed stakeholder assessment methodology, the initial planning team members, supported by the local coordinator and the REC team, carried out stakeholder analyses as a second activity and third step in the LWSAP process, as presented in Figure 1.



**Figure 1. Local water security action planning process**

Stakeholder analysis was carried out in all the participating local communities:

In Jordan:

- Municipality of Ajloun
- Municipality of Al Karak
- Municipality of Jerash
- Municipality of Al-Salt

In Tunisia:

- Nefza Delegation
- Bir Mcherga Delegation
- Matmata Delegation
- Sidi Ali Ben Aoun Delegation

At the beginning of the process, initial planning teams organised initial workshops for invited stakeholders (natural networkers and individuals who know lots of people) in order to identify organisations, groups and individuals who are particularly influential and interested in developing a local water security action plan at local level. Initial workshops were organised in Tunisia and Jordan, and a list of stakeholders to be invited to the national stakeholder workshops was compiled as a result.

The main goals of the two national stakeholder workshops organised following the initial workshops were to: provide participants with basic theoretical information on stakeholder analysis; and develop a stakeholder list (i.e. to fill in the REC Green Sheet Table on Stakeholder Analysis [3]). **The first workshop** was held on January 12, 2016, in Hammamet, Tunisia, and brought together more than 40 stakeholders. **The second workshop** was held on January 14, 2016, in Amman, Jordan, during which more than 40 stakeholders discussed how water security action planning influences national and local stakeholders.

As a result of both workshops, stakeholder lists were developed for each municipality and delegation. These stakeholder lists were cross-checked (using a so-called triangulation process) by prominent individuals (identified during the initial workshops) from each municipality and delegation. A few changes were made during this process, and the project team came up with final stakeholder tables that served as a basis for recommendations on setting up local LWSAP teams in Jordan and Tunisia.

The two national workshops were followed by a **regional workshop**, held on January 20, 2016, in Szentendre, Hungary, in parallel with the Regional Transboundary Water Resources Management **event**. During the regional workshop, all participants had a chance to double check the developed stakeholder lists. Discussion focused primarily on how to avoid possible conflicts and how to create alliances that empower marginalised groups.

## Characterising and categorising stakeholders

Stakeholders were characterised based on five attributes (interest, involvement in water management, influence, knowledge, and access to high-quality water-related information) using the scale High – Medium – Low.

After a detailed analysis of the relationship between interest in and influence on the process of water management planning, stakeholders were divided into the following main categories:

- **Key players** – Stakeholders with a high level of interest and influence that should be involved in water management planning.
- **Context setters** – Highly influential stakeholders, but with little interest. These stakeholders may represent a significant risk and should therefore be monitored and managed.

- **Subjects** – Stakeholders with a high level of interest but little influence who, although supportive by definition, lack any capacity for impact, although they may become influential by forming alliances with other stakeholders.
- **The crowd** – Stakeholders with little interest in or influence on the water management planning process. There is little need to consider these stakeholders in much detail or to engage with them.

Besides those major categories, several sub-categories were identified and described separately for each municipality and delegation.

## Stakeholder characterisation and categorisation in Jordan

### Municipality of Ajloun

In Ajloun municipality, 14 stakeholders, representing local governmental authorities, civil society organisations, institutes of higher education and international organisations were identified, as presented in Figure 2.

#### *Stakeholder characterisation*

Ten out of 14 analysed stakeholders were identified as having a high level of interest. The most numerous among these were representatives of local government, followed by international organisations, CSOs and one institute of higher education.

A low level of interest was attributed only to CSOs.

Six of the analysed stakeholders are highly involved in water management: they include two representatives of local government directly working on water issues; one CSO working at national level; and three international donor organisations supporting the implementation of numerous water-related projects.

Those identified as having little involvement were representatives of local government (departments within local self-governments whose priority is not related to water) and CSOs, which, at the same time, have a low level of interest in participating in water management planning.

Ten stakeholders were identified as having a high level of influence on water management, most of them local government representatives. The least influential stakeholders were found to be CSOs and one educational institute.

When characterised according to knowledge and access to high-quality water-related information, the proportions of stakeholders were the same. Five local government representatives had a high level of knowledge and good access to information, followed by international organisations, CSOs and institutes of higher education.

Only CSOs were identified as having a low level of knowledge and little access to information, and, at the same time, were assessed as having a low level of interest and little involvement in water management issues.

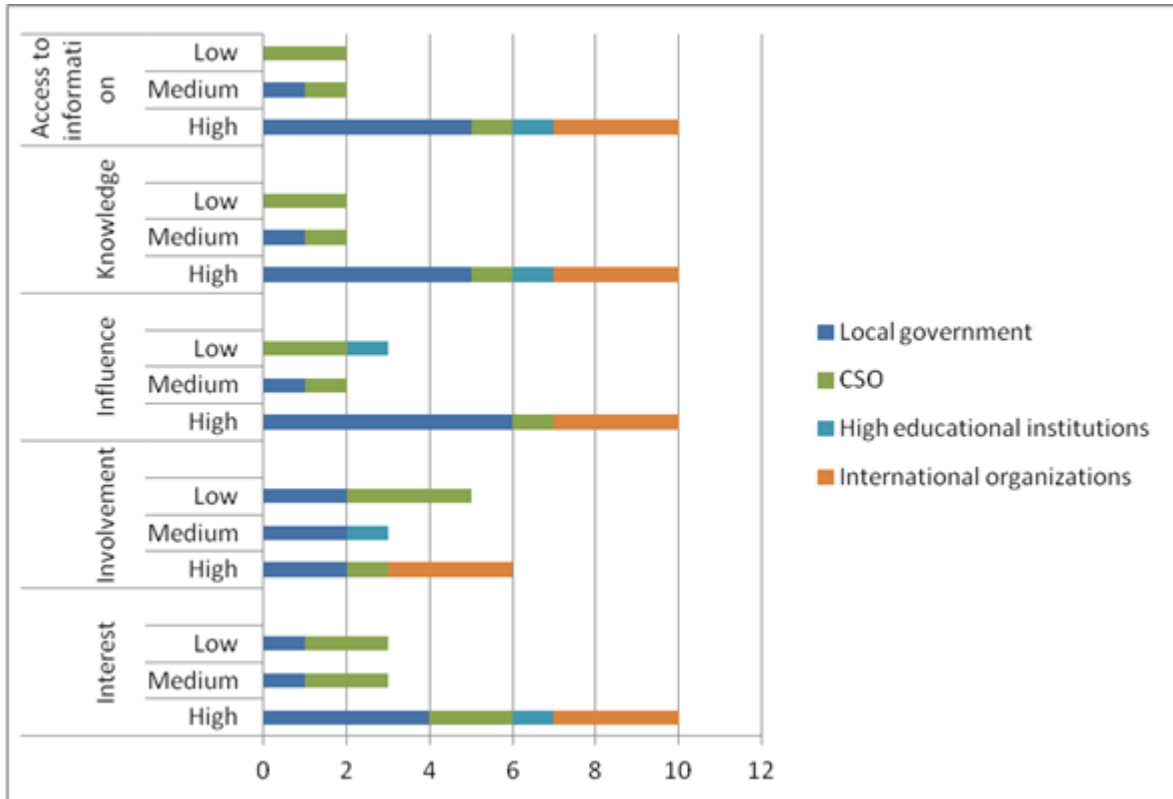


Figure 2. Stakeholder groups in the municipality of Ajloun according to the level (high, medium, low) of the following attributes: interest, involvement, influence, knowledge, and access to water-related information

*Stakeholder categorisation by interest versus influence*

In the municipality of Ajloun, three main stakeholder groups — key players, subjects and crowd — and two subgroups were identified, as presented in Figure 3.

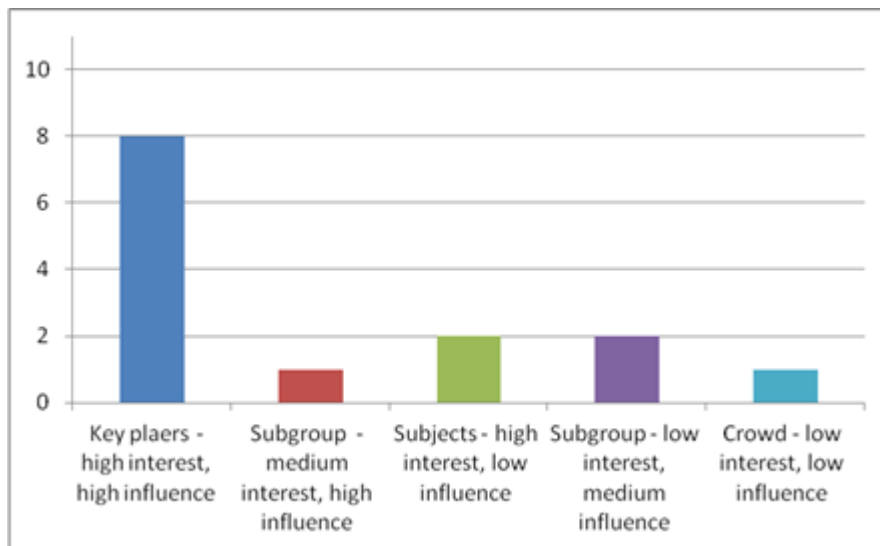


Figure 3. Representation of identified stakeholder groups in Ajloun (number of stakeholders)

**Key players** are the clearly dominant group, with eight analysed stakeholders in Ajloun. The group comprises four representatives of governmental authorities and three international organisations, while only one CSO was identified as a key player. Besides having a high level of interest and influence, all key players are highly involved in water management. All of them also have a high level of knowledge about water management and good access to high-quality water-related information.

**Subjects** are represented by two stakeholders — an institute of higher education and a CSO. Although they have little influence on the water management process, they have a high level of interest. Their involvement in water management is considered medium/low, although their knowledge and access to information is high.

The **crowd** are stakeholders with a low level of interest and little influence, and they are poorly represented among the analysed stakeholders. Only one CSO belongs to this group, which does not deal primarily with water issues.

Clear **context setters** were not identified: there is only a subgroup with a medium level of interest and high influence. This subgroup includes only one stakeholder representing governmental authorities (Governorate), which is involved only in the resolution of water-related conflicts. Bearing in mind that this stakeholder is influential and has good access to high-quality water-related information, their interest in water management, and especially water quality, should be increased.

Two stakeholders form a subgroup with a **low level of interest and medium influence** — these are representatives of local government and a CSO (Department of Agriculture and a farmers group). Their interest is low due to the fact that the agricultural land they manage and use is rain fed. The level of involvement of both these stakeholders in the water management process is low.

### **Municipality of Al Karak**

In Al Karak municipality, 15 stakeholders were identified, representing local government authorities, CSOs, the business sector, institutes of higher education and international organisations.

#### ***Stakeholder characterisation***

The analysis indicates that eight out of 15 stakeholders have a high level of interest, and are highly involved, in water management planning, as presented in Figure 4 **Error! Reference source not found.** Governmental authorities are the dominant stakeholders in these two groups (five), while the business sector, CSOs and international organisations have one representative respectively.

Seven of the identified stakeholders have a high level of influence on water management, and all of them are highly interested and highly involved in water management. Only one CSO has a low level of influence (General Union of Farmers).

Six of the identified stakeholders were assessed as having a high level of knowledge about water management, while only two stakeholders have good access to high-quality information. It is mainly CSOs that have little access to high-quality information.

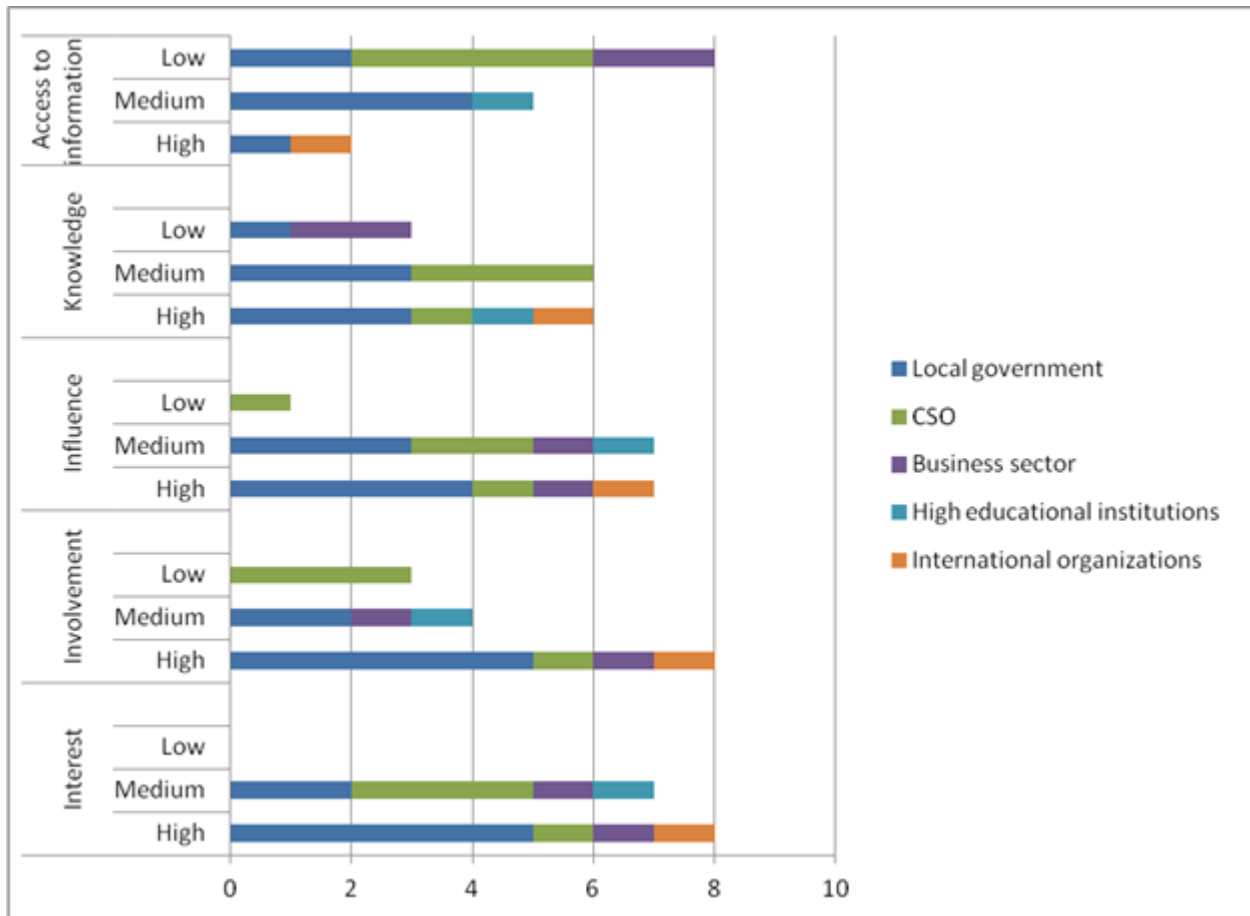


Figure 4. Stakeholder characterisation in Al Karak municipality

#### *Stakeholder categorisation by interest versus influence*

Using a rating for interest versus influence, only one main stakeholder group (key players) and three subgroups were identified in Al Karak municipality, as presented in Figure 5.

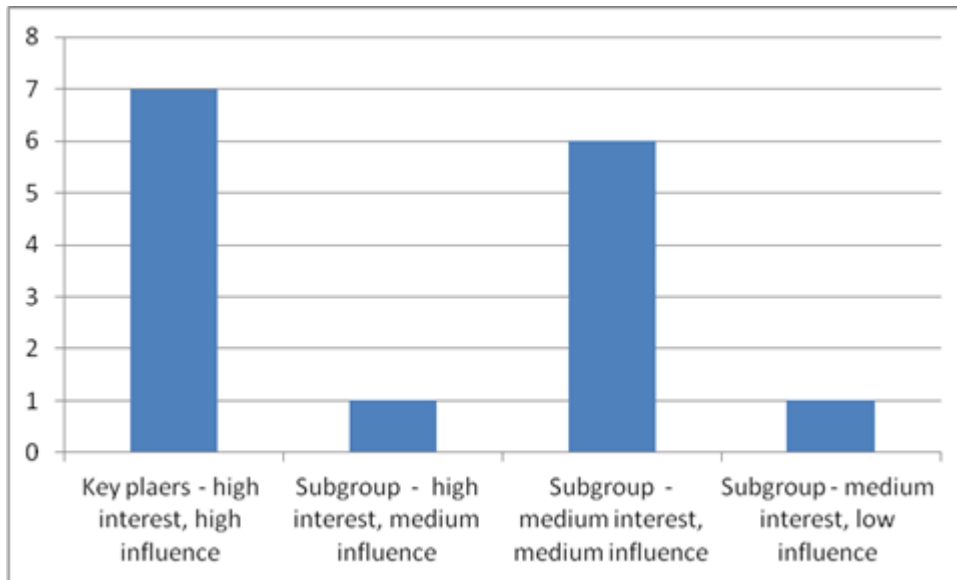
Key players are the dominant group with seven stakeholders, mainly from governmental authorities. The group also includes one CSO, one business sector representative and one international organisation.

Six stakeholders have **medium interest and influence**: these are two governmental authorities, two CSOs, one business sector representative and one institute of higher education.

Stakeholders with **high interest and medium influence** can be regarded as an intermediary group between key players and subjects. Only one stakeholder belongs to this group, representing the local government authority (Environment Directorate), which has influence mainly in the sector of water pollution.

Stakeholders with **medium interest and a low level of influence** are represented by just one CSO (the Union of Farmers).





**Figure 5. Representation of identified stakeholder groups in Al Karak municipality (by number of stakeholders)**

### Municipality of Jerash

In Jerash municipality, 14 stakeholders were identified, representing local governmental authorities, CSOs, international organisations, consumers (end users), the media and the mosque.

According to the analysis, five out of the 14 identified stakeholders have a high level of interest in water management planning (three from the local authorities and two CSOs). Representatives of local authorities with a high level of interest are, at the same time, highly involved and highly knowledgeable, and have good access to high-quality water-related information, as presented in Figure 6.

Influence is the weakest stakeholder attribute in Jerash municipality. Only two stakeholders, representing the governmental authorities, are characterised as highly influential, while the other stakeholders are equally distributed between the groups with medium and low involvement.

The analysis reveals that almost half the identified stakeholders (eight) have a low level of involvement in water management, a low level of knowledge, and little access to high-quality water-related information. Such stakeholders include CSOs, consumers (end users), the media and the mosque. Capacity-building and awareness-raising programmes are highlighted as being important ways to improve their engagement in the water management process.

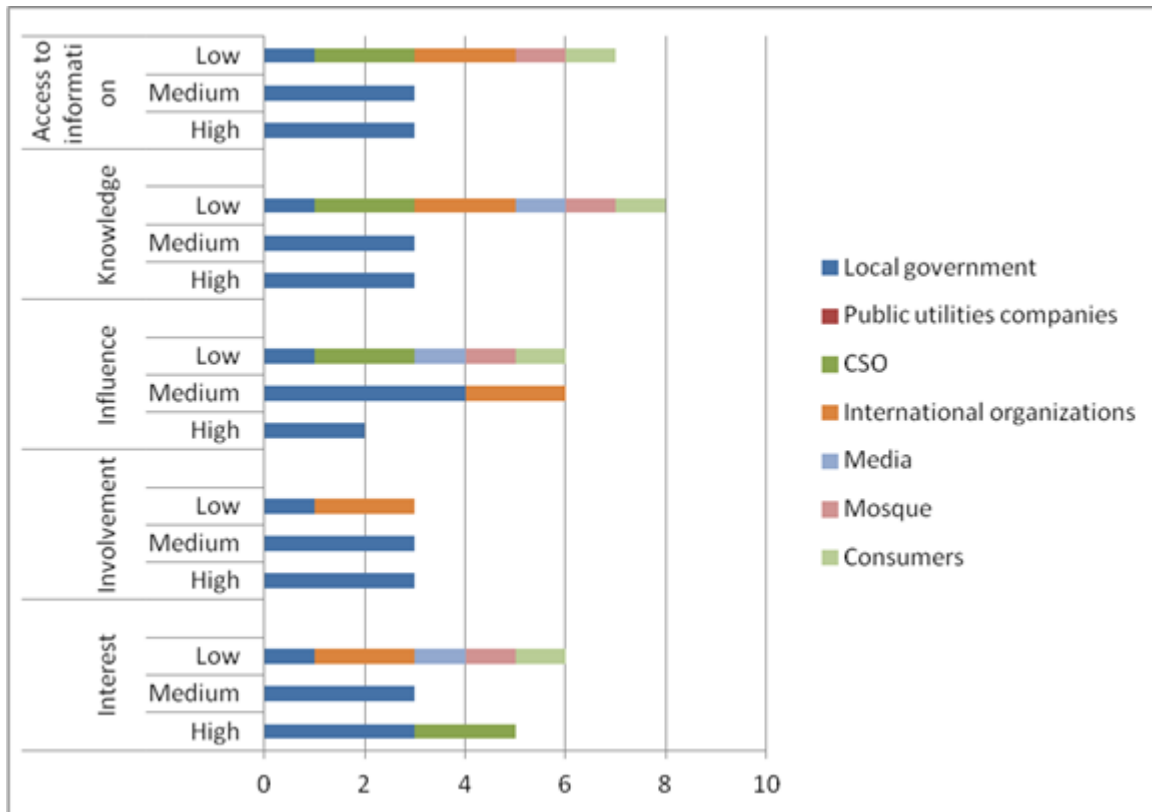


Figure 6. Stakeholder characterisation in Jerash municipality

### Stakeholder categorisation by interest versus influence

A comparison of interest versus influence shows a wide range of stakeholder groups (Figure 7).

**Key players** are represented by only two stakeholder, both of which are governmental authorities directly involved in different aspects of water management.

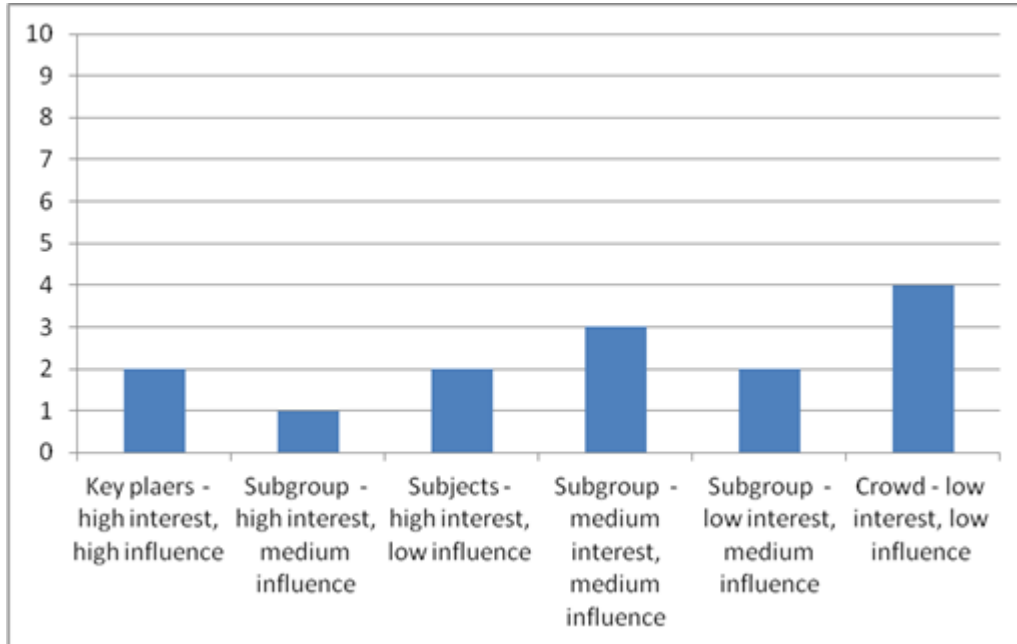
There is only one stakeholder, a governmental authority, with **high interest and medium influence**.

Clear **subjects** (high interest, low influence) are represented by two stakeholders from the CSO sector. The Union of Farmers has an interest in irrigation issues, while the Jerash Development Association is interested in community development in general.

There are three stakeholders with **medium interest and medium influence**, all of them representing governmental authorities.

Stakeholders with **low interest and medium influence** are represented by two international donor organisations. Both have little influence on water management itself, but their funding of water-related infrastructure projects gives them a medium level of influence.

With four stakeholders, the crowd (low interest, low influence) is well represented in Jerash municipality. This group comprises consumers (end users), the media, the mosque, and one representative of the government authorities that deals with education.



**Figure 7. Representation of identified stakeholder groups in Jerash municipality (number of stakeholders)**

### Al-Salt municipality

In the municipality of Al-Salt, 15 stakeholders were identified, representing local government authorities, CSOs and institutes of higher education.

The analysis identifies seven stakeholders with a high level of interest in water management, representing all the categories mentioned above (Figure 8).

Stakeholder involvement in water management is very low, with only one stakeholder, a governmental institution, having a high level of involvement, while 10 out of the 15 analysed stakeholders have little involvement in water management.

The analysis also shows a low level of influence on water management. Only two stakeholders have a high level of influence, while nine have little influence on water management. Stakeholders with little influence are mainly CSOs, farmers and households, and also governmental authorities that do not have a primary focus on water issues.

The situation in terms of knowledge of water-related issue is far better. Almost half the analysed stakeholders (seven) have a high level of knowledge. These include governmental authorities, universities and some CSOs.

Only three stakeholders have good access to high-quality water-related information. These are the governmental authority dealing primarily with water management, the university, and one expert CSO. All other stakeholders have a medium (seven) or low level of access (five) to water-related information.

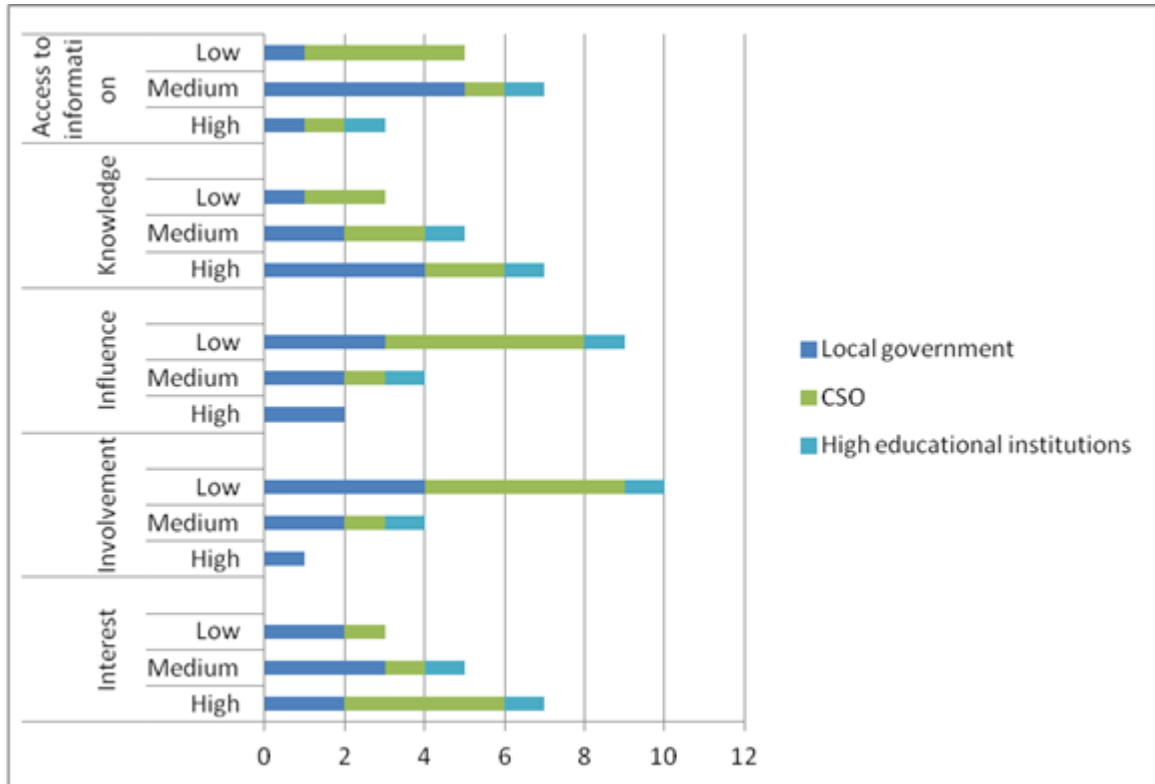


Figure 8. Stakeholder characterisation in Al-Salt municipality

#### *Stakeholder categorisation by interest versus influence*

The analysis of interest versus influence shows six stakeholder groups, as illustrated in Figure 9.

**Key players** are represented by just two stakeholders, both of which are governmental authorities in charge of water management.

There are also two stakeholders with **high interest and medium influence**: the university and a CSO.

The group of **clear subjects** (high interest, low influence) is represented by just one CSO.

There are two stakeholders with **medium interest and medium influence**, both of them governmental authorities.

The group with **medium interest and low influence** comprises three stakeholders, one governmental authority, one CSO and the university.

The crowd category, with **low interest and low influence**, has two representatives, both governmental institutions that are not in charge of water management.

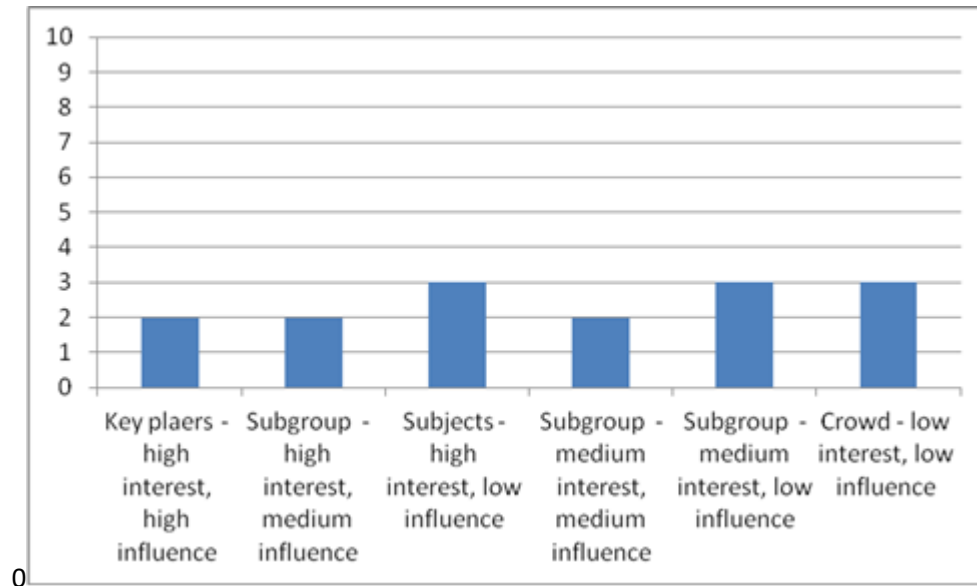


Figure 9. Representation of identified stakeholder groups in Al-Salt municipality (number of stakeholders)

Recommendations for setting up a local planning team as a result of the stakeholder analysis process

Recommendations for setting up local planning teams in Jordan

Following the results of the stakeholder analysis, recommendations were made for setting up local planning teams in municipalities in Jordan, as presented in Table 1.

**Table 1. Recommendations for setting up the local planning team in municipalities in Jordan**

	Ajloun	Jerash	Al Karak	Al-Salt
Governmental authorities	Water Directorate Health Directorate Environment Directorate Greater Ajloun Municipality	Jerash Water Management Directorate Health Directorate Agriculture Directorate Environment Directorate Jerash Municipality Jerash Governorate	Water Directorate Health Directorate Agriculture Directorate Environment Directorate Jordan Valley Authority Greater Karak Municipality Karak Governorate	Water Directorate Health Directorate Agriculture Directorate Salt Municipality Governorate
Civil society	Jordan Hashemite Fund for Human Development (JUHOD) Royal Society for Nature Conservation (ACTED)	Jerash Development Association Union of Farmers in Jerash	Jordanian Environment Society Jordan Hashemite Fund for Human Development (JUHOD) Water Users Association General Union of Farmers	Basmet Alkhair Union of Farmers Housewives
Academia	Al-Balka University		Mu'ta University	Princess Rahma University College

<b>Business sector</b>			Arab Potash Company  Manufacturing industries (Phosphate Company, Industrial Estates Corporation)	
<b>International organisations</b>	GIZ  Mercy Corps  USAID		GIZ	

## Stakeholder characterisation and categorisation in Tunisia

### Bir Mcherga delegation

In Bir Mcherga delegation, 13 stakeholders, representing government authorities, public utility companies, CSOs and the business sector were identified and analysed.

The analysis shows that almost all identified stakeholders have a high level of interest in water management (

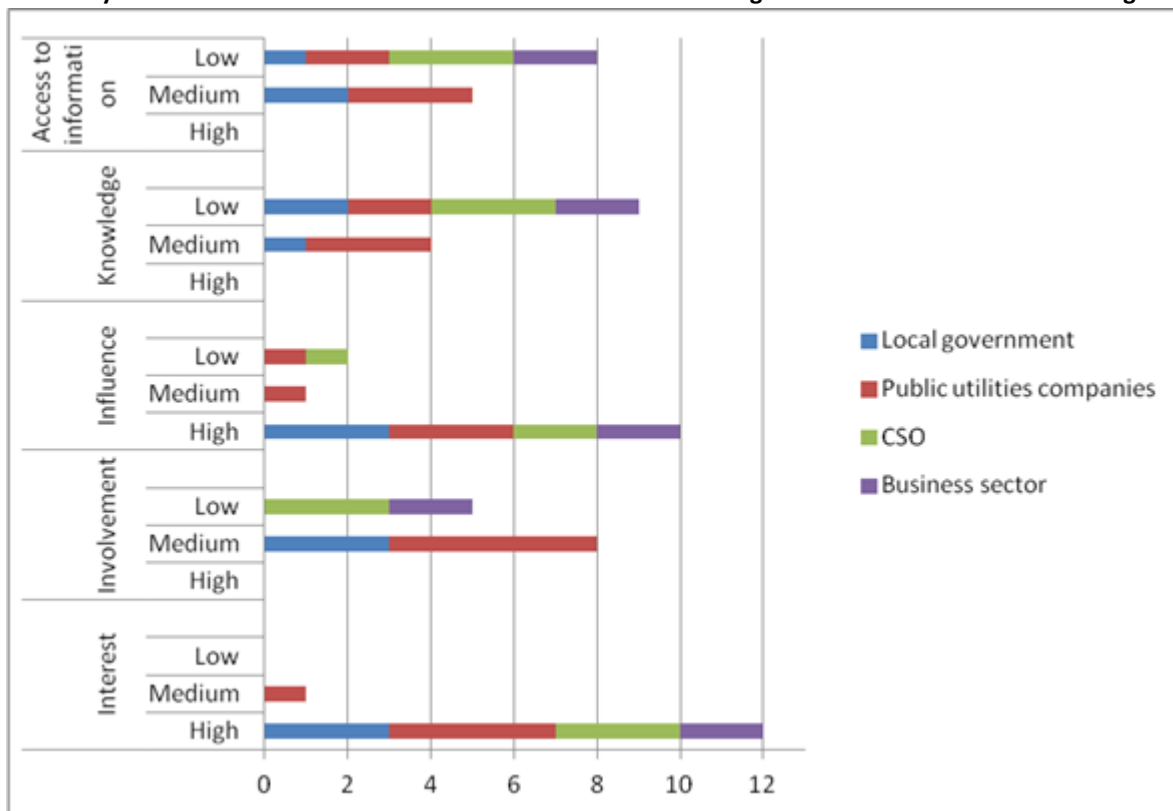


Figure ). However, none of them are highly involved in water management planning: the assessment shows that eight have a medium level of involvement and five have little involvement. Both capacity building and financial support for institutions are needed in order to improve stakeholders' current level of involvement in water management.

Although they have only a medium to low level of involvement, stakeholders are quite influential in the water management process. Ten of the identified stakeholders are even characterised as highly influential.

The situation in terms of knowledge and access to high-quality water-related information is almost the same. None of the stakeholders have either good knowledge or good access to water-related information. Ten of the stakeholders have a low level of knowledge and eight stakeholders have little access to information. These stakeholders belong to all the identified stakeholder types.



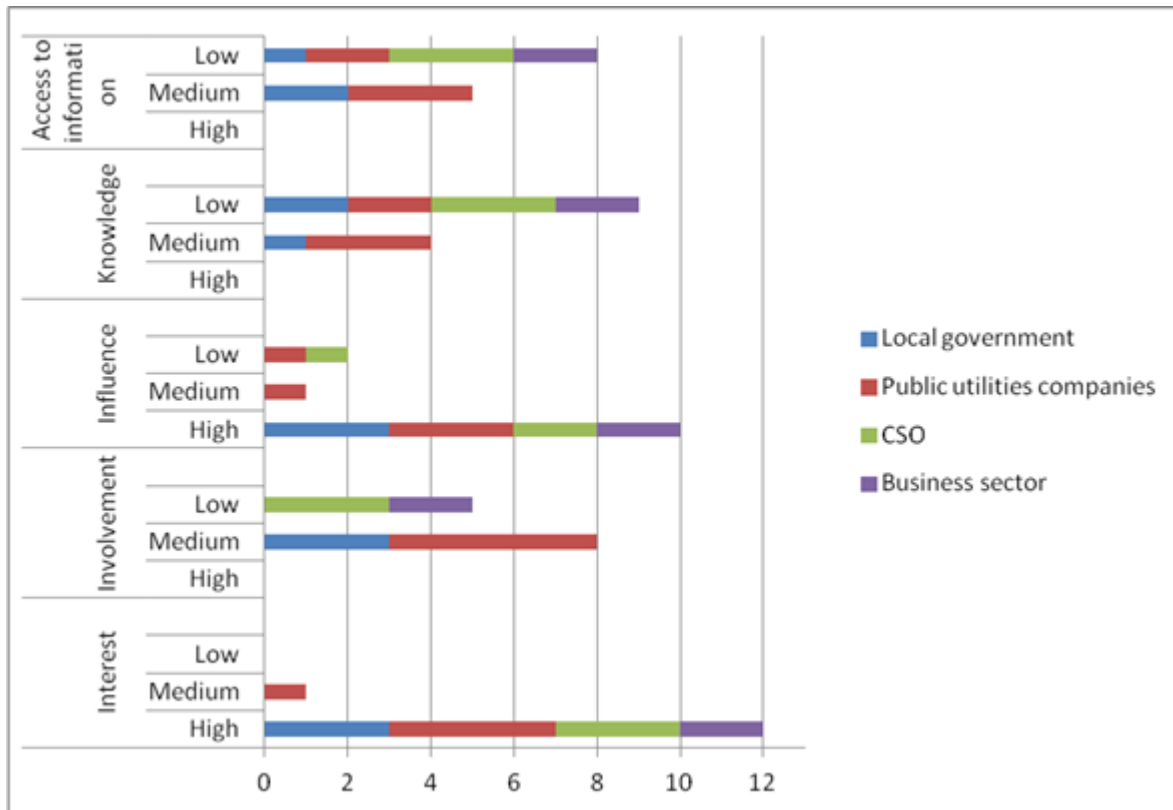


Figure 10. Stakeholder characterisation in Bir Mcherga delegation

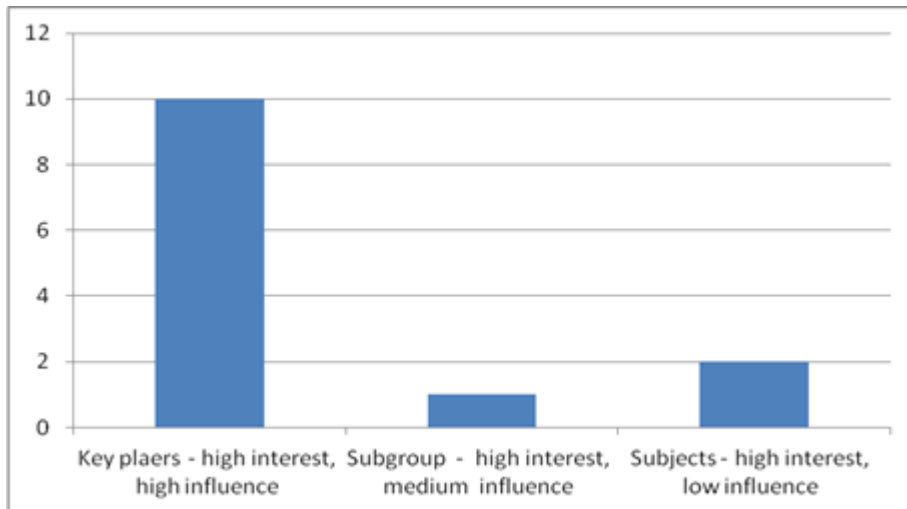
#### *Stakeholder categorisation by interest versus influence*

The analysis of interest versus influence identifies only three stakeholder groups in Bir Mcherga delegation, as illustrated by Figure 1.

**Key players** are clearly the dominant stakeholder group, comprising 10 out of the 13 analysed stakeholders.

There is one stakeholder with **high interest and medium influence**, a public utility company in charge of dam operation.

Subjects with **high interest and low influence** are represented by two stakeholders — fishermen not connected with other societies; and a public utility company not in charge of water management (the hygiene service).



**Figure 1. Representation of identified stakeholder groups in Bir Mcherga municipality**

### Matmata delegation

In the delegation of Matmata, 17 stakeholders were identified, representing government authorities, public utility companies, CSOs and research institutions.

The analysis shows that 15 out of the 17 stakeholders are highly interested in water management, while none of the identified stakeholders had a low level of interest, as shown in Figure 2.

The analysis shows that 10 stakeholders have a high level of involvement and a high level of influence on water management.

The situation in terms of stakeholders' knowledge and access to high-quality information is quite the opposite. The analysis revealed that 14 stakeholders have a low level of knowledge regarding water issues: these include all the identified CSOs (eight), while 13, again mostly CSOs, have poor access to water-related information.

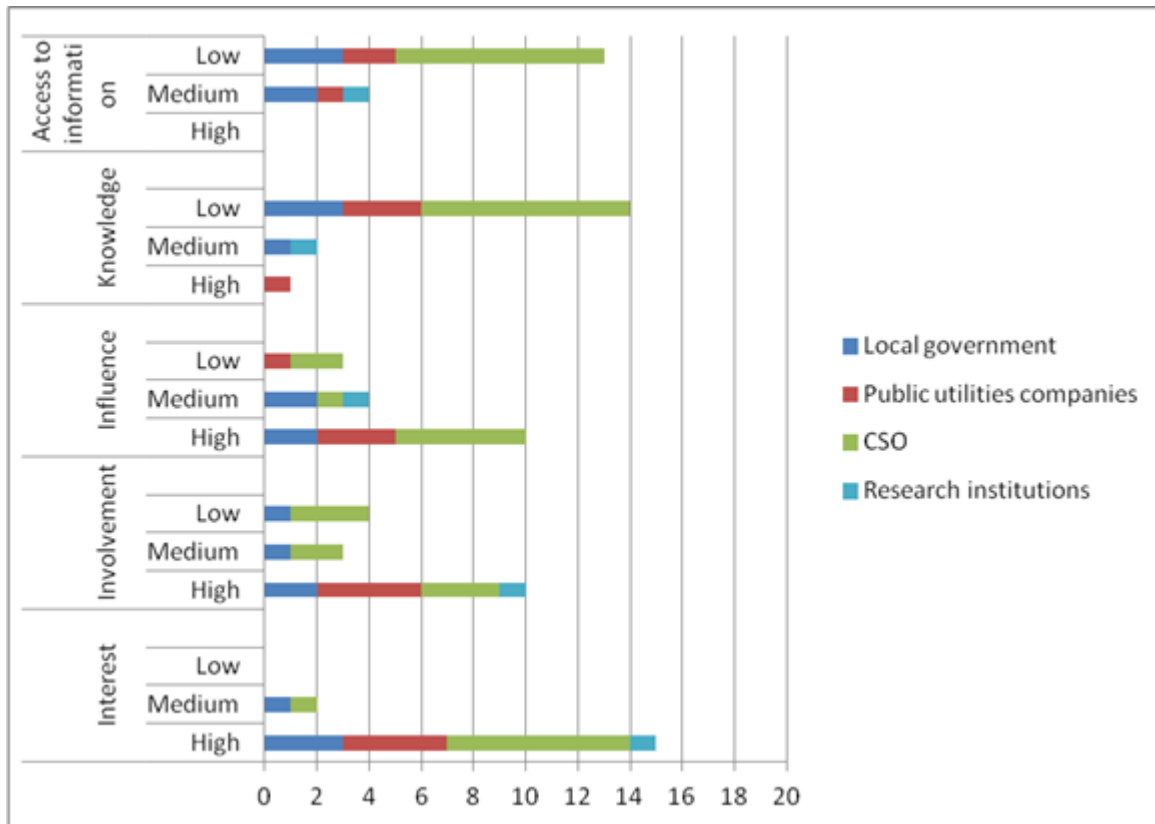


Figure 2. Stakeholder characterisation in Matmata delegation

### *Stakeholder categorisation by interest versus influence*

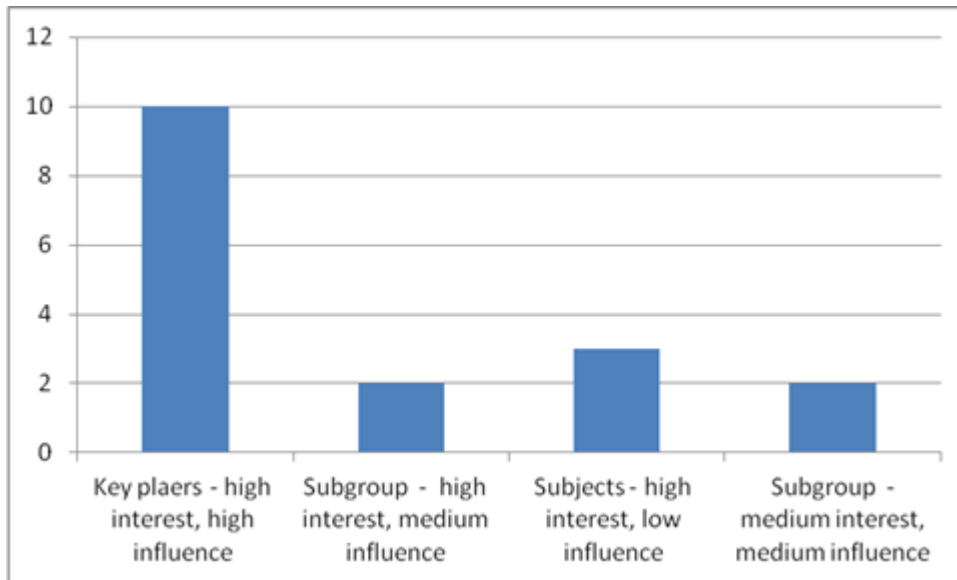
The analysis of interest versus influence shows the presence of four stakeholder groups, as illustrated in Figure 3.

**Key players** are the dominant stakeholder group, with 10 representatives. These belong to governmental authorities, public utility companies and the CSO sector.

Stakeholders with **high interest and medium influence** are represented by two stakeholders — from the governmental and research sector (the local council and the Institute of Arid Land of Gabes).

**Subjects** are represented by three stakeholders — two from the CSO and one from the governmental sector (hygiene service).

Stakeholders with **medium interest and medium influence** have two representatives — one from the governmental sector and one CSO.



**Figure 3. Representation of identified stakeholder groups in Matmata municipality**

### Nefza delegation

In Nefza delegation, 30 stakeholders were identified from different governmental sectors (local government, public utility companies, state agencies), and CSOs.

The analysis shows that 14 stakeholders, representing local government and public utility companies, have a high level of interest in water management, while eight have medium interest and eight have little interest, as presented in Figure 4.

Involvement in water management is quite low. Only five of the 30 identified stakeholders are highly involved in water management, representing local government and public utility companies. Twelve stakeholders have a medium level of involvement, while 13 stakeholders have a low level of involvement, including all the identified CSOs (three), five representatives of local government, four state agencies, and only one public utility company.

There are 13 highly influential stakeholders from local government and the public utility sector. There are also 13 stakeholders with little influence, although these include stakeholders from all identified sectors. The situation in terms of knowledge is similar. Eleven stakeholders have a high level of knowledge, while 13 have little knowledge of water issues.

Seventeen stakeholders have good access to high-quality information. The group is dominated by local government and state agencies, while 11 have a low level of access to information.

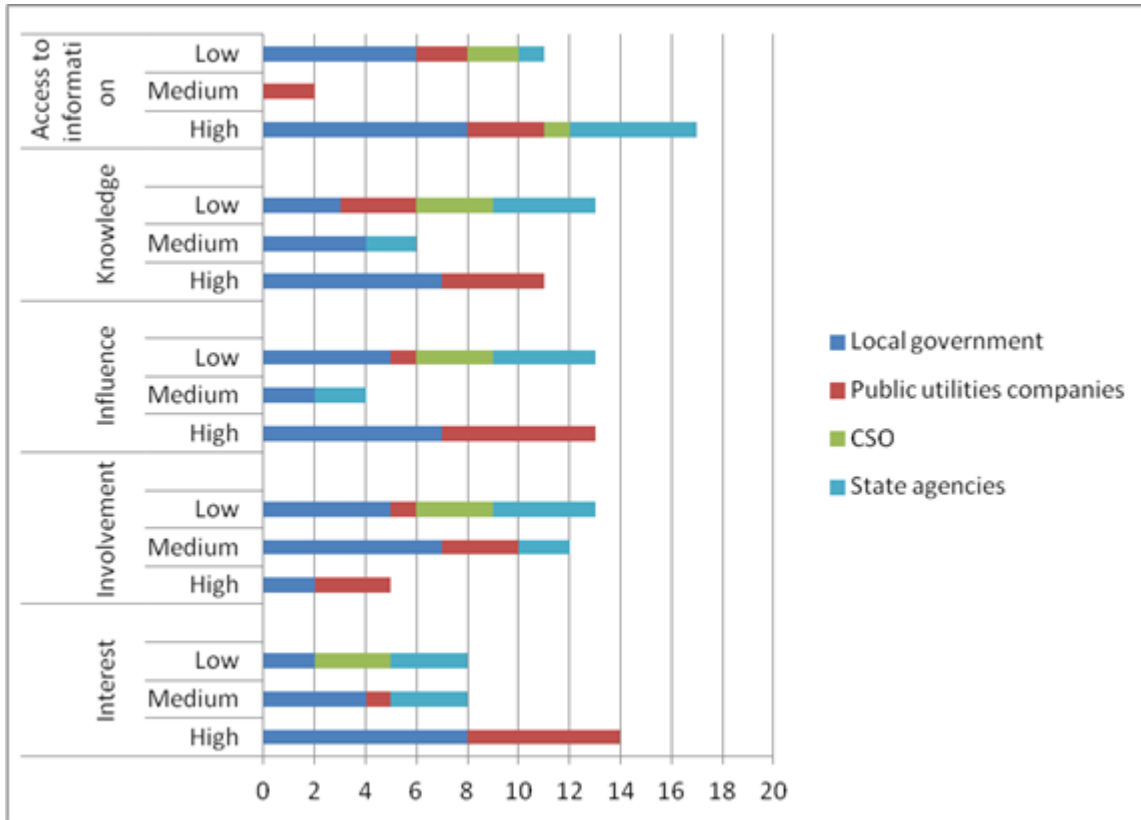
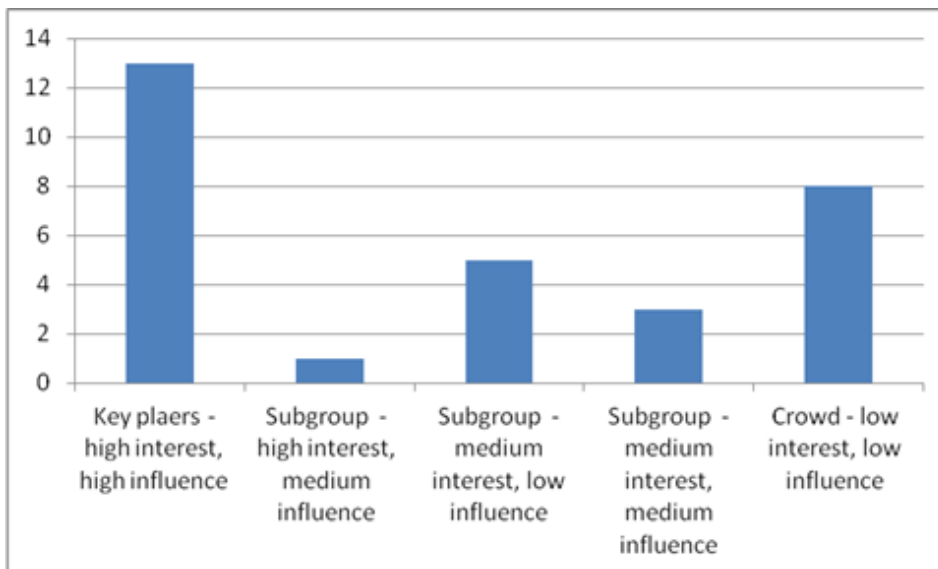


Figure 4. Stakeholder characterisation in Nefza according to interest, involvement, influence, knowledge and access to high-quality water-related information

*Stakeholder categorisation by interest versus influence*

The analysis of interest versus influence shows five stakeholder groups, as presented in

Figure 5.



### Figure 5. Representation of identified stakeholder groups in Nefza municipality

**Key players**, with 13 representatives, are the dominant stakeholder group. These stakeholders are governmental authorities and public utility companies.

Only one stakeholder, representing local government, has **high interest and medium influence** (the General Commission for Regional Development).

Five stakeholders have **medium interest and low influence** — three government authorities, one state agency and one public utility company (the departments of the local administration in charge of equipment, forestry, and water and soil conservation; the Agency of Animal Health; and the public hygiene company).

The group of stakeholders with **medium interest and medium influence** comprises three representatives — two state agencies and one from the local government.

The **crowd** category, with eight stakeholders, is well represented in Nefza delegation. This group includes departments in the local administration not dealing primarily with water issues, or dealing with coastal waters, as well as CSOs.

### Sidi Ali Ben Aoun delegation

In Sidi Ali Ben Aoun delegation, 12 stakeholders were identified, representing local government, CSOs, and higher education and research institutes (Figure 6).

There is significant interest in water management among all identified stakeholders — nine stakeholders have a high level of interest, while no stakeholder has a low level of interest in water management.

Stakeholder involvement is also significant. More than half the identified stakeholders (seven), representing all identified sectors, are highly involved.

Almost all identified stakeholders are influential — 10 of them have a high level of influence, while only one institute of higher education has a medium level of influence, and one local government representative has little influence.

Levels of knowledge and access to water-related information are, on average, low. Only one stakeholder has a high level of knowledge and good access to information (the Regional Commissioner for Agricultural Development).

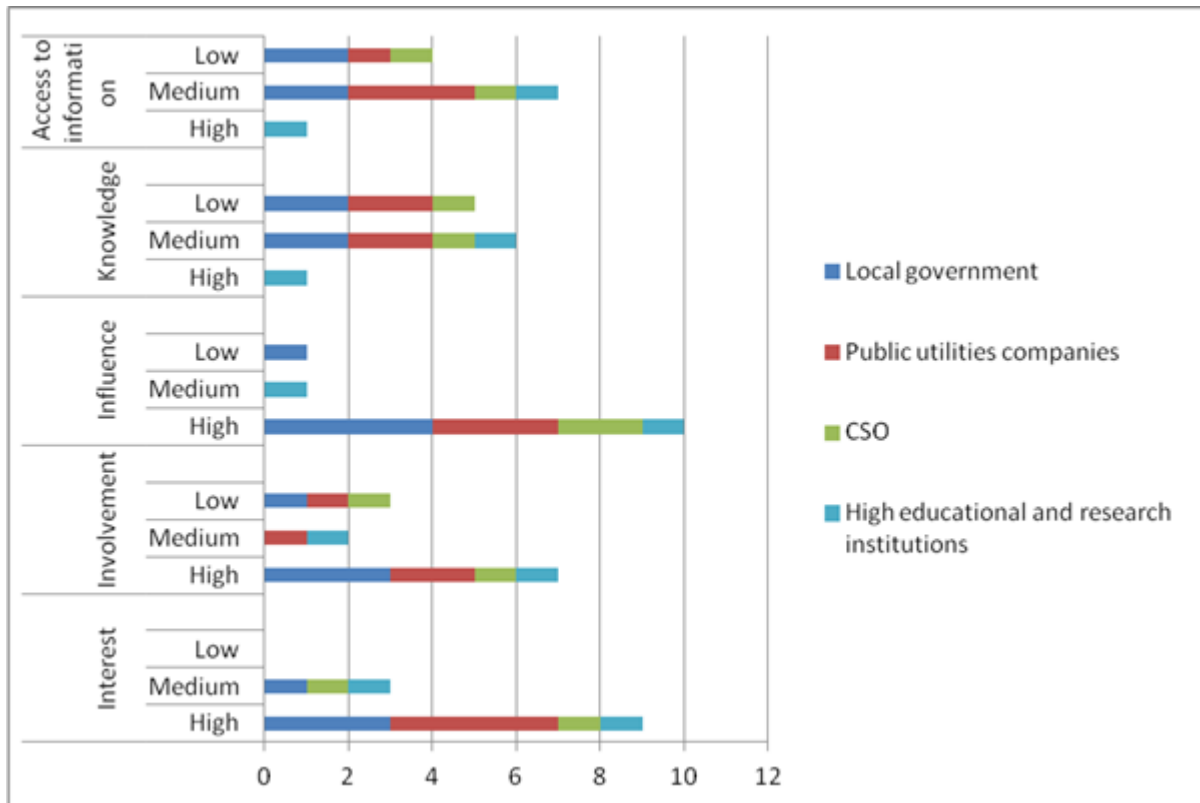


Figure 6. Stakeholder characterisation in Sidi Ali Ben Aoun delegation

### *Stakeholder categorisation by interest versus influence*

The analysis of interest versus influence shows the existence of four stakeholder groups, as presented in Figure 7.

**Key players** are the dominant stakeholder group, with eight representatives from all identified sectors (three from local government, three public utility companies, one CSO and one institute of higher education).

Only two stakeholders have **medium interest and high influence** — one representative of local government dealing with financial issues, and one CSO.

There is only one representative of the **subjects** category (high interest and low influence) — a public utility company dealing with health-related services.

One stakeholder — a research institution — was identified as having **medium interest and medium influence**.

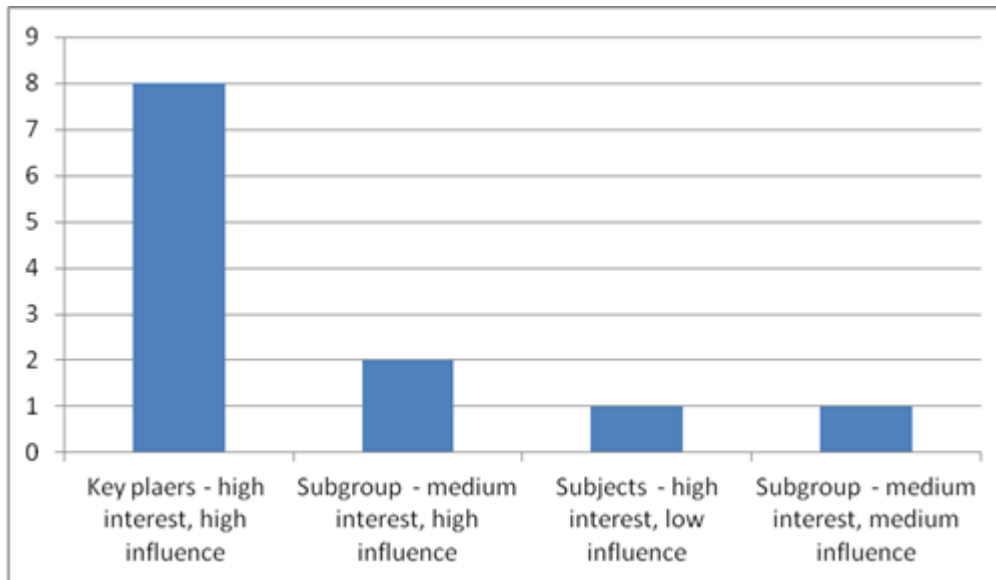


Figure 7. Representation of identified stakeholder groups in Sidi Ali Ben Aoun



## Recommendations for setting up the local planning teams in Tunisia

Following the results of the stakeholder analysis, recommendations were made for the setting up of local planning teams in the delegations in Tunisia, as presented in Table 2.

**Table 2. Recommendations for setting up local planning teams in the delegations in Tunisia**

	<b>Bir Mcherga</b>	<b>Matmata</b>	<b>Nefza</b>	<b>Sidi Ali Ben Aoun</b>
<b>Governmental authorities</b>	Delegate of Bir Mcherga  Regional Commissioner for Agricultural Development, Department of Water Resources, Extension Services	Regional Commissioner for Agricultural Development (CRDA), Extension Services and Crop Production  Delegate of Matmata  Management Council  Local Council  Hygiene Service	Regional Commissioner for Agricultural Development (CRDA), Extension Service and Crop Production  Administration of Irrigated Regions in Nefza  Mayor  Financial Receipt Service  Maintenance Management of Nefza  Sanitary Service  Development Councils  Department of Forestry, Water and Soil Conservation  Financial Management and Incentives  Agricultural Investment Promotion	Regional Commissioner for Agricultural Development, Extension Services and Crop Production  Delegate  District Chiefs  Hygiene Service  Financial Receipt Service

Business sector	<p>National Water Distribution Utility (SONEDE)</p> <p>Tunisian Electricity and Gas Company</p> <p>Thermal and Hydrotherapy Center</p> <p>Operation Service of Bir Mcherga Dams</p> <p>Financial Receipt Service</p> <p>Hygiene Service</p>	<p>National Water Distribution Utility (SONEDE)</p> <p>City Maintenance Association</p>	<p>North Canal Water Company</p> <p>National Water Distribution Utility (SONEDE)</p> <p>Local Administration of Sidi Barrak Dam</p>	<p>National Water Distribution Utility (SONEDE)</p>
Academia		<p>Institute of Arid Land of Gabes (IRA)</p>		<p>Agricultural Research Centre</p> <p>Technological Pole</p>
Civil society	<p>Water Users Association</p> <p>Fishermen</p> <p>Regional Farmers Union</p>	<p>Heritage Protection Association</p> <p>Amal Association Wastewater Service at local level</p> <p>Association of Heritage Tamazret</p> <p>Chabet Smala (GDA)</p> <p>Union of Farmers</p> <p>Tunisian Federation Business Sector of Hotels (FTH)</p>	<p>Coaching Agricultural Cell</p>	<p>Water Users Associations</p> <p>Nema Association</p>

## Conclusions

The stakeholder analysis, following the presented methodology, was successfully carried out in partner municipalities and delegations of the WATER SUM project under the Water and Security Component.

- In Jordan, the municipalities of Ajloun, Al Karak, Jerash and Al-Salt
- In Tunisia, the delegations of Nefza, Bir Mcherga, Matmata and Sidi Ali Ben Aoun

The results of the stakeholder analysis ensured the balanced composition of local planning teams by securing the participation of different stakeholders, ranging from key players with a high level of interest and high influence, to those who, while perhaps less influential, were very important for the success of the action planning process.

Stakeholders with a low level of knowledge are defined as a priority target group for the communication strategy at the level of municipality or delegation, and are also relevant for the regional- or national-level communication strategy.

The local planning teams were officially established taking into consideration the results of the stakeholder analysis in each partner municipality and delegation, and the local and national workshops. This was done by means of a formal written decision (order) of the local self-government unit's decision-making authority (i.e. the mayor in Jordan or the head of the delegation in Tunisia).

The present methodology was used in eight partner local administrative territories during the process of forming local planning teams and drafting LWSAPs. However, we believe that it can also be of use in other local communities interested in developing LWSAPs in Jordan, Tunisia and other countries in the MENA region and beyond.

## References

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In the framework of the Water and Security (WaSe) component of the WATER SUM project, stakeholder analyses were carried out in local communities in Jordan (the municipalities of Al Karak, Jerash, Al-Salt and Ajloun) and Tunisia (the delegations of Sidi Ali Ben Aoun, Bir Mcherga, Nefza and Matmata) using the methodology established in the WATER SUM Local Water Security Action Planning Manual.

This report presents the results of the stakeholder analyses carried out in the partner communities.