USING STAKEHOLDER NETWORK ANALYSIS IN SOCIAL IMPACT ASSESSMENT

Annual conference of the
International Association of Impact Assessment
Puebla, 3 June 2011

Dr Robert Boutilier
Dr Leeora Black
Sara Bice

accsr

SOCIO-POLITICAL COMPLEXITY WITHIN SIA

- Compliance-based SIA has implicitly viewed communities as the passive recipients of impacts, or risks of impacts, from projects.
- Stakeholder theory suggests that stakeholders can impose impacts, and risks of impacts, upon project proponents.
- Analysing such multi-directional impact flows requires a dynamic methodology. Social network analysis uncovers socio-political complexities that emerge when project proponents meet politically active stakeholders.
- Restructuring networks can help create common ground for collaborative action towards shared goals.
- Case studies:
  - Housing development project, Australia
  - Upper Hunter Mining Dialogue, Australia
  - San Cristobal Mine, Bolivia

THE STRATEGIC LIMITATIONS OF CHECKLISTS

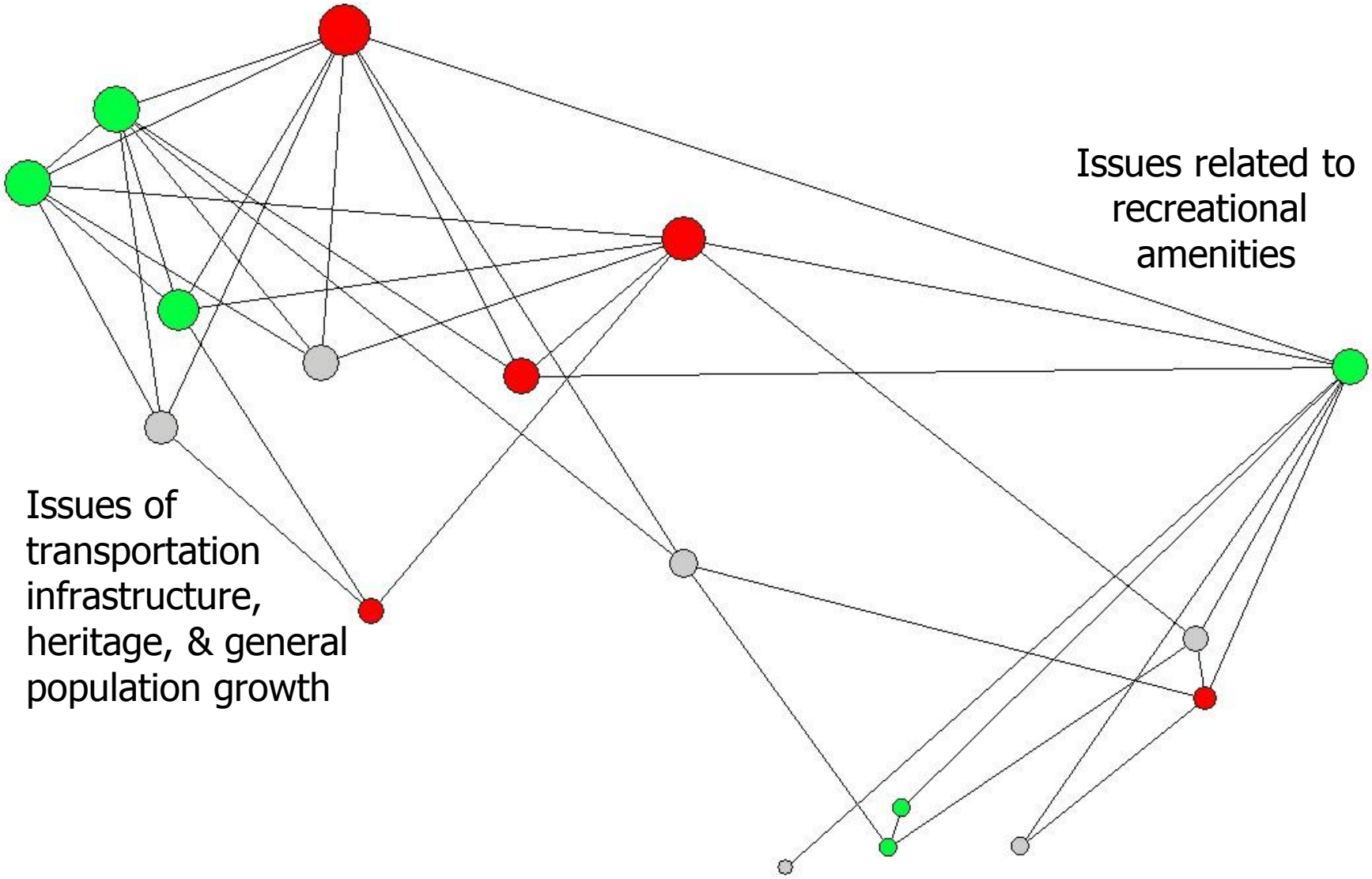
Examples of checklists:

- Lists of stakeholders for and against project
- Lists of issues that need immediate attention or not

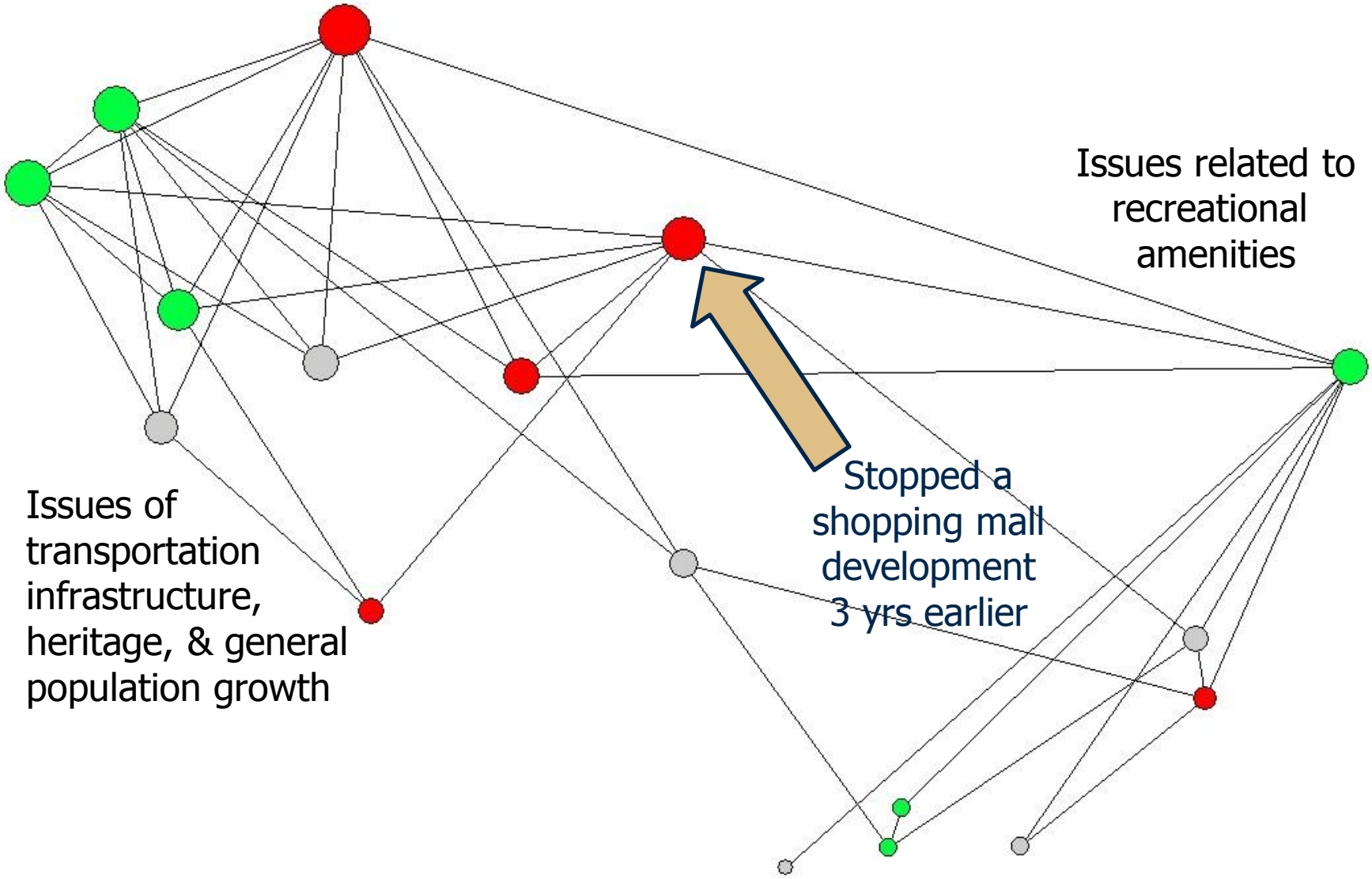
Dynamic interactions are ignored

- Interactions of issues and stakeholders are ignored
- The role of 'Bridging stakeholders' is overlooked
- Categories fail to detect importance of bridging groups with high power, urgency and legitimacy
- Likewise for high PUL issues

PROBLEM-CENTRIC VS. CORP-CENTRIC STRATEGY
GREEN = SUPPORTERS, RED = OPPONENTS



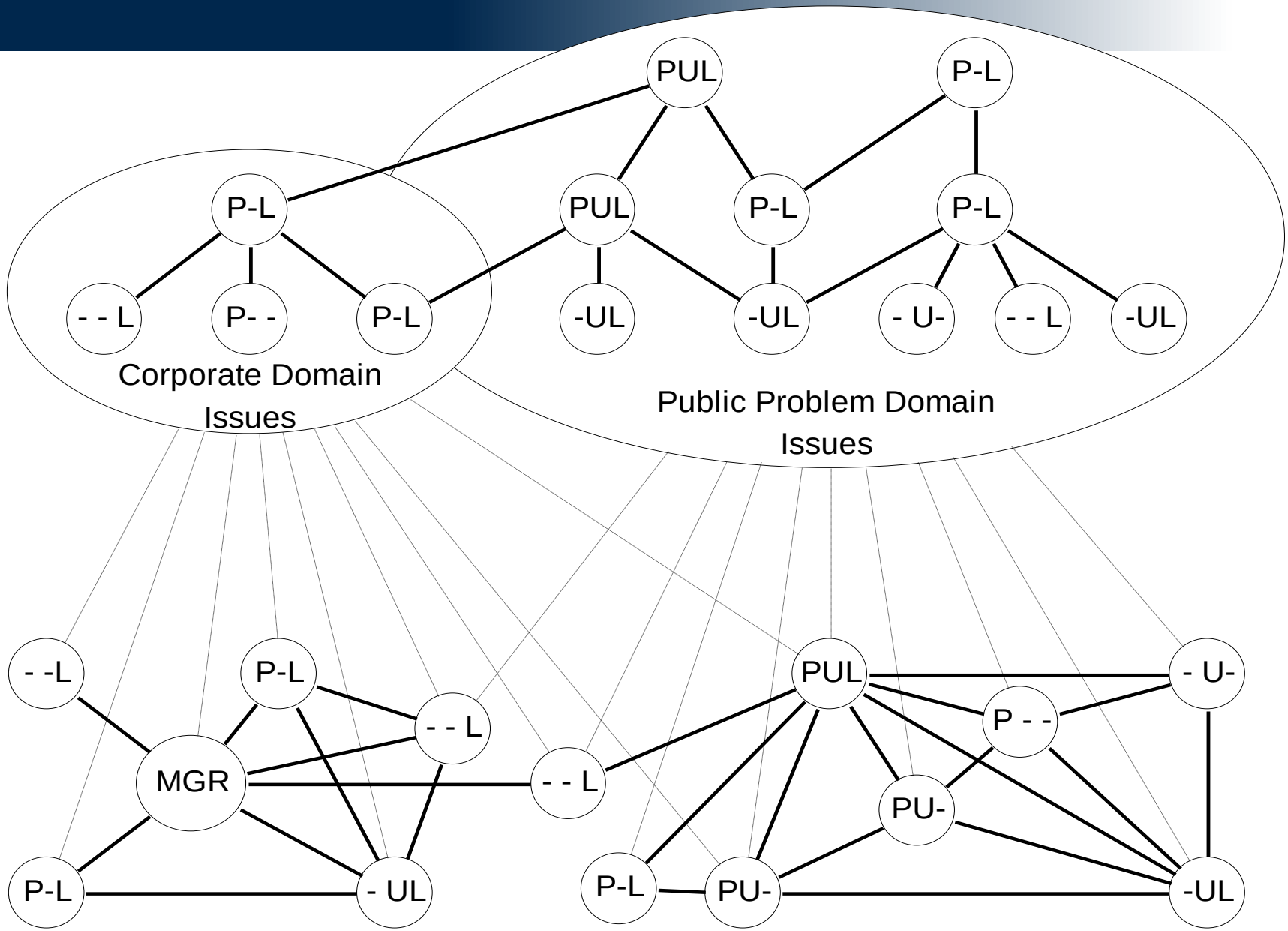
PROBLEM-CENTRIC VS. CORP-CENTRIC STRATEGY
GREEN = SUPPORTERS, RED = OPPONENTS



EMBEDDING IN CORPORATE STAKEHOLDERS AND ISSUES LIMITS VISIBILITY

- The strategically important network covered more territory than expected.
- Management was aware of its impacts but had no framework for dealing with …
  shared responsibility for development
- Some internal stakeholders will want to wash hands and leave it "government"
- Some external stakeholders want to shirk deny own responsibilities for promoting community development

NETWORKS OF STAKEHOLDERS AND ISSUES



UPPER HUNTER MINING DIALOGUE

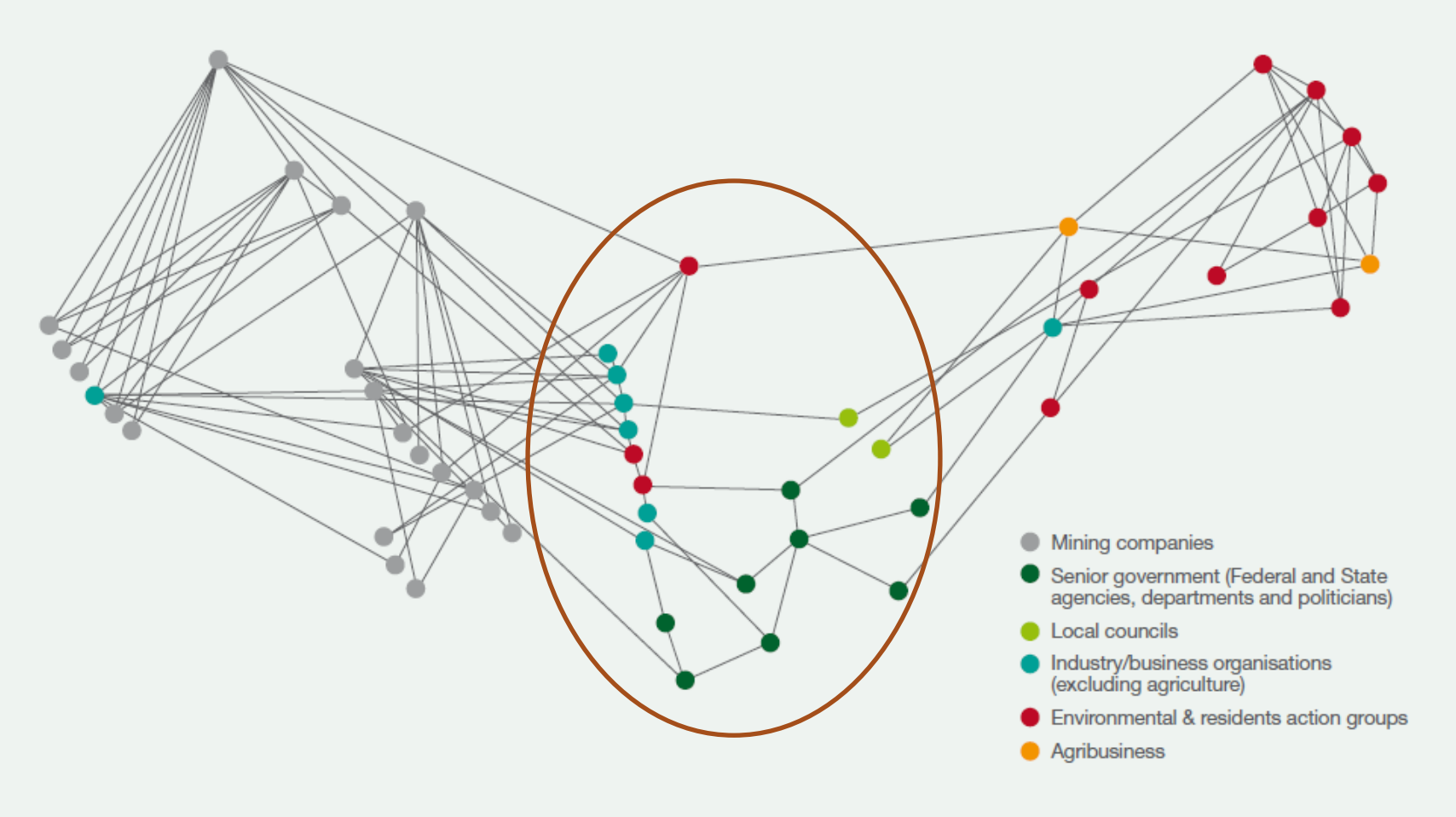
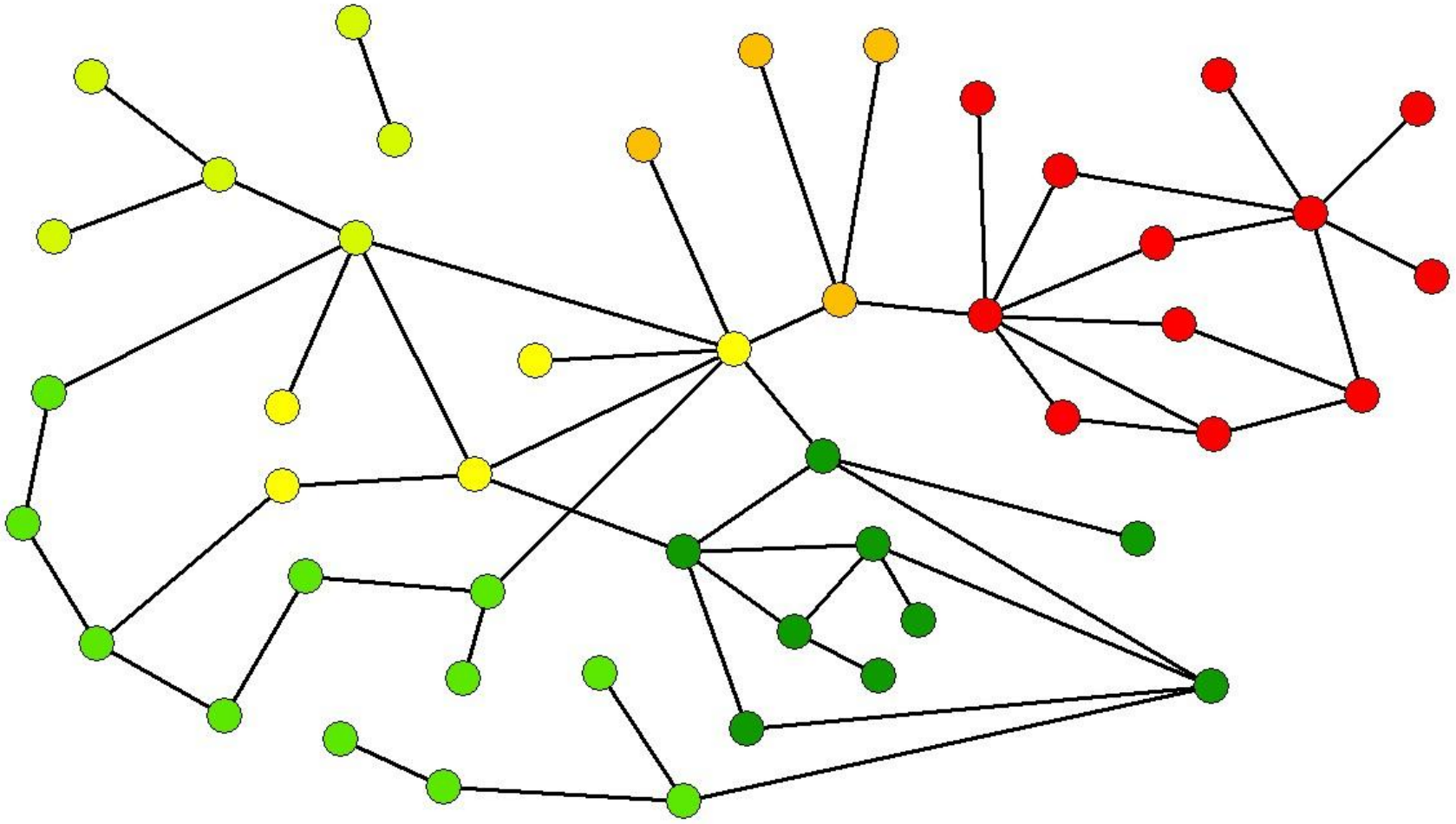


Figure 17: Groups with strongest social capital relationships (trust and shared goals)

Source: ACCSR. Report on the Stakeholder Survey for the NSW Minerals Council. April 2011

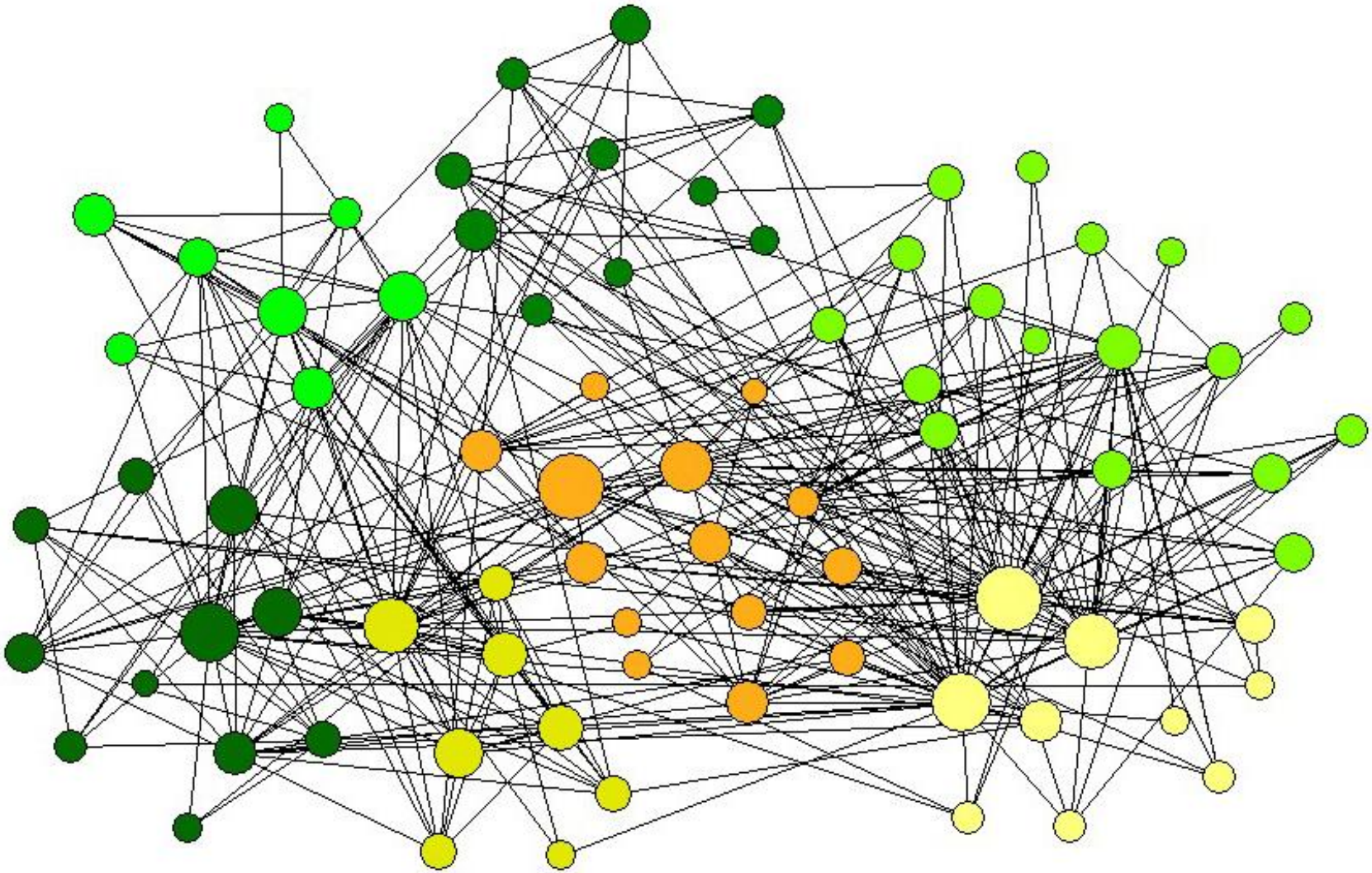
SAN CRISTÓBAL SLO BY CLUSTER 2009

(GREEN = HIGH RED = LOW)



SAN CRISTÓBAL SLO BY CLUSTER 2011

(GREEN = HIGH RED = LOW)



For information:

Dr Robert Boutilier
www.stakeholder360.com
rboutilier@stakeholder360.com

Dr Leeora Black
www.accsr.com.au
leeorablack@accsr.com.au

Sara Bice
www.accsr.com.au
sarabice@accsr.com.au