

# Purpose And Perspective: Using SSM in Stakeholder Analysis

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# What we want to talk about

- The problem with participation
- Reification in stakeholder analysis
- Soft Systems Methodology and stakeholder analysis
- Worked examples

# A rose by any other name...



Participation  
Governance  
Subsidiarity  
Bottom-up focus  
Flat Organisation  
Team working  
Partnership  
Customer focus

...all can have an ethical and/or a practical motivation

# Sustainable development and participation

*“Given the diversity of the Union's rural areas, rural development policy must follow the principle of **subsidiarity**. It must be as decentralised as possible and based on **partnership and co-operation** between all levels concerned (local, regional, national and European). **The emphasis must be on participation and a 'bottom up' approach**, which harnesses the creativity and solidarity of rural communities. Rural development must be **local and community-driven** within a coherent European framework.”*

**Cork Declaration - 1996**

# Critiques of participation

- The tyranny critique
- No more ladders
- **The project state**

Participation on one level can hide a problem at another

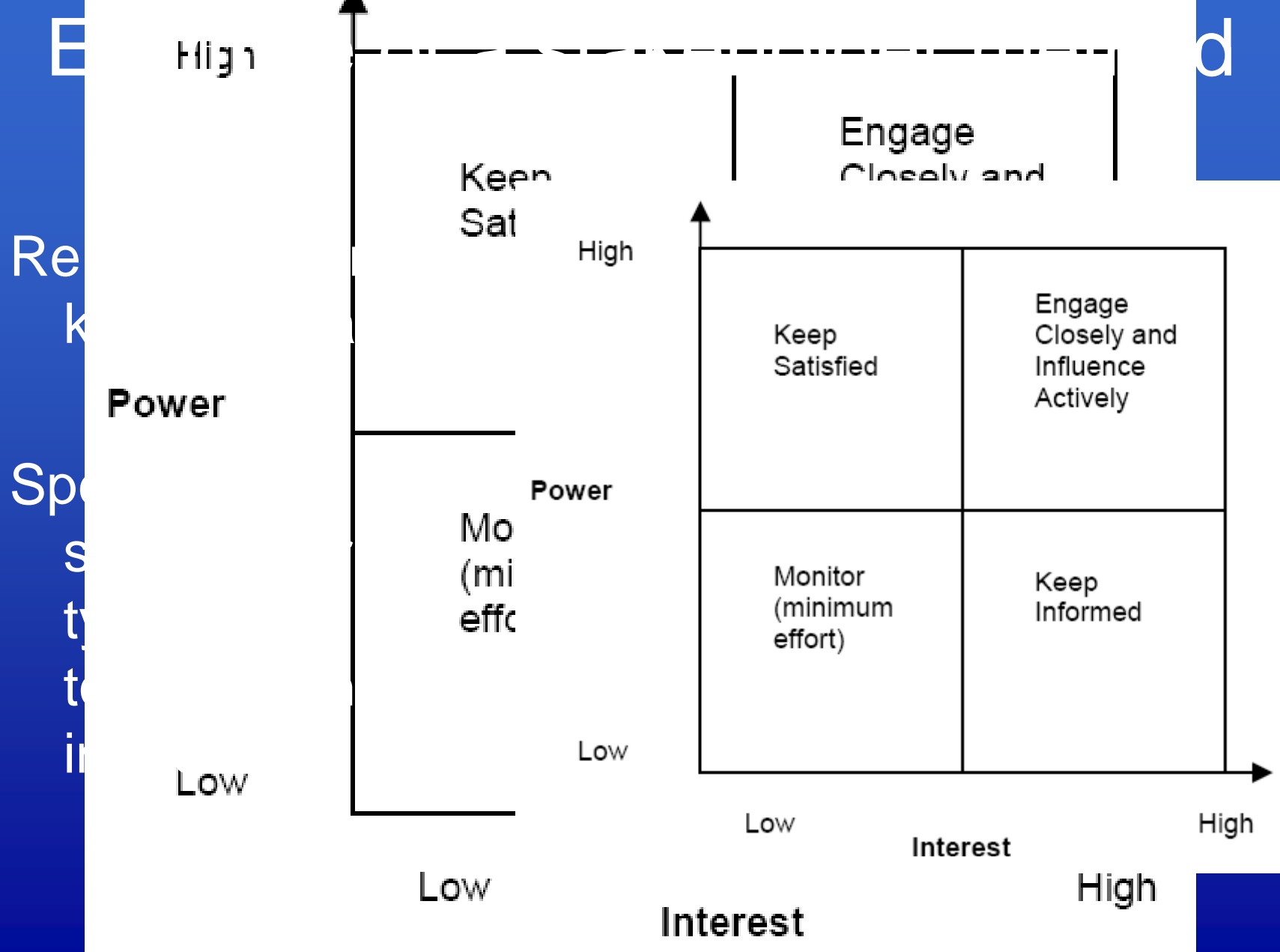


# Stakeholder analysis in sustainable development

*“Stakeholder analysis (SA) has been developed in response to the challenge of multiple interests and objectives.”*

(Grimble and Wellard 1997).

As a practice stakeholder analysis frames participation



# Example of a stakeholder method

## LEADER (Rural Development) at the Regional Level

Local Action Group

Local Agency

Entrepreneurs

Civil Associations

The public

Local Government

Dept of Agriculture

Management Authority

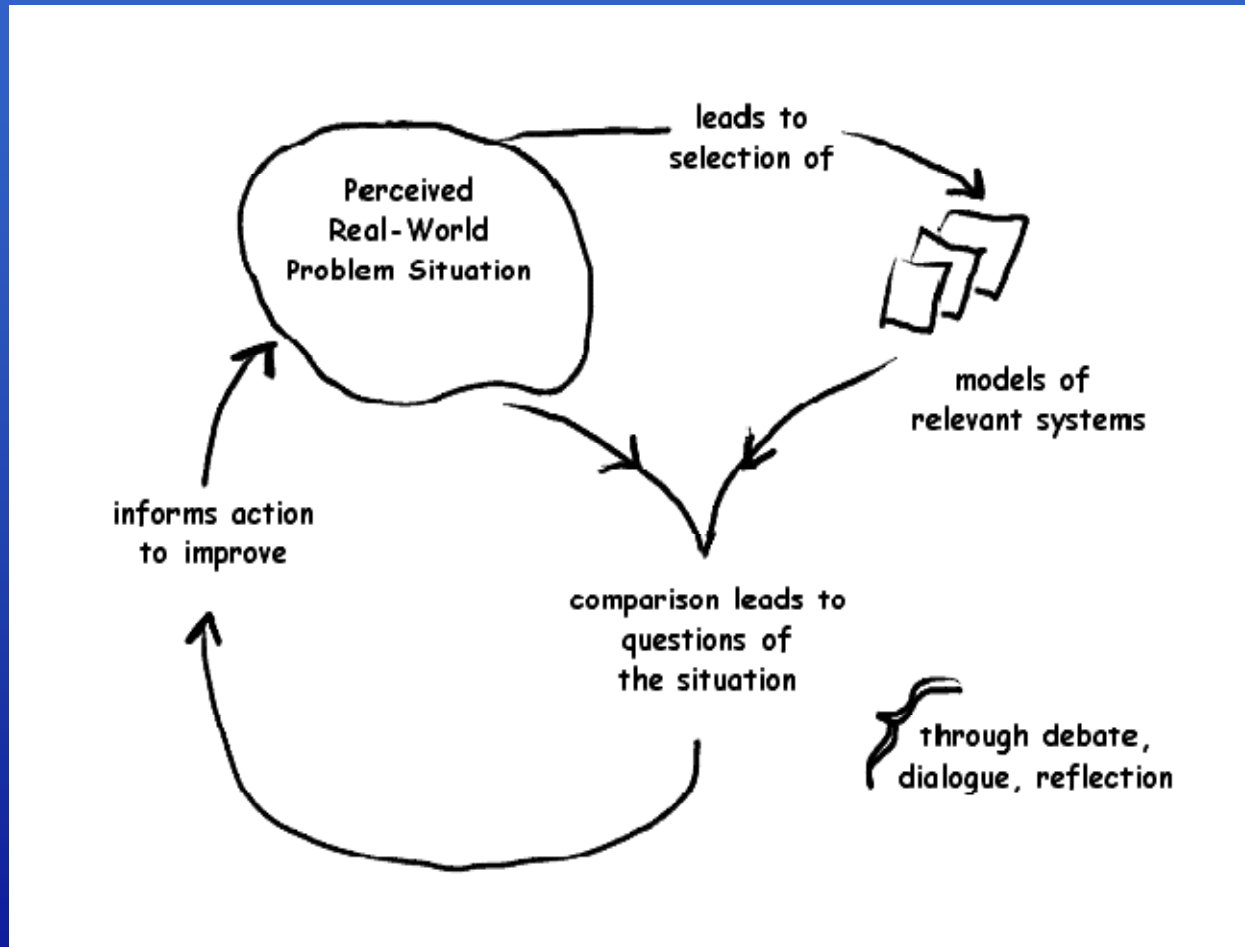
Paying Agency

Politicians

EU

European LEADER community

# Soft systems methodology



SSM – soft systems methodology

# SSM: Verb modelling example

A system to....

Reinforce local society

Improve rural life

Retain rural population

Deliver EU money

Increase local development capacity

Defend local interests

Exercise central control

Reward political support

# SSM: Verb modelling example

A system to....

Improve rural life in order to  
retain a viable rural population  
by developing the local  
economy

# SSM: Verb modelling example

A system for a local agency to improve rural life for local people as directed by a local action group by developing the local economy, in order to retain a viable rural population because ... (?)

A system for a local agency to work with local people in order to improve rural life by developing and implementing a set of projects.

# SSM: Verb modelling example

A system to....

PQR

(what/why/how)

(C)ustomers

(A)ctors

(T)ransformation

(W)orldview

(O)wners

(E)nvironment

# SSM: Verb modelling example

A system to do *P*  
in order to achieve  
*Q* by means of *R*

\*(C)ustomers

\*(A)ctors

(T)ransformation

(W)orldview

\*(O)wners

(E)nvironment

# Participation: Stakeholder analysis

Starting from stakeholders:

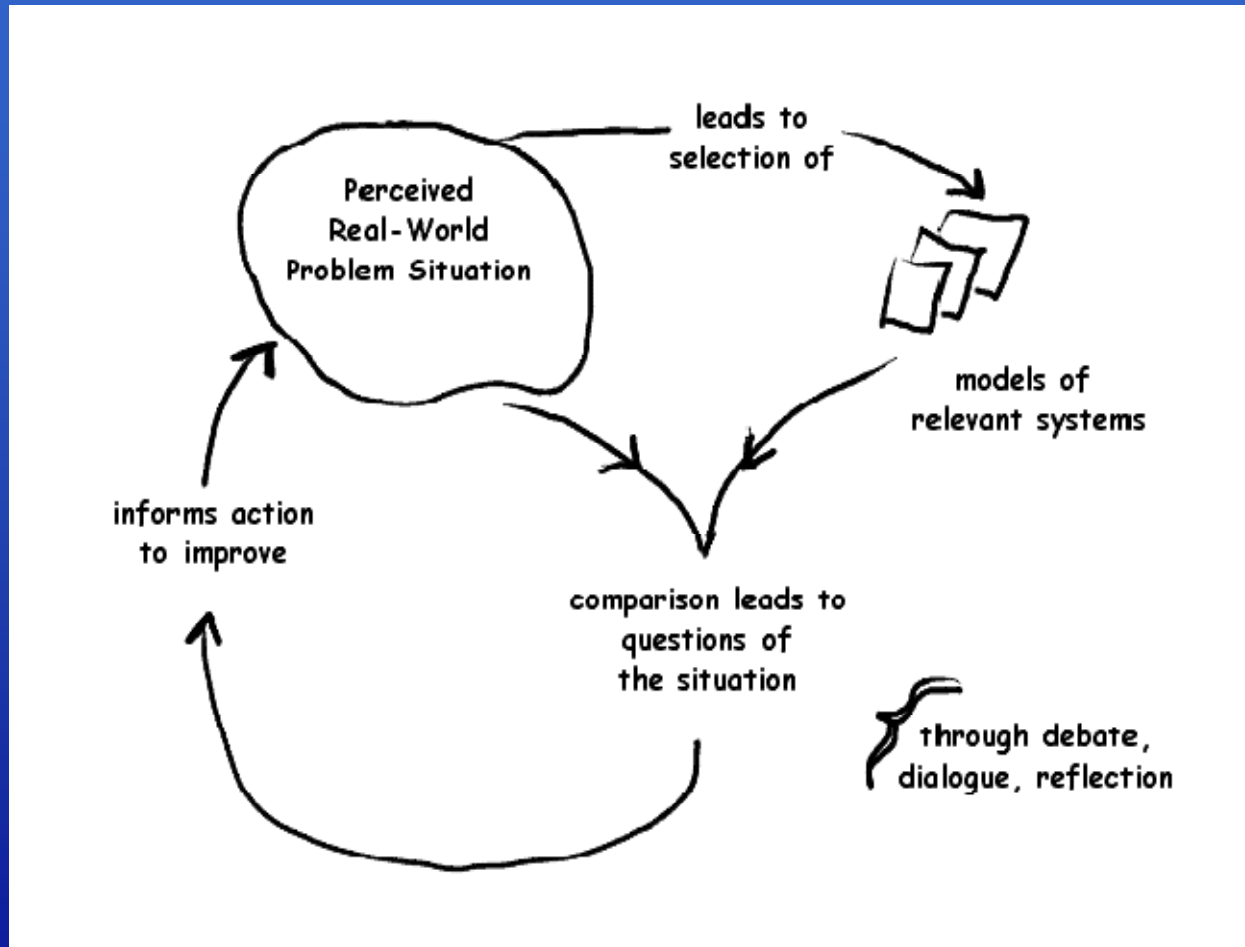
Management Authority

# Participation: Critical developments

Starting from activities

Activity	A	O	C	W	Comment
Manage					
Deliver projects					
Evaluate					
Sabotage					

# Soft systems methodology



SSM – soft systems methodology

# Conclusions

Process-oriented and reflective

Private and public modes of use

To what extent do conceptual tools shape practice?

Almost pointless as a purely analytical tool

Leads on to the politics of invitation