

Phase 3: Preparation

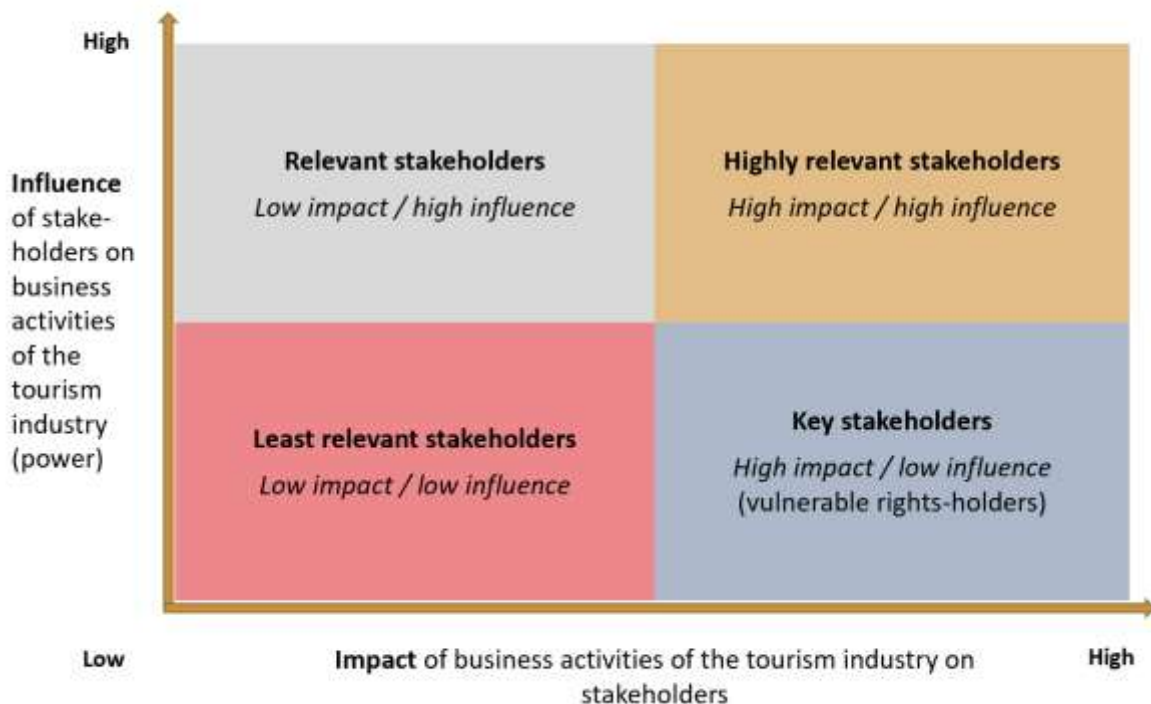
Step 3.1: Selection of stakeholders

How to select and prioritise your stakeholders?

Once you have identified the relevant stakeholders, you will need to prioritise who to engage with during the human rights impact assessment (HRIA). A human rights-based approach **focuses on the risks to rights-holders** and requires engagement with groups that have potentially little influence on, but are at heightened risk of being negatively impacted by, business activities of the tourism industry.

The use of a 'power map' can help to determine which stakeholders are most vulnerable and affected by your business activities. Here, stakeholders are placed in a matrix with two axes: influence of the stakeholder on business activities (influence/power axes), and impact of the business activities on the stakeholder (impact axes).¹

Example of a HRIA stakeholder map



(Own illustration based on DIHR²)

In an HRIA stakeholder power map, special attention is given to those stakeholders in the bottom right corner (blue). They are the most vulnerable rights-holders and have the least power to influence business activities. A

¹ Global Compact Network Germany & twenty-fifty (2014): Stakeholder Engagement in Human Rights Due Diligence. A Business Guide, https://www.globalcompact.de/wAssets/docs/Menschenrechte/stakeholder_engagement_in_humanrights_due_diligence.pdf, p. 14-15.

² Danish Institute for Human Rights (2020): Cross-Cutting: Stakeholder Engagement, <https://www.humanrights-in-tourism.net/sites/default/files/media/file/2022/rc219-hria-toolbox-and-guidance-danish-institute-2020-stakeholder-engagement-2008.pdf>, p. 12.

typical business focused stakeholder mapping would concentrate on those stakeholders in the top right corner (yellow).³

Other criteria that might determine the selection of stakeholders to engage with can be:

- legitimacy of the stakeholder group
- their willingness, capacity and availability to engage
- their knowledge of the issues in question
- whether they have direct contact to affected and vulnerable groups⁴

Mapping and prioritising stakeholders is a living process and it needs to remain flexible and be open to including new groups, as the pattern of tourism business activities and tourism products changes and develops (and therefore so do the potential impacts).

³ Danish Institute for Human Rights (2016): Cross-Cutting: Stakeholder Engagement, <https://www.humanrights-in-tourism.net/sites/default/files/media/file/2022/rc219-hria-toolbox-and-guidance-danish-institute-2020-stakeholder-engagement-2008.pdf>, p. 12-13.

⁴ Global Compact Network Germany & twenty-fifty (2014): Stakeholder Engagement in Human Rights Due Diligence. A Business Guide, https://www.globalcompact.de/wAssets/docs/Menschenrechte/stakeholder_engagement_in_humanrights_due_diligence.pdf, p. 16.