Stakeholder Analysis

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Stakeholder

any person, group or organisation who can be positively or negatively impacted by, or cause an impact on, the actions or activities proposed
Stakeholder analysis

• **Aim:** Identify the stakeholders and assess how they are likely to be impacted by the project.

• **Goal:** develop cooperation between the stakeholder and the project team and, ultimately, assuring successful outcomes for the project.
Stakeholder “essentials”

Identify

Analyze

Engage

Manage
IDENTIFY STAKEHOLDERS

- Importance
- Influence
- Type
- Stage
- Communication
- Engagement level
- Networks
- Resources
- Special considerations
- Strengths
IDENTIFY STAKEHOLDERS

Importance
- ‘Gatekeeper’ for action
- Permissions
- Key activities/participation

Influence
- Ability to have input
- Marginalised groups
- Empowerment

Strengths
- Skills & technical knowledge
- Experience
- Culture and custom
- Availability

Special considerations
- Marginalized groups
- Barriers to engagement
- Individual circumstances

Resources
- To implement action
- To mobilise
- Infrastructure
- Transport
- Manpower
- Technical
- Physical
- Political

Networks
- Government
- Inter-agency
- Community
- Industry

Engagement level
- HIGH: decision making
- MEDIUM: options noted
- LOW: information only

Communication
- Electronic (email, web)
- Face-to-face
- Audio (radio)
- Visual (video, television, play)
- Written (poster, reports, fact sheets)
- Language

Type
- Beneficiary
- Provider
- Policy maker

Stage
- Early development stage
- Implementation stage
- Assess outcome
- Combination

Provided as handout
### Key analyses

#### Attitude
- Supportive
- Indifferent
- Opposed

#### Influence
- Decision-maker
- Policy – maker
- Access ‘gate-keeper’

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**Interested or not interested?**
- Approachability?
- Flexibility?
- Ability to ‘block” if remaining opposed?

**Supportive or opposed?**
- Accessibility?
- Open-mindedness
- Willingness to use influence to change outcome (+ or - )
Stakeholder analysis - matrix

1. List the stakeholders

2. Estimate attitude
   Mark degree of confidence in estimate

3. Estimate Influence
   Mark degree of confidence in estimate

4. Discuss and record actions needed:
   • To affirm attitude or influence
   • To improve attitude
   • To improve (or negate) influence
   • Indicate importance
   • Individual or special notes
   • Strategy for engagement
VIP stakeholders

• Who is most important?
  • The group with the money?
  • The group with the most influence?
  • The ‘trouble-maker’
  • The group with the biggest network?
  • The group at the end of it all?

• All are VIP stakeholders but…..
Importance

A : Keep satisfied
B : Key player
   Beware a key player with strong opposition
C : Keep informed
D : Keep engaged

Be mindful of marginalized groups whose ‘low influence’ may come from poor opportunity
Engagement

Inform → consult → involve → collaborate → empower

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Inform → consult → involve → collaborate → empower

Funding agency
NGO
Beneficiary

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Stakeholder management

• identifying conflicts/potential conflicts, gaps, contradictions or incompatibilities between stakeholder requirements, so that a reconciliation strategy can be planned.

• ensuring ongoing communication, two-way information access, monitor changes in engagement, attitude and/or influence
Need to know….

Who they are
What they think
What influence they have
How to engage them
How to inform
How to stay in touch
If things change
THANK YOU!