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.

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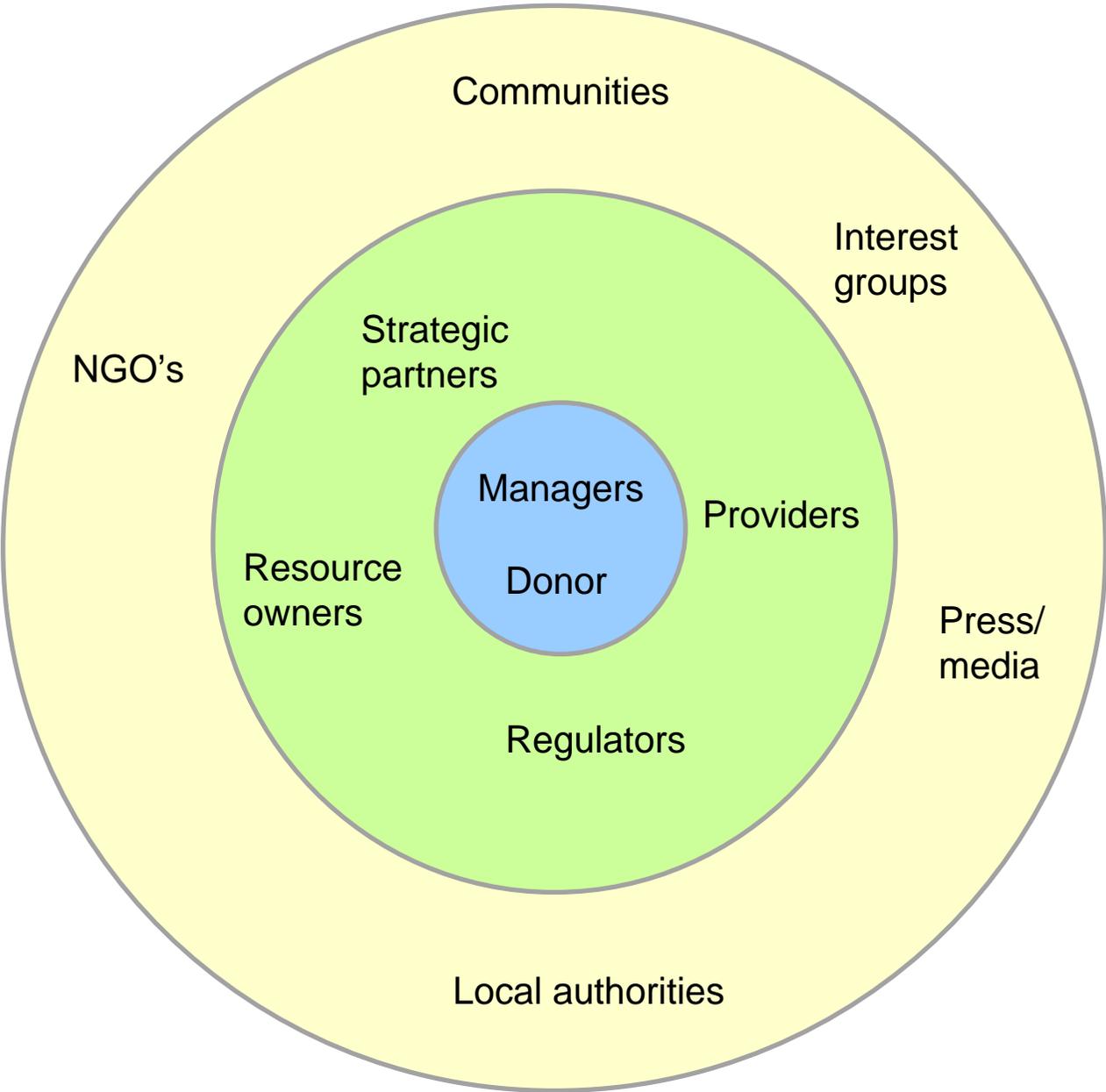
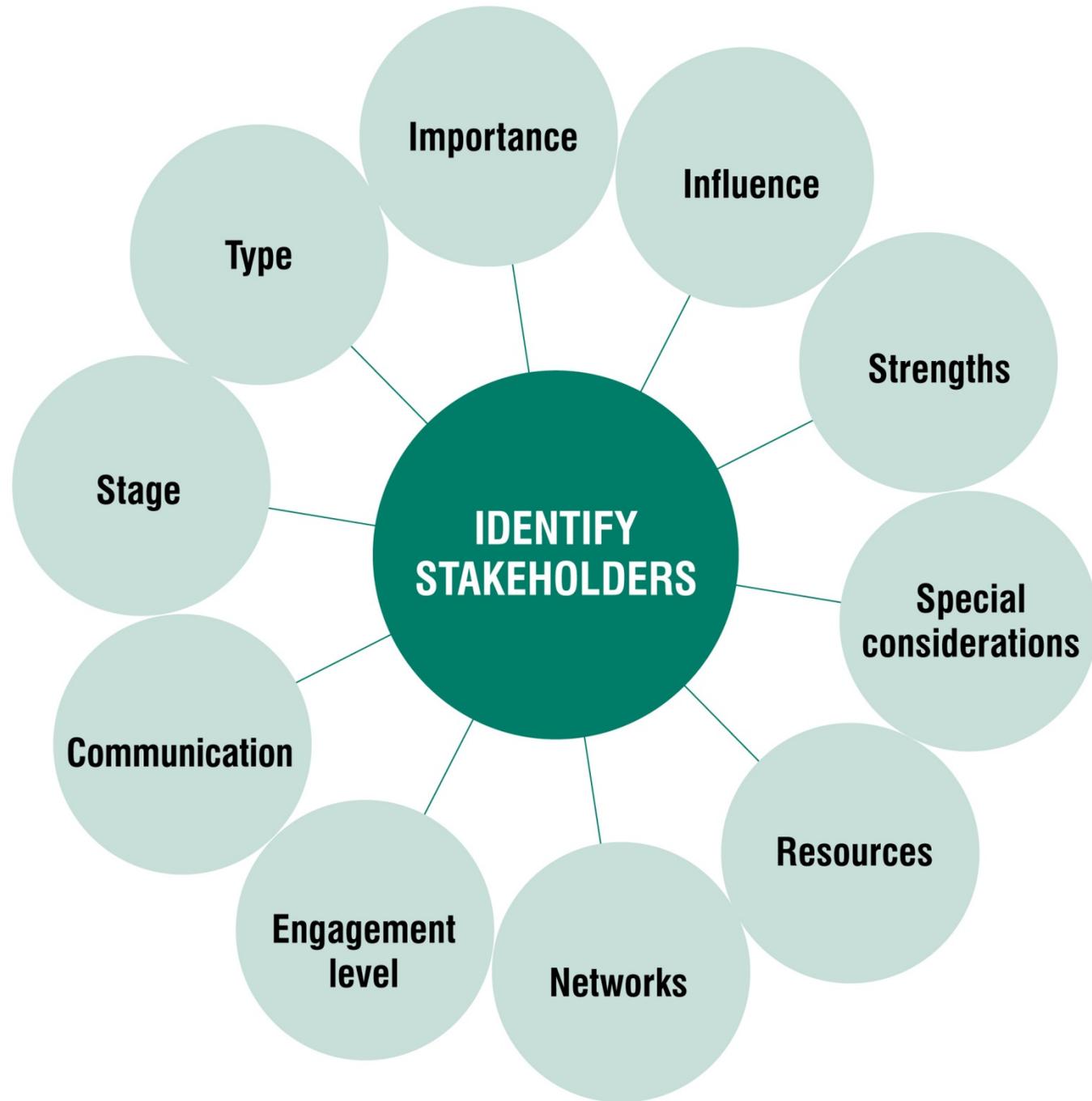# Stakeholder "essentials"

Identify

Analyze

Engage

Manage

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Communities

Interest groups

NGO's

Strategic partners

Managers

Providers

Resource owners

Donor

Press/media

Regulators

Local authorities

Importance

Influence

Type

Strengths

Stage

IDENTIFY
STAKEHOLDERS

Special
considerations

Communication

Resources

Engagement
level

Networks

IDENTIFY STAKEHOLDERS

Importance
- 'Gatekeeper' for action
- Permissions
- Key activities/participation

Influence
- Ability to have input
- Marginalised groups
- Empowerment

Type
- Beneficiary
- Provider
- Policy maker

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

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

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

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

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

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

Networks
- Government
- Inter-agency
- Community
- Industry

Key analyses

Attitude

- Supportive
- Indifferent
- Opposed

Interested or not interested?

- Approachability?
- Flexibility?
- Ability to 'block" if remaining opposed?

Influence

- Decision-maker
- Policy – maker
- Access 'gate-keeper'

Supportive or opposed?

- Accesibility?
- 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
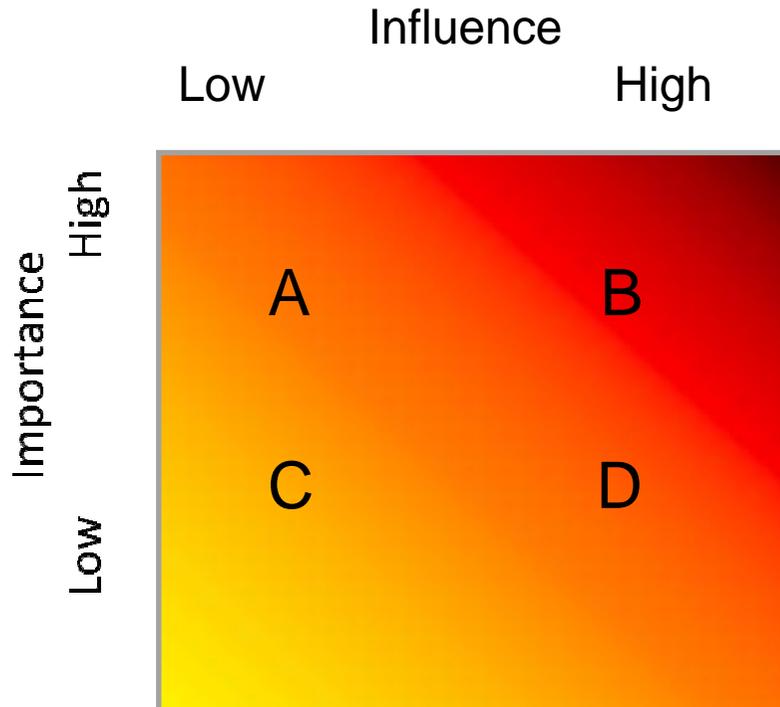   - Strategy for engagement

[Write goal here]

Stakeholders	Att		Inf		Actions
	E	C	E	C	

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…..

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Importance

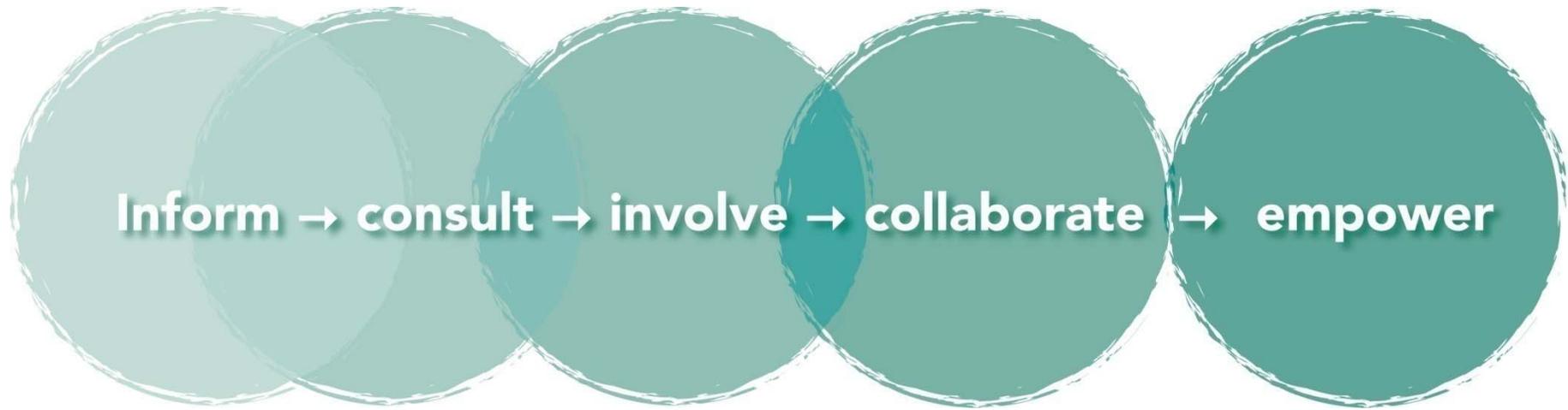A : Keep satisfied

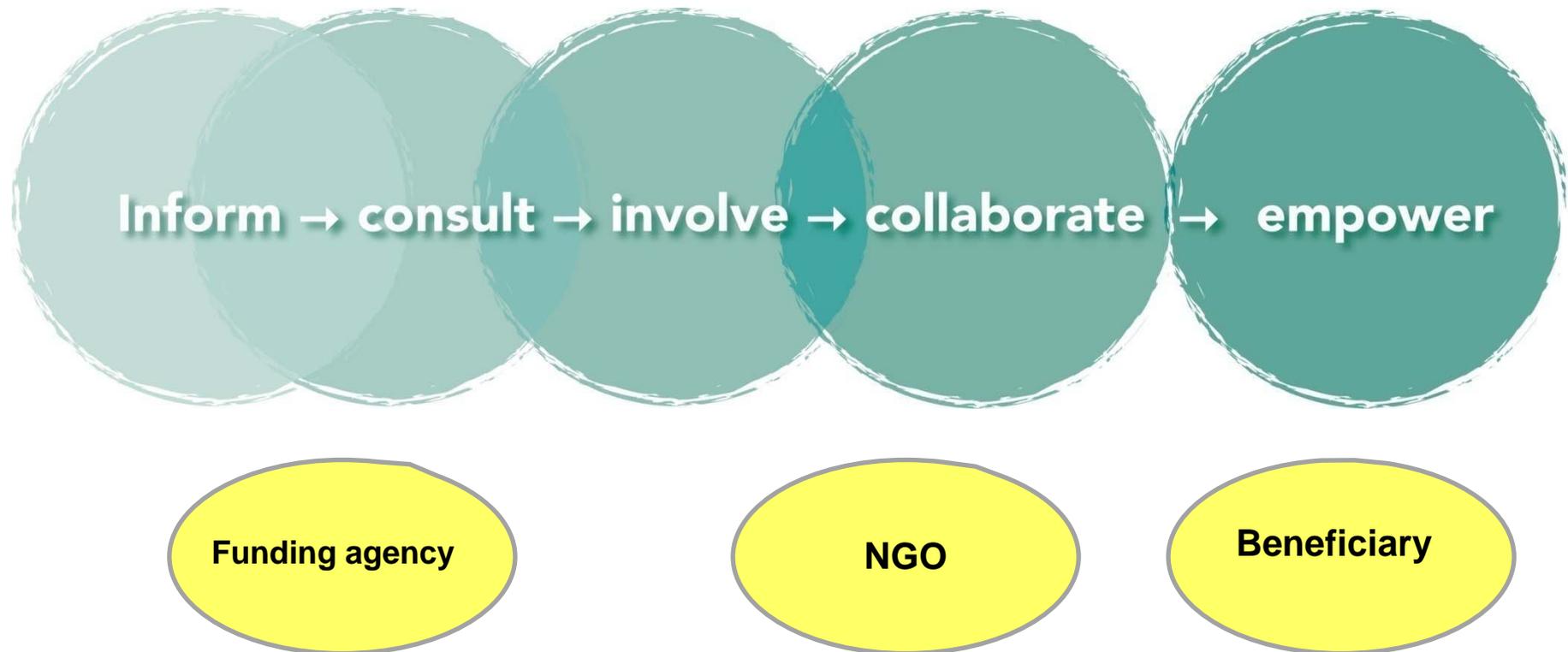B : **Key player**
Beware a key player with strong opposition

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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Engagement

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

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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

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THANK YOU!