

34 STAKEHOLDER ANALYSIS

 1h 45m



PLENUM

DESCRIPTION

Every organization has stakeholders who affect and are affected by the organization's activities. These can be internal, such as staff, volunteers, or a management board, or external, such as individual donors, foundations which support you with resources or finances, or individuals and groups who have an interest or concern in the organization.

Mapping your existing and potential stakeholders helps you to identify who has an influence on your organization and what kind of strategies you need to develop to involve them.



PREPARATION

None



MATERIALS

- Flip Chart
- Markers (2 different colors)



TOOLS

- Worksheet:
Mapping Stakeholders (20)



ORIENTATION



GROUNDWORK



EARNED INCOME MODELS

STEP 1 IN PLENUM:

Draw up a chart using **Mapping Stakeholders (20)** ■■■ [05 MIN]

STEP 2 Identify and list your stakeholders. If stakeholders can be treated as a group, use groups. The most effective way of doing this is to list as many stakeholders as you can on a working sheet of paper. Then transfer the names to the left hand column of the chart. [15 MIN]

STEP 3 Fill in columns 2 to 5. In column 2, mark your estimate of the stakeholder's attitude, from supportive to opposed, using the 5-category code mentioned in **Mapping Stakeholders**:

- In column 3, mark how confident you are about your estimate in column 2.
 - In column 4, note down your best estimate of the influence of the stakeholder.
 - In column 5, mark how confident you are about your estimate in column 4.
- Having mapped your stakeholders, you can identify (and highlight) those with the highest influence. [30 MIN]

STEP 4 Plan your strategies for approaching, informing, and involving each person or group. Your estimates in columns 2 to 5 will help you to do this. If you have question marks in column 3, more information is needed about the attitude of the stakeholder. The more question marks and the more influence the person has, the greater the need.

You can choose to approach the person concerned directly, or you may approach someone else who knows about the person's attitude or influence. For some stakeholders you will develop a strategy for informing them about your activities. For other stakeholders you may involve the person or group in some way. If you have identified stakeholders who are opposed to your organization, you may choose to find some way to neutralize their influence: the people or groups who require the most attention are those who are influential and opposed. Assign different roles of involvement to your stakeholders. This can be roles such as informants, consultants, decision-making actors, co-researchers, co-actors, etc. [45 MIN]

STEP 5 Plan your next steps according to the strategies you have developed. If necessary, assign roles to team members so that one person (or small group) is responsible for involving each stakeholder. [10 MIN]