

Stakeholders Analysis

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27th November 2017

Outline

- Who is a stakeholder?
- What is Stakeholder analysis?
- Why should stakeholder analysis be done?
- How is stakeholder analysis for results done?

Introduction

- Every development initiative has stakeholders
- A Stakeholder is any person or organization, that can be positively or negatively affected by an intervention, or cause an impact on the actions of a project or organization.

Stakeholder Analysis

- Stakeholders are persons, groups, institutions or things with interests/a stake in a project or programme.
 - They can influence or be influenced by the project activities.
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Categories of stakeholders

- **Supply side-** In governance programs, the supply side often refers to government institutions (**Duty Bearers**) implementers and sponsors of governance programs.

Stakeholder Analysis

- **Demand side-** Beneficiaries, concern citizens, allies in any given intervention (**Rights holders**)
 - **Beneficiaries:** Of the project-both targeted and untargeted. Beneficiaries form the **User group**, People who use the resources or service in an area.
 - **Interest group:** People who have an interest in, an opinion about, or who can affect the use of, a resource or service.
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Categories of stakeholders

- **Primary stakeholders:** Those ultimately affected either positively or negatively by the project.
 - Double as the Internal Stakeholders (*staff, direct beneficiary*)
- **Secondary stakeholders:** Intermediaries in the delivery process.
- **External stakeholders:** Those affected by the project indirectly (*development partners, gov't*).

Stakeholder Analysis/Mapping

- **Stakeholder analysis is a process of:**
 - identifying **key stakeholders** to an intervention,
 - **their interests** in the intervention and
 - **the ways those interests affect the risks or viability** of the intervention.

Why should we do a Stakeholder Analysis?

- Exclusion can create game stoppers
- **Inclusion can create**
 - support,
 - motivation,
 - greater transparency
 - and a larger pool of knowledge and ideas

Stakeholder Analysis

- It helps to identify the key persons or groups affected by an intervention and contributes to good programme/ project/ policy design and implementation.
- This information is used to assess how the interests of those stakeholders should be addressed in a given intervention



How is a Stakeholder Analysis done?

1. Focus on **WHO** to involve in the results based management process of a given intervention starting with the planning process (theory of change), implementation and then M&E
2. Start by mapping or listing all stakeholders, cluster them (e.g. a donor cluster, a government cluster, a civil society cluster etc.)

Stakeholder Analysis

3. Start analysing them one by one.

4. You may then decide on which stakeholder to involve or not.



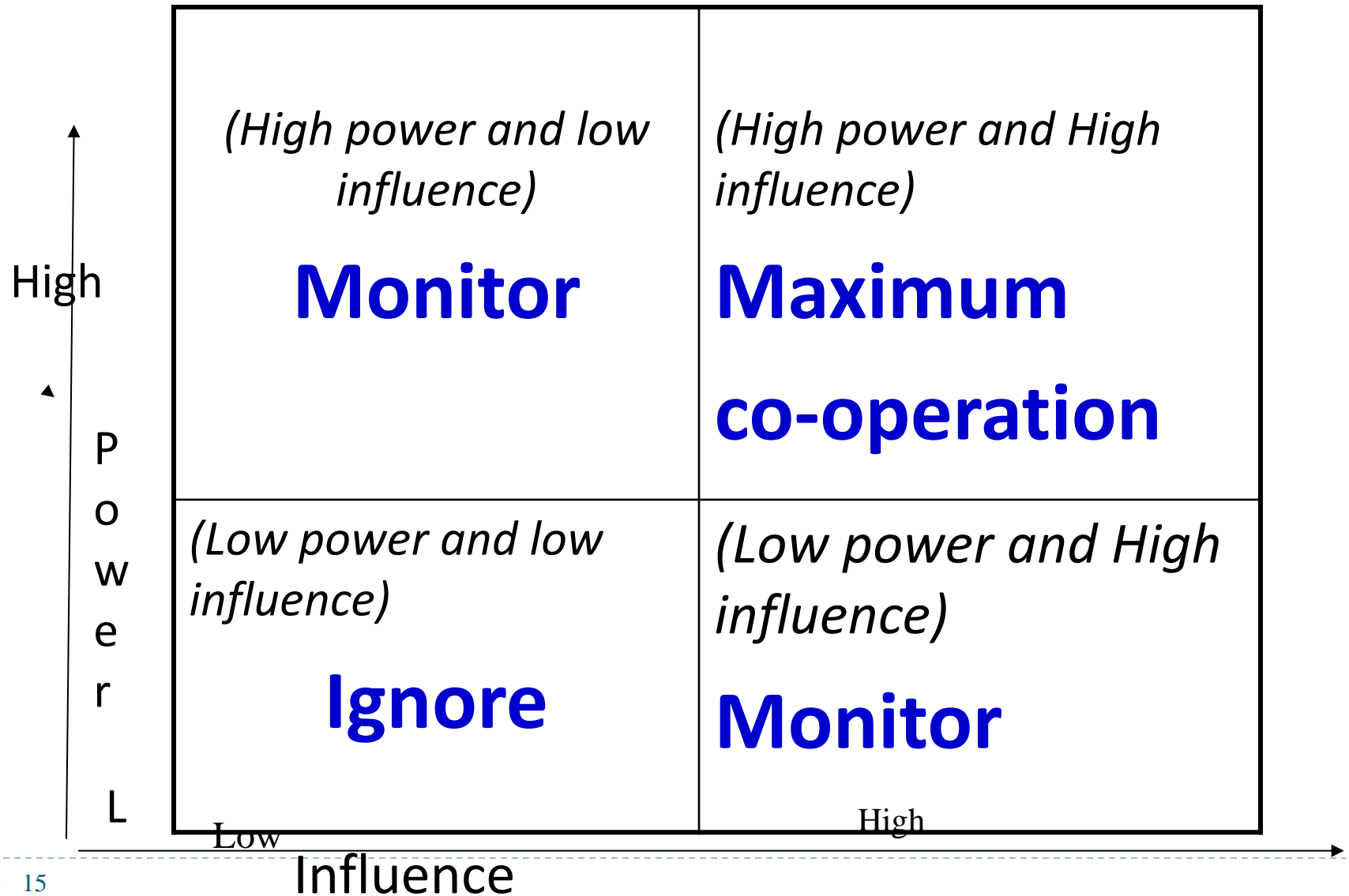
The 5 key aspects of the analysis

- The analysis requires identification of different aspects such as:
 - **Need:** What is need/interest of a given stakeholder in an intervention?
 - **Impact:** What specific impact is anticipated on this stakeholder as a result of the project/policy/programme?
 - **Support:** What support do you get/expect to get from such stakeholder?

- **Power:** What is the degree of power which the stakeholders have in relation to your ability to achieve your project goal?
- **Influence:** What is the degree of influence the stakeholders have in relation to your ability to achieve your project goal. What is their capacity to participate (low medium, high)

Note: These aspects of analysis are critical at every stage of managing a project(planning, managing implementation, and monitoring and evaluation).

Power/Influence and Stakeholders



Example of Simple Stakeholder Analysis at M&E stage

| Stakeholder | Information we need from them | What we currently receive from them | Why we do not receive what we ought to receive |
|-------------|-------------------------------|-------------------------------------|--|
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