

## Stakeholder Analysis

Handouts:

- Blank set of Stakeholder Analysis sheets, to be filled out by project teams.
- Stakeholder Analysis example that's been filled in for an afterschool program. (Source: Jennifer Rietbergen-McCracken and Deepa Narayan "Participation and Social Assessment: Tools and Techniques." Washington DC: The World Bank, 1998. p. 91-93. The complete document is available for free online at <http://www-wds.worldbank.org/>)

## Project Team Assignments

The instructors have decided to pursue the following projects this term, and have created student teams for these projects.

- Micro-Hydro
- Water Pump/Collection System
- Pedal-Powered Washing Machine
- Solar Disinfection
- Patient Tracking

Groups are to use a bound "lab notebook" for capturing all notes on the design's evolution, testing, etc. Not only is it an invaluable tool for working during the term, it's also an essential record for patent applications.

## Summary of Stakeholder Analysis Process

(See also [SP.721 Fall 2004, Session 4.](#))

Realize that when a development project fails, it's not necessarily due to the technology, but rather that all the people involved haven't been brought together in the right way to create and support the project.

Stakeholder analysis is a way to identify and understand the needs and interests of people affected by a project. The analysis goes through four steps to identify the stakeholders, understand their interests, influence and relationships, and devise a strategy for how to incorporate the stakeholder in the project's design.

Very often the people most affected aren't given a voice in constructing a project. How often are students given a voice in planning their education?

### Stakeholder Analysis

- Identify stakeholder's interests in, importance to and influence over the operation of a project
- Identify local institutions and processes on which to build
- Provide a foundation and strategy for participation

### What is a stakeholder?

- Individuals, groups or institutions
- Affected by the proposed intervention
- Can influence the outcome of the intervention.
- Stakeholders include
  - Beneficiaries
  - Competitors
  - Funders

Sometimes stakeholders will be supporting your project. Other stakeholders may have reasons to block your project. You need to take all these into account.

### Stakeholder Analysis: Step 1

- Identify Key Stakeholders
  - Who are the potential beneficiaries?
  - Who might be adversely impacted?
  - Have vulnerable groups been identified?
  - Have supporters and opponents been identified?
  - What are the relationships among the stakeholders?

### Stakeholder Analysis: Step 1

Stakeholders	Interests	Effect	Importance	Influence

Step 1: Identify the key stakeholders. Who are the vulnerable groups?

### Stakeholder Analysis: Step 2

- Assess Stakeholder Interests and Impact on Project
  - What are the stakeholder's expectations of the project?
  - What benefits are there likely to be for the stakeholder?
  - What resources might the stakeholder be able and willing to mobilize?
  - What stakeholder interests conflict with project goals?

### Stakeholder Analysis: Step 2

Influence	Importance					
	U	1	2	3	4	5
U						
1						
2						
3						
4						
5						

Step 2: Identify the interests and impacts of these stakeholders. Are they supporters, opponents, neutral? What are their relationships?

### Stakeholder Analysis: Step 3

- Assess Stakeholder Influence and Importance
  - Power and status (political, social and economic)
  - Degree of organization
  - Control of strategic resources
  - Informal influence
  - Power relations with other stakeholders

### Stakeholder Analysis: Step 3

Stage	Type of Participation			
	1	2	3	4
1				
2				
3				
4				
5				

Step 3: Assess their relative importance and impact on the project? Use a matrix that identifies both their importance and their influence. Those stakeholders with higher importance and influence will want to be involved more intensively and earlier in the process.

## Stakeholder Analysis: Step 4

- Outline a Stakeholder Participation Strategy
- Plan stakeholder involvement according to:
  - Interests, importance and influence of stakeholder group
  - Particular efforts needed to involve important stakeholders who lack influence
  - Appropriate forms of participation throughout project cycle

Step 4: Map out how the stakeholders ought to be involved at various stages of the project. Use a matrix of Type of Participation vs. Stage of the project.

Amy leads a quick walkthrough of an example stakeholder analysis for an afterschool program, handed out in class.

### ***Project Teams Work on Stakeholder Analysis***

The project teams spend 45 minutes getting to know each other and produce an initial stakeholder analysis for their project.