



STAKEHOLDER ANALYSIS:

An Introduction

Importance and Influence Matrix

Influence Importance	Low	High
	Low	High
Low		
High		

Importance and Influence Matrix

Influence (vertical)/Importance (horizontal)	Low	High
Low	<p><i>Type of Stakeholders:</i> Usually, the general public</p> <p><i>Type of Participation Strategy:</i> Information of through press release, poster, or announcement over general media</p>	<p><i>Type of Stakeholders:</i> Project Affected Persons: Marginalized and Vulnerable Groups (negative or positive)</p> <p><i>Type of Participation Strategy:</i> Generally Empowerment Strategies and Collaborative Strategies</p>
High	<p><i>Type of Stakeholders:</i> Public Officials (National or outside the project site or project area. With oversight functions.)</p> <p><i>Type of Participation Strategy:</i> Consultation and Collaboration (depending on the position and the interests of the group concerned)</p>	<p><i>Type of Stakeholders:</i> Public Officials, organized groups of people, whether poor or rich, people with informal authority in the Project Site or within the Project Affected Area.</p> <p><i>Type of Participation Strategy:</i> Consultation to Collaboration (again depending on the position and interests of the group concerned.)</p>

Methods of Stakeholder Analysis

- Best done in collaboration with key stakeholder groups;
- Use secondary data where available and reliable.
- Not only a desk study-- use participatory methods where possible:
 - stakeholder workshops,
 - local consultation,
 - participatory analysis; and

Why do Stakeholder Analysis

- to identify project affected: problem or solution;
- to understand their interests key policy process step analysis, to ensure
 - into account stakeholders contributes to ensuring effective policies;
 - many policy problems can be solved only by engaging a range of agencies and organizations, stakeholder analysis enables their identification;

Why do Stakeholder Analysis

- to understand their interests: a key step in policy analysis, to ensure
 - understand stakeholders
 - Identifying what is needed to address their concerns, & keep them satisfied are essential to finding policy solutions

What are Stakeholder Analysis steps

- Clarify Context:
 - define issue & project
 - identify hat worn in doing analysis
- List stakeholders
- List stakeholders interest/s
- Identify importance – impact – project (+,-)
- Identify influence – over resources

STKP-11: Steps 1, 2, and 3 of Stakeholder Analysis: Identification of Stakeholder Groups, Their Interests, Importance and Influence

STAKEHOLDER GROUPS	INTEREST(S) at Stake in Relation to the Project	Effect of Project on Interest (s)			Importance of Stakeholder U=Unknown 1=Little/No Importance 2=Some Importance 3=Moderate Importance 4=Very Important 5=Critical Player	Degree of Influence of Stakeholder Over Project U=Unknown 1=Little/No Influence 2=Some Influence 3=Moderate Influence 4=Significant Influence 5=Very Influential
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STKP-12: Step 3 of Stakeholder Analysis (Continued): Mapping Key Stakeholders' Relative Importance and Influence

Insert Key Stakeholders in the appropriate cell:

INFLUENCE OF STAKEHOLDER	IMPORTANCE OF ACTIVITY TO STAKEHOLDER					
	Unknown	Little/or No Importance	Some Importance	Moderate Importance	Much Importance	Critical Player
Unknown						
Little/No Influence						
Some Influence						
Moderate Influence						
Significant Influence						
Very Influential						

STKP-13: Step 4 of Stakeholder Analysis: Formulation of Stakeholder Participation Strategy

Insert specific participation strategy(ies) for key stakeholders (such as information campaign for general public; workshop with ministry and NGOs; PRAs with community groups)

STAGE IN PROJECT PROCESS	TYPE OF PARTICIPATION			
	Information-Sharing (One Way Flow)	Consultation (Two Way Flow)	Collaboration (increasing Control over Decision-Making)	Empowerment (Transfer of control over decisions and resources)
Project Identification				
Preparation Appraisal				
Implementation, Supervision, and Monitoring				
Evaluation				