Stakeholder Analysis

Stakeholders are defined as people or organisations that experience change, whether positive or negative, as a result of the activity being analysed. A stakeholder is effectively someone who has something to gain or lose through the outcomes of a process or project. In many circles these are called interest groups and they can have a powerful bearing on the outcomes of political processes. It is often beneficial for projects to identify and analyse the needs and concerns of different stakeholders, particularly when these projects aiming to change behaviours or to influence policy.

Influence Mapping

This helps **your organisation** to better understand why people take certain stands and how they can be bought around. This analysis is developed further in *Influence Mapping*. The final step is to develop a strategy for how best to engage different stakeholders in a project, how to ‘frame’ or present the message or information so it is useful to them, and how to maintain a relationship with them. Identify who will make each contact and how, what message they will communicate and how they will follow-up.

Figure 1 Stakeholder Analysis – Influence Mapping

Stakeholders with high power, and interests aligned with the project/programme, are the people or organisations it is important to fully engage and bring on board. If trying to create policy change, these people are the targets of any campaign. At the very top of the ‘power’ list will be the ‘decision-makers’, usually funders or members of the government. Beneath these are people whose opinion matters – the ‘opinion leaders’. This creates a pyramid sometimes known as an ‘*Influence Map’*.

Stakeholders with high interest but low power need to be kept informed but, if organised, they may form the basis of an interest group or coalition which can lobby for change. Those with high power but low interest should be kept satisfied and ideally brought around as patrons or supporters for the proposed policy change. If time and resources permit, further analysis can be carried out which explores in more detail:

(i) the nature of the power and its position; and

(ii) the interests that give it that position.

Mapping Your Stakeholders

Organisation/Activity \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

We must shortlist the extensive range of external stakeholders, listed below. This can be achieved by detailing the proposed impact or change and rank in order of importance based on the level of activity with them and the proposed impact or change for them as a stakeholder.

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| --- | --- | --- |
| **External Stakeholder** | **Impact or change** | **Evidence** |
| Women attending centre (training) | Increase skills - #qualificationsIncrease confidence Mental Health | QualsSurveyWEMWBS |
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