Stakeholder or other Player Analysis

A stakeholder is a person who has something to gain from, or lose from, or an interest in the outcomes of a project to do with your organisation's work. It is beneficial to identify and analyse the needs and concerns of different stakeholders in your project to ensure it is successful and to maximize impact since stakeholders can have influence and power over your organisation or project.

Stakeholder analysis can also be used at an organisational level to identify your competitors, as well as those organisations which might become partners.

Detailed Outline of the Process (Project level)

The first step is to clarify the project aim. Next, identify all the stakeholders or interest groups associated with this aim, project, problem or issue. A small group of about six to eight people, with different perspectives on the

Private sector Stakeholders	Public sector Stakeholders	Civil society stakeholders
• Corporations and businesses • Business associations • Professional bodies • Individual business leader • Financial institutions	• Ministers and advisors (executive) • Civil servants and departments (bureaucracy) • Elected representatives (legislature) • Courts (judiciary) • Political parties • Local government/ councils • Military • Quangos and commissions • International bodies (World Bank, UN)	• Media • Churches / religions • Schools and Universities • Social movements and advocacy groups • Trade unions • National NGOs • International NGOs

problem, should be enough to create a good "buzz" session. Stakeholders can be organisations, groups, departments, structures, networks or individuals, but the list needs to be pretty exhaustive to ensure nobody is left out. The following grid may help organise the buzz session, or provide a structure for feedback.
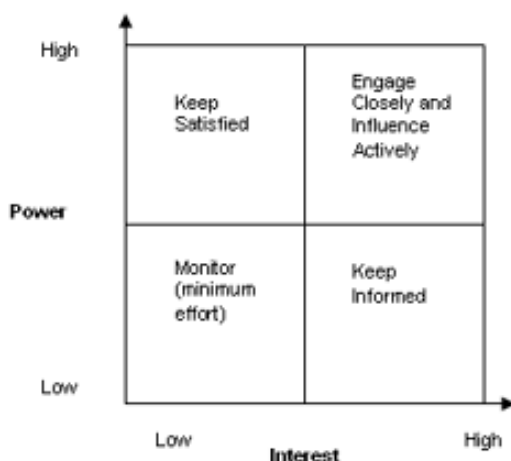
Then, using the grid, organise the stakeholders in different matrices according to their interest and power. 'Interest' measures to what degree they are likely to be affected by the project or issue and what degree of interest or concern they have in or about it. 'Power' measures the influence they have over the project or policy, and to what degree they can help achieve, or block, the desired change.

Stakeholders with high power, and interests aligned with the project, are the people or organisations that are important to fully engage and bring on board. At the very top of the 'power' list will be the 'decision-makers'. Beneath these are people whose opinion matters - the 'opinion

One Westminster, 37 Chapel Street, London NW1 5DP
Tel: 020 7723 1216   Email:general@vawcvs.org
Registered charity 295501 ◆ Registered company 2052268

leaders' – perhaps your users. Stakeholders with high interest but low power need to be kept informed. Those with high power but low interest should be kept satisfied and ideally brought around as supporters of the project.

If time and resources permit, further analysis can be carried out to explore in more detail the nature of the power and its position and the interests that give it that position. This helps you as the project leaders to better understand why people and organisations take certain stands, and how you might approach and work with them. At this stage it is important to identify who in your organisation will make contact with each of the stakeholders and what messages they will (or should) communicate.

One Westminster, 37 Chapel Street, London NW1 5DP
Tel: 020 7723 1216   Email:general@vawcvs.org
Registered charity 295501 ◆ Registered company 2052268