Stakeholder Analysis

Elana Peach-Fine, Sunday May 6th, 2018
What is a stakeholder?

Any individual, group or institution that will be affected, or have an impact on the project activities or project completion.
So why do you think should we do a stakeholder analysis?

<table>
<thead>
<tr>
<th>Identify</th>
<th>Understand</th>
<th>Anticipate</th>
<th>Advocate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify the powerful and vulnerable stakeholders</td>
<td>Understand how to effectively communicate with them</td>
<td>Anticipate people’s reactions throughout the project</td>
<td>Advocate for those with little power but a lot of interest</td>
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Stakeholder Analysis

• By identifying stakeholders at the beginning of a project, we can improve the probability of all stakeholders having a shared sense of ownership over the project and that everyone is satisfied with the expected deliverables.
Stakeholder Analysis

• Stakeholder analyses help us avoid...
  • “false positives”: Stakeholders that consider themselves relevant to project implementation even though they aren’t.

• Or miss..
  • “Ghosts”: Stakeholders that do not consider themselves relevant, but are in fact very important.
Internal and External Stakeholders
Internal Stakeholders

• Internal Stakeholders are groups or individuals who work within an organization or project.
• Examples?
External Stakeholders

- External Stakeholders are individuals or groups outside a business or project, but who can affect or be affected by the business or project.
- Examples?
Examples

**Internal**
- CIMMYT (International Maize and Wheat Improvement Center)
- RIFA mentor in CIMMYT
- Mexican wheat community (farmers, farm advisors, breeders)
- UC Davis fellow

**External**
- CIMMYT funders
- RIFA (Research and Innovation Fellowship for Agriculture)
- RIFA mentor at UC Davis
- Global wheat community (farmers, breeders, researchers)
Steps to conducting a stakeholder analysis:

1. Brainstorm
2. Organize
3. Understand
Tools for Mapping Stakeholders

1. Power/Interest Grid
2. Stakeholder Matrix
Power/Influence Grid

List of Stakeholders
Direct:
- Alberto
- Francisca
- Camila

Indirect
- Municipality
- Pilar
- Conafe (electricity Co.)

Level of Power
- Potentially Influential
  Understand and satisfy their needs
- Key Players
  Actively involve in all project activities and make sure all are positive.

Level of Interest
- Marginal
  Monitor regularly for changes
- Affected
  Identify concerns and keep informed.

Key Players
- Actively involve in all project activities and make sure all are positive.

Affected
- Identify concerns and keep informed.

Marginal
- Monitor regularly for changes

Level of Power
- Potentially Influential
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Level of Interest
- Marginal
  Monitor regularly for changes
- Affected
  Identify concerns and keep informed.

UCDAVIS
Analysis

List of Stakeholders
Direct:
• Alberto
• Francisca
• Camila

Indirect:
• Municipality
• Pilar
• Conafe (electricity Co.)

Maintain satisfied
• Municipality
• Conafe

Manage Intensively
• Camila
• Alberto

Monitor
• Francisca

Inform
• Pilar
Analysis

List of Stakeholders
Direct:
- Alberto
- Francisca
- Camila
Indirect
- Municipality
- Pilar
- Conafe (electricity Co.)
Activity

Using the worksheet sketch an initial power/interest grid.
Stakeholder Matrix

• A stakeholder matrix is a good way to systematize information that you have collected by adding more details and information.
# Stakeholder Matrix

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stakeholder Influence (H/M/L)</th>
<th>Stakeholder Attitude (+/-)</th>
<th>Intensity of Impact (H/M/L)</th>
<th>Priority for the success of the project (H/M/L)</th>
<th>Interests</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Direct</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alberto</td>
<td>M</td>
<td>+</td>
<td>M</td>
<td>H</td>
<td>Earns more</td>
</tr>
<tr>
<td>Francisca</td>
<td>L</td>
<td>-</td>
<td>L</td>
<td>L</td>
<td>Loses importance</td>
</tr>
<tr>
<td>Camila</td>
<td>H</td>
<td>+</td>
<td>H</td>
<td>H</td>
<td>Leads initiative</td>
</tr>
<tr>
<td><strong>Indirect</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Municipality</td>
<td>H</td>
<td>-</td>
<td>L</td>
<td>M</td>
<td>Loses influence</td>
</tr>
<tr>
<td>Pilar</td>
<td>L</td>
<td>+</td>
<td>L</td>
<td>L</td>
<td>Is interested</td>
</tr>
<tr>
<td>Conafe</td>
<td>M</td>
<td>+</td>
<td>M</td>
<td>M</td>
<td>Earns more</td>
</tr>
</tbody>
</table>
Categories

• What are other analysis Categories that you can think of?
Activity

Identifying your own categories, use your power/interest grid to start building out a stakeholder matrix.