



Module 3

Stakeholder analysis



Introduction to the module

Stakeholders are people and organisations who are either directly involved in your project, or who, in any ways, can be interested by it. They can influence positively or negatively the execution and/or the completion of the project, or its outcomes.

Stakeholders can have different profiles, they can have different interests and influences. Stakeholder analysis in a communication strategy helps to determine the communication methods (channels, tools) and the approaches for outreach based on the profile of the stakeholders.

During a stakeholder analysis we assess which are the preferable ways to receive information of different groups who have different educational, cultural, socio-economic background. Upon this analysis we can design efficient, tailor-made communication methods.

In the non-profit sector stakeholders are not only interested in what you offer, but also in why you are offering it – they are interested in your vision, mission, values, and in what will be the social change your offer can bring. If they can not relate to your vision, they won't be interested, or they can influence negatively your projects.

(For Vision, Mission and Values see Module 2.)





Module 3: stakeholder analysis

Important: you don't have to reach EVERYBODY! You have to reach the right people who become engaged to your mission and passionate about your activities. Creating a group of people who are actively supporting you is more important than reaching a large audience who stay passive.

Don't forget: stakeholder analysis always have to be updated from time to time, because trends change, so do the typology of people interested in your projects.

In this module you can learn about:

- the different profiles of stakeholders
- methods to analyse and manage stakeholders



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Analysing the profile of the stakeholders

There are four basic elements you have to analyse about your stakeholders:

1) Their level of awareness and knowledge:

How much they know about your organisation? Do they have the right information about you? How much they know about the social issues you are trying to address?

2) Their current behaviour:

What is the behaviour you might want to change (negative behaviour) or reinforce (positive behaviour)? E.g. do you want them to be more involved in your activities? Do you want to sensitize them about some issues they are not aware of?

3) Their preferred methods to receive information:

Do they have access to online media? Do they have some limits to receive information (e.g. being illiterate)? Is there a traditional or popular way of communicating in their group? Do they refuse some types of communication because of ethical values?

4) Their motivations of barriers to get reached or involved:

Why they could be interested in your projects? Which obstacles they could face to receive the information from you? (E.g. language barrier, geographic obstacles, cultural taboos, etc.)





Examples of stakeholder types:

Stakeholders can be diversified based on different categories. Here are some typical stakeholder types:

Direct beneficiaries: People who directly benefit from your activities and who are directly involved in your activities. For example: participants of an activity of the organisation.

Indirect beneficiaries: People who will benefit from your activities, but who are not directly involved. The activities you implement will have a positive change on their situation. For example: an advocacy campaign, if it brings policy changes, can bring a positive change on the situation of this group of people.

Decision makers: People who can influence higher level decisions, for example influencing changes at policy level, influencing decisions on an economic investment etc. They are not necessarily involved in politics! They can be people with an important network; organisations who are participating in institutional decisions; professionals with social and/or economic power etc.

Policy makers: People who are responsible of making and implementing policies; whose decisions can strongly influence your activities and the life of your beneficiaries.





Module 3: stakeholder analysis

Public institutions: Apart from local authorities, public institutions such as schools, universities, social services etc. can be interested by your projects, especially when you have the same target groups. Their administrative and bureaucratic procedures can strongly influence your project.

Media: Press, radio, television representatives who can give wider visibility to your organisation or who can create negative public opinion about you.

Communities: the local community where the organisation works; the communities of the beneficiaries: their friends, families, the public institutions (schools, offices) etc. Lot of times they can have an impact on the opinion and behaviour of the beneficiaries.

Partner organisations: Organisations who are implementing the projects together with your organisation. For an efficient collaboration, information has to be transmitted to the partner organisations in a sufficient way.

Other organisations: Organisations who share your vision, mission and values; organisations who work in the same local community, or have the same beneficiaries; organisations who can benefit from your project results.

Professionals: People who work in the same sector as your organisation.



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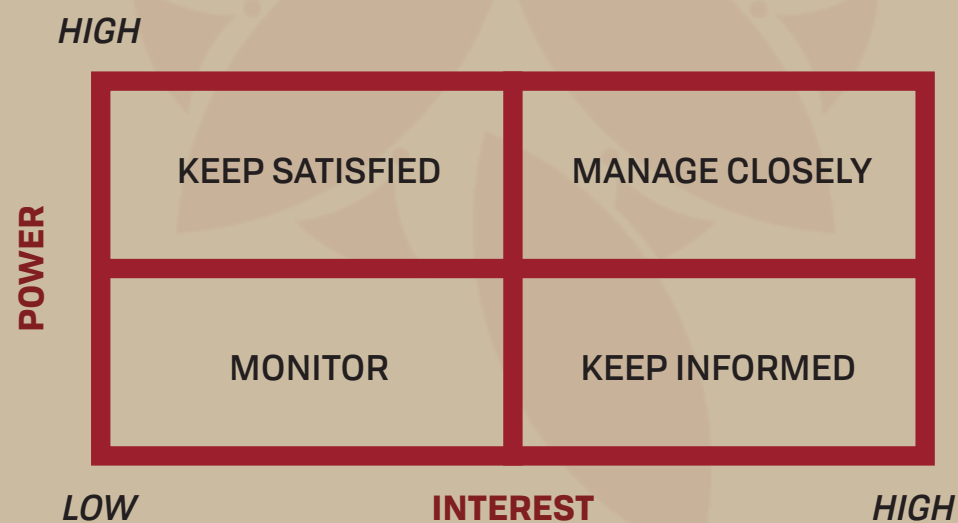
Analysing the influence of stakeholders

For each stakeholder, you have to analyse their **POWER** and their **INTEREST** in your project.

A stakeholder with low power is the one who have little influence on your project. A stakeholder with high power can make project implementation impossible.

A stakeholder with low interest is indifferent to your project; with high interest can strongly support or oppose your project.

Based on these definitions, you can position the different stakeholders in the following grid and utilize a strategy of communication with them:





MONITOR: Communicate with these stakeholders via e-mail, written reports etc. They might not want to hear from you, so do not disturb them, but give them a chance to get information about you, in case they decide to.

KEEP INFORMED: Always be available and supportive to these stakeholders! They are people who can either benefit from your activities or influence positive public opinion about you. Keep a daily contact with them, cultivate close working relationships.

KEEP SATISFIED: Keep them informed by e-mails and written reports (they might not want to read them at the moment). Keep an eye on them, because in case they become interested in your projects, they can strongly influence your work. Meet them occasionally, to monitor their level of interest and to create a good relationship.

MANAGE CLOSELY: Take really good care of this group: they can strongly influence your projects, and they do want to do it. Keep regular in-person interaction, also in informal settings (lunches, social events etc.), but do not forget to inform them also formally about what you are doing (via reports, e-mails, other written, official forms). It is important to establish an interpersonal relationship with them.



Stakeholder analysis and management templates

We propose you three types of stakeholder analysis and management templates that you can also combine or modify.

Template 1

Stakeholder group	Why are they interested?	What can be their influence?	How do we reach them?	How do we involve them?
<p><i>Example:</i></p> <p>Social services of the municipality</p>	<ul style="list-style-type: none">- We work with the same target groups- They can not offer some of the services/ activities that we offer, because of lack of budget- Our activities can reinforce the impact of their activities	<ul style="list-style-type: none">- They can facilitate the interaction with the beneficiaries- They can influence the opinion of the municipality (strong decision makers) about our organisation	<ul style="list-style-type: none">- E-mail, telephone- Meeting in person	<ul style="list-style-type: none">- Periodic focus groups or evaluation moments about the project





Template 2

Purpose of the organisation	Stakeholder group	Message	Channels	Products
<p><i>Example:</i></p> <p>Increase the number of beneficiaries, build demand for our activities and services</p>	<p><i>Direct and indirect beneficiaries</i></p>	<p>We helped your friend/family/colleague/ neighbour to reach his/her goals, we can help you too</p>	<ul style="list-style-type: none">- website, social media- direct mail- local advertising (newspaper, banners)- public events- word-of-mouth	<ul style="list-style-type: none">- flyers, brochures- video spot- banners





Template 3

Stakeholder	His/Her role	How much the project affects him/her?	How much he/she can affect the project?	Stakeholder's most important goal	How will he/she contribute/interfere?	Best way to manage	Contacts
The organisation's staff	Implementing the project	Medium/High level (The success of the project can contribute to the stability of their job)	High level	To feel valued, to feel as a team at work, to have economic stability, to contribute to reach the mission of the organisation	Time and energy, Professional competencies, Being loyal and responsible, Involving their own personal and professional network	Regular feedback on their work, Regular communication on project results (short- and mid-term results as well), Clear and transparent communication about expectations about their work; Establishing trust towards the directors of the organisation, Team Building activities with the whole staff etc.	List of e-mail and phone contacts, eventually social media contacts





Exercise

Choose one of the templates and analyse at least one stakeholder of this organisation:

Organisation name: Herodotus

Goal: To raise awareness about media manipulation and to investigate information present in the media; to empower people to get access to information and to use critical thinking

Activities: The organisation has a blog where they publish the results of their investigations. Besides, they are organising thematic events on “hot” media topics. They sometimes organise workshops with young people on media use, advantages and disadvantages of social media ecc.

Target group: General public, people with medium or low level of education, illiterate people, young people in general, decision makers

Additional information: the staff of the organisation is composed by journalists; it is an international group of people. The organisation has been working for 5 years already. The number of readers of the blog is low; they have difficulties engaging people from disadvantaged backgrounds in their activities (illiterate people, people with economic difficulties, people with low level of education); the organisation offers its activities for free, therefore they face economic difficulties and sustainability of those activities; their work is not supported by the current government.





Possible solutions:

Template 1

Stakeholder group	Why are they interested?	What can be their influence?	How do we reach them?	How do we involve them?
Beneficiaries: illiterate people from the local community	They want to know information about the things that can affect their life, explained in a simple way	They have low power position, but they can support the organisation as a group and influence the public opinion	Through social events, through face-to-face meetings (informal and formal), word of mouth, radio and television (audiovisual channels)	We can involve them as volunteers of the organisation, they can become reference persons for their peers





Template 2

Purpose of the organisation	Stakeholder group	Message	Channels	Products
<p>Sensitize stakeholders about media manipulation (raise awareness); Win their support</p>	<p>Decision makers in high power position</p>	<p>You should care about this topic;</p> <p>This issue can also influence your life;</p> <p>You have the power to make changes</p>	<p>Conferences, social events, public consultations of the authorities, e-mail, website, social media, phone, campaigns, face-to-face meetings</p>	<p>Posters, flyers, video-spots, banners, gadgets, brochures</p>





Template 3

Stakeholder	His/Her role	How much the project affects him/her?	How much he/she can affect the project?	Stakeholder's most important goal	How will he/she contribute/interfere?	Best way to manage	Contacts
Local government	Policy design and implementation	High level influence; they can lose their position and the support of the citizens	High level influence; they can go against the organisation	To remain in position; to win the public to support them	By approving policies that are not favourable for the organisation; influencing other high position stakeholders; increasing the number of controls	Clear and transparent communication with the government; avoiding conflicts if they are not necessary; Participation in the public round tables led by the local government, expressing opinion in a respectful way; negotiation and mediation	Central e-mail and telephone number Personal contacts, if we possess them

