

Stakeholder Analysis PRNA Tool #4

Introduction

Stakeholders are individuals or institutions who have interests in the process and outcomes of CARE-supported activities, and who have the ability to significantly affect a project, either positively or negatively. Stakeholders may be partners, project participants, or organizations that have an interest in the outcome of a project (such as donors, local government, etc.). Reflecting on organizational elements that promote or inhibit gender and sexuality integration helps us identify opportunities for improvement and learning.

Objectives:

- To identify who plays a key role in implementing and/or influencing the project.
- To gather more information about those roles.
- To understand sources and relationships of power and influence affecting program implementation and progress.

Timeframe: 2 – 2 ½ hours

Materials needed: markers, flipchart paper, tape

Ideal workspace: All participants must be able to see the flipcharts

Number of participants: 4-25

STEP 1

Introduce the exercise by explaining the objectives and how much time it will take.

Divide participants into small groups of 3-4 persons, depending the size of the group.

Distribute 3 pieces of flipchart paper and 1-2 markers to each group.

STEP 2

Explain the Venn diagram tool to the group.

- Size of circles represents importance of stakeholders; largest circle is the most important, smallest circle is the least important.
- Distance between circles represents the degree to which stakeholders are connected; if circles are far apart, there is little association.
- Overlapping circles represent collaboration among stakeholders; circles can overlap a little or a lot, depending on the nature of the relationship between the two.

Ask the group to discuss the following questions:

Who plays a key role in implementing and/or influencing the project? What are these roles? How have relationships among stakeholders evolved during the course of the project implementation. Why did they evolve as they did?

As participants discuss, make a note of who (organizations or individuals) is mentioned as key stakeholders.

Ask participants to show the nature of these relationships through a Venn diagram.

Allow 30 minutes for group work and 30 minutes for discussion.

Give each group 15 minutes to report back to the large group.

STEP 3

After each group presentation, tape the Venn diagrams onto the wall.

Facilitate a group discussion using the following guiding questions:

- Why and how do certain individuals or organizations play a critical role?
- Are all of the diagrams made by the small groups similar? If there are differences, why is it so?
- How does the diagram help us understand our stakeholders better? Based on the diagram, where do potential opportunities exist? Where do potential hazards exist? Where do strengths and weaknesses lie? Where do relationships need to be improved?
- If appropriate, compare these Venn diagrams to those that were made earlier in the project implementation. What are the differences? How did the changes happen (i.e. deliberately or by chance)? How do these changes make our project stronger or weaker? How do we feel about relationships or stakeholders who have drifted away? Does the relationship need to be repaired, or was it a natural progression?

Notes to the Facilitator

Your questions will vary depending on the stage of project implementation you are at. If you're just starting out, participants can identify current and potential stakeholders, and imagine how they would like these different stakeholders to be involved. It is a good idea to save the results of your Stakeholder Analysis (i.e. the flip chart paper with Venn diagrams), so that you can compare them to later versions at subsequent stages of project implementation.