



Mongolia:
Enhancing Resource
Management through
Institutional Transformation

Guidance to Stakeholder Analysis

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GOAL OF THE STAKEHOLDER ANALYSIS PRESENTATION

The presentation will explore in greater detail the **usefulness** of identifying and analyzing stakeholders as part of a means of **enhancing participation**, increasing **chances of success**, and **reducing the risks** to the organization as a whole and to each department's set of outcomes.

By the end of the workshop, participants will have understood:

- the **need** for stakeholder analysis,
- the steps of the **process**,
- and some **tools** which can facilitate it.

REMINDER.

STAKEHOLDERS: WHAT THEY ARE AND WHY THEY MATTER

➤ What is a stakeholder?

A person, group, partner organization inside or outside the organization which could **benefit** or otherwise **be affected** by the project/program.

➤ Why do stakeholders matter?

In RBM you develop desired outcomes and other aspects considering all stakeholders and ideally in dialogue with stakeholders in order to **develop meaningful plans** and design effective processes.

OTHER INCENTIVES TO PERFORM STAKEHOLDER ANALYSIS

Stakeholder analysis should help FWNRCC's departments to assess their **strategic plans' environment**. A stakeholder analysis can:

- Draw out the **interests of stakeholders** in relation to the problems which your plan is seeking to address (at the identification stage) or the mission and purpose statements of the center and departments (once started).
- Identify **conflicts of interests** between stakeholders, which will influence FWNRCC's assessment of riskiness.
- Help to **identify relations** between stakeholders which can be built upon, and may enable "coalitions" of your plan's sponsorship, ownership and cooperation.
- Help to assess the appropriate **type of participation** by different stakeholders, at successive stages of the planning cycle.

THE EIGHT STEPS OF A STAKEHOLDER ANALYSIS

Step 1: **Planning** the Process

Step 2: Defining the Mission and Purpose **Statements**

Step 3: **Identifying** Key Stakeholders

Step 4: Adapting the **Tools**

Step 5: **Collecting** and Recording the Information

Step 6: Filling in the Stakeholder **Table**

Step 7: **Analyzing** the Stakeholder Table

Step 8: **Using** the Information

STEPS 1 AND 2: PLANNING AND DEFINING

To maximize effectiveness and efficiency, it is vital that FWNRCC **coordinate planning** of its stakeholder analyses to make sure each department is able to identify and gather the information it requires. Then the first step in conducting a stakeholder analysis is to define the purpose of the analysis, identify the potential users of the information, and devise a plan for using the information through **sharing and comparing** information. A mandated **working group** would be cost effective.

By defining its purpose statement, in line with the Center's mission statement, each department must be able to do an inventory of which stakeholders will better **serve and support** (or present a risk) their outcomes' achievement. Statements and outcomes would be used to **initiate the dialogue** with stakeholders.

STEP 3: IDENTIFYING KEY STAKEHOLDERS

At the outset it is good practice to determine the **maximum** number of stakeholders, then:

Compile and review **existing information** on the sectors, the institutions, and the general context.

Develop a list of all possible stakeholders; determine if they are **primary or secondary** stakeholders. Primary stakeholders are those ultimately affected, either positively (beneficiaries) or negatively (for example, those involuntarily resettled) or directly involved in the outcomes' materializing. Secondary stakeholders are the intermediaries in the process.

Develop a list of priority stakeholders with input from **experts** to help prioritize the interview activity.

STEP 4: ADAPTING THE TOOLS

Information (data or qualitative knowledge) on stakeholders is the main objective of the analysis, so it is vital for tools be adjusted to these needs.

Adapt stakeholder characteristics. Some important **elements of information** must be listed and included in the interview questionnaire:

- Position of stakeholder and his/her organization's basic information
- Knowledge of the Center and its main outcome
- Whether the stakeholder supports, opposes, or is neutral about the topic of the intervention
- The stakeholder's interest in the topic of the intervention
- Alliances: organizations that collaborate to support or oppose the topic of the intervention
- Resources: the quantity of resources—human, financial, technological, political, and other—available to the stakeholder

Develop the interview **questionnaire**.

Develop the interview **protocol**.

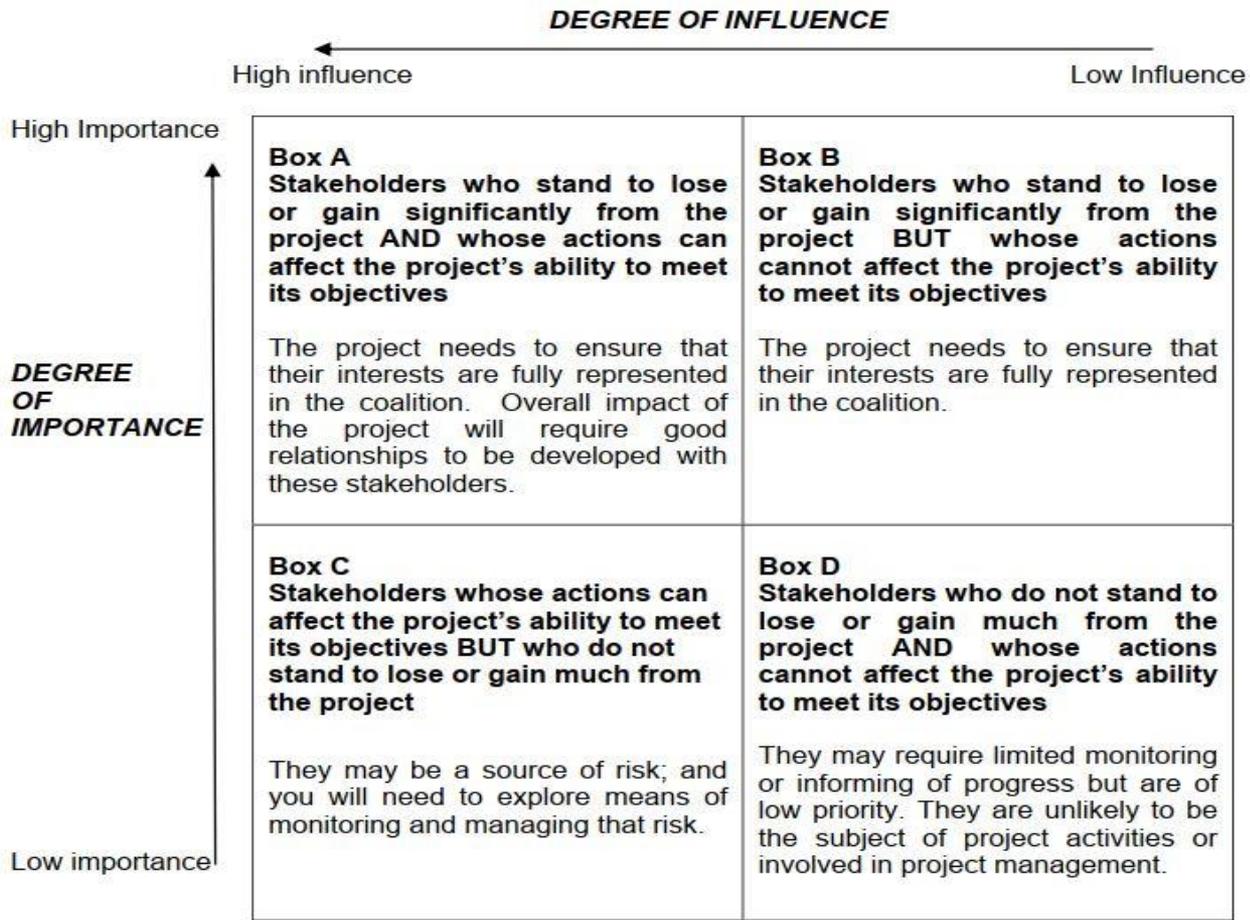
Test the questionnaire.

STEP 5: COLLECTING AND RECORDING THE INFORMATION

Implement the normal sequence and protocols of interviews:

- Establish the **logistics**: set appointments; face-to-face interview or Skype?; make sure you are meeting the right person.
- Ensure the interview questionnaire **guides** the discussion.
- **Notes** must be compiled, compared, and completed if required.
- The information needs to set in the stakeholder **table** in a reliable manner.

EXERCISE 1: SORTING STAKHOLDERS



OBJECTIVES OF EXERCISE

1. Identify a project/activity linked to an immediate outcome;
2. State the immediate result/outcome you are expecting;
3. Identify at least one stakeholder for every cell in the matrix;
4. In the plenary, explain how you sorted stakeholders and their place in the matrix.

STEP 6: FILLING IN THE STAKEHOLDER TABLE

This step's objective is to **summarize** with precision and accuracy the notes from the interviews to be inserted in the stakeholder analysis matrix (next slide).

Determining the **stakeholders' position** (supporter, neutral, or opponent) can be established by analyzing the following:

- Information directly reported by the stakeholder in the interviews
- Indirect information gathered through other stakeholders and secondary information (i.e., others' perceptions)
- Interest information.

EXAMPLE OF A STAKEHOLDER ANALYSIS MATRIX

Stakeholder Name	Contact Person <i>Phone, Email, Website, Address</i>	Impact <i>How much does the project impact them? (Low, Medium, High)</i>	Influence <i>How much influence do they have over the project? (Low, Medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder

STEP 7: ANALYZING THE STAKEHOLDER TABLE

The analysis should focus on comparing information and **developing conclusions** about the stakeholders' relative importance, knowledge, interests, positions, and possible allies regarding your sector and interventions.

Conclusions could be:

- Who are the **most important** stakeholders (from a power and leadership analysis)?
- What is the stakeholders' knowledge of the interventions?
- What are the stakeholders' **positions** on the specific policy?
- What do the stakeholders see as possible **advantages or disadvantages** of the intervention (interest analysis)?
- Which stakeholders might form **alliances**?

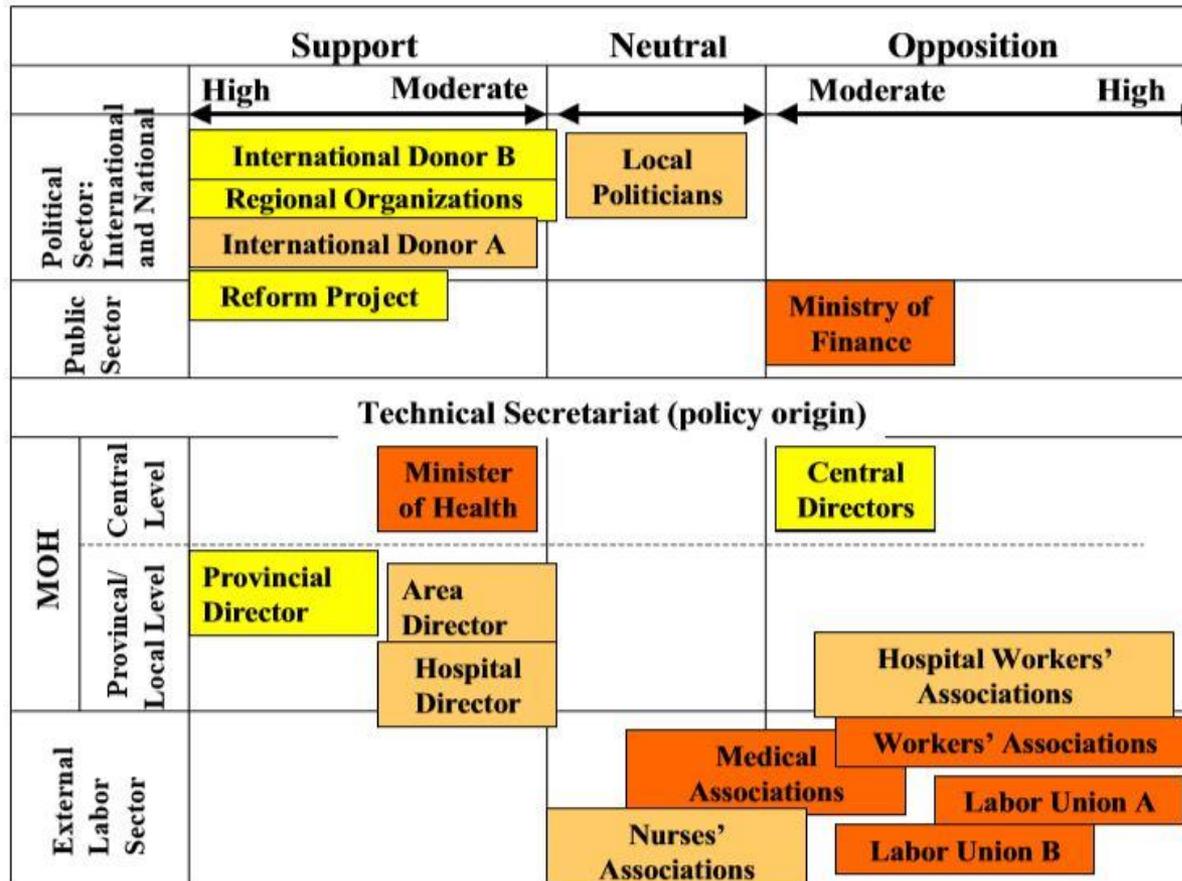
STEP 8: USING THE INFORMATION

Stakeholder analysis has the potential to be useful in many ways:

- expanding the Center's **network**;
- create a critical mass of **support and leverage** during negotiations;
- enhance **credibility** among less supportive stakeholders;
- increase the chances of **outcomes** of implemented interventions;
- create a solid base for **planning** of new interventions and their outcomes;
- serve as a database for an **evaluation** stakeholder analysis

VISUAL REPRESENTATION OF STAKEHOLDER POSITIONS

Figure 2.5. Sample Position Map—in Color



EXERCISE 2: USING THE MATRIX

Using the stakeholder analysis matrix and the results of exercise 1, fill as many columns as you can on at least four stakeholders you have found.

Stakeholder Name	Contact Person <i>Phone, Email, Website, Address</i>	Impact <i>How much does the project impact them? (Low, Medium, High)</i>	Influence <i>How much influence do they have over the project? (Low, Medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder

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