Stakeholder Analysis

Food Security Information for Action Practical Guides

WHAT IT IS

Stakeholder Analysis is a tool for identifying the needs and concerns of different stakeholders.

Stakeholder Analysis can be a useful tool for:

- gaining understanding and building consensus;
- communicating the benefits of a proposed project; and
- building strong, inclusive campaigns that involve the public.

BENEFITS

✔ Some common problems that could be resolved through stakeholder analysis are the following:

- an excessive focus on analytical tools;
- issues are too large or complex for decision makers;
- the scope of study is too large;
- some stakeholders are left out;
- there is no local ownership;
- there is no commitment for implementation.

THE PROCESS

Stakeholder analysis is a relatively simple process that involves the following three steps:

Step 1 - Specify the issue
Stakeholders are defined and identified in relation to a specific issue – concentrating on people and groups that have a concrete "stake" in a specific issue or topic.

**Step 2 - Develop a long list of stakeholders**
Gather a small group of informants, preferably with varied perspectives and backgrounds, to brainstorm all the stakeholders or interest groups associated with the purpose of your analysis. You should consider all possible stakeholders in the public sector, private sector and civil society.

Step 3 - Conduct stakeholder mapping
The long list of stakeholders can be analysed to determine "clusters" of stakeholders with different levels of interest and levels of influence over the issue.

ORGANIZING STAKEHOLDERS

You can use the grid below to organize stakeholders according to their **interest** and **power** levels:
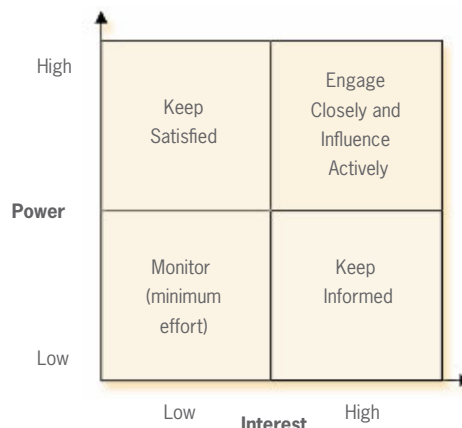
Power measures their degree of ability to help or have an impact on your project.

Interest measures their degree of support or opposition to your project's goals and objectives.

Stakeholders with high power and interests aligned with the purpose are critical to achieving your purpose. They will be your **primary audience** and should include both the immediate decision makers and opinion leaders - i.e. the people whose opinion matters.

Stakeholders with high interest but low power, or high power but low interest, should be kept informed and satisfied. Ideally they should be supporters for the proposed programme or policy change. This is your **secondary audience**.

FIND OUT MORE

- RAPID Toolkit - Tools for Knowledge and Learning: A guide for development and humanitarian organisations, Ben Ramalingam, July 2006
www.odi.org.uk/Rapid/Publications/Documents/KM_toolkit_web.pdf

- EC-FAO Food Security Information for Action Programme e-learning course: Collaboration and Advocacy Techniques   www.foodsec.org/DL

- Bogatti S., Brokerage, 2005   www.analytictech.com/essex/Lectures/Brokerage.pdf

- Cross R, Nohria N, Parker A, 2002. Six Myths about Informal Networks - and How to Overcome Them. MIT Sloan Management Review 43 (3)
www.chsrf.ca/knowledge_transfer/pdf/digest_20051124_e.pdf

- Freeman L.C. , Visualizing Social Networks, Journal of Social Structure   www.cmu.edu/joss/content/articles/volume1/Freeman.html

- Davies, R., 2003. Network Perspectives in the Evaluation of Development Interventions: More Than a Metaphor   www.mande.co.uk/docs/nape.pdf

- The International Network of SNA, with a comprehensive list of resources   www.ire.org/sna

ABOUT THIS GUIDE

This practical guide was developed to accompany the e-learning course entitled "Collaboration and Advocacy Techniques" published by the EC-FAO Food Security Information for Action Programme and available at www.foodsec.org.