

Who are Stakeholders?





Stakeholders are individuals, groups, or organizations that are directly involved with or indirectly influence the program or policy change through their position or resources.

Types of stakeholders	Definition	Examples
Implementers (Secondary stakeholders)	Individuals directly involved with implementing your program	Program managers Staff Partners
Decision Makers (Veto players)	Individuals in a position to decide something about your program; have a position of influence	Funding agency General public Program director Board member Government official
Participants (Primary stakeholders)	Individuals served or affected by your program	Participants or clients Community members Community organizations Health providers
Partners (Key stakeholders)	Actively supports or invests in your program or the population the program serves; provides funding or resources for the program	Funders Donors Academic institutions Advocacy groups Professional organizations Government officials and elected representatives Coalition partners



Why involve them?



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Credibility: To reduce distrust and fear
- 
Implementation: To make the program feasible and more effective
- 
Funding: To insure continued support and involvement
- 
Advocacy: To ensure results are used to advocate change







HOW TO ENGAGE STAKEHOLDERS

Step 1: Identify the Stakeholders






Identifying stakeholder should be the very first item on your agenda after your needs assessment.

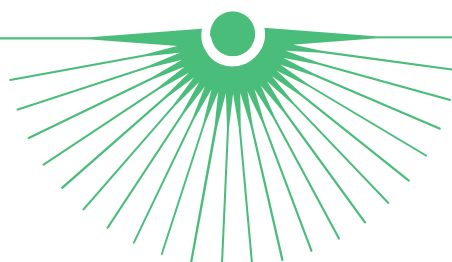
Go to Module 3 for more guidance on identifying needs.

-  As an organization, identify and define the community need:
 - Complete a needs assessment and determine your goals and objectives.
-  Brainstorm possible stakeholders based on the problem.
-  Consider all possible stakeholders, particularly underrepresented individuals.
-  Ask/ answer questions:
 - What are the stakeholders' perceptions on the purpose of your program?
 - What are their concerns?
 - What have they heard about the proposed program?
 - How available are they to participate?

Step 2: Identify Stakeholders' Goals & Interests

Identifying stakeholders' goals and interests is the next step.

-  Brief stakeholder on the program/project and what you intend to do.
-  Identify roles and responsibilities.
-  Ask/ answer questions:
 - Power and Legitimacy: What are the political implications, if any, for the stakeholder's participation?
 - What are the stakeholder's goals?
 - How do they want to be involved in the process given their strengths and resources?
 - How can you as an organization meet the stakeholders' communication needs?
-  Set up stakeholder profiles. See: Example 1 below.
-  Create a stakeholder map. See: Example 2 below.



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Example 1 : Interests and Roles

Gender-based violence (GBV) and particularly violence against women and girls continues to be the most widespread form of abuse affecting one third of all women in their lifetime. Camp Group wants to implement an online platform to share best practices, knowledge, and skill to further enhance its current reach and advocacy for gender equality, women's empowerment, and the prevention of violence against women and girls.

Types of stakeholders	Roles	Interests	When to involve
Academic /Scientific communities	Advocacy Improve credibility Identify best practices	Conduct and publish studies on women and gender related topics	Design Implementation Evaluation
Policy makers	Advocacy Improve credibility Decision making	Create policies that reduce gender-based barriers, improve access and security, & improve women's opportunities	Design Implementation Dissemination of results
Government agency: Public health department	Advocacy Implementation Improve credibility	Adopt gender inclusive practices Improve service and information provision	Design Implementation Scaling
Professional organizations: Foundations, NGOs involved in women's empowerment	Implementation Decision Making Funding	Advance interests on projects empowering women	Design Planning Implementation Evaluation Scaling
Community Members: Parents Boys and Men Women and Girls	Implementation Advocacy	Bring awareness to gender based violence Neighborhood safety and security	Design Planning Implementation Evaluation

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Example 2: Stakeholder Mapping

Gender-based violence (GBV) and particularly violence against women and girls continues to be the most widespread form of abuse affecting one third of all women in their lifetime. Girls in the lead wants to implement an online platform to share best practices, knowledge, skills and program design to further enhance its current reach and advocacy for gender equality, women empowerment and the prevention of violence against women and girls.

Name/ Stakeholder	Agenda / Interest	Strength /Reach	Relation/ Alliance with others
Swedish Postcode foundation (Funder)	Provide support for innovative ideas that bring about change	Funding Greater influence in advocating change	Network of potential funders
Member organization (Implementer)	Learn and use knowledge to educate more girls and community at large	Awareness of problem, Willingness to implement change/ Advocacy	Networks of NGOs working on gender and women empowerment,
Community leaders / Members (participants)	Bring more awareness to gender imbalance	Community voice Leadership Position of influence social connection	Well connected to their communities
General Public (Decision makers)	Need for an intervention that tackles barriers to gender and women empowerment	Activism Can be political Voice to influence decision and outcome of program	Activist groups Community Members



Setting up a stakeholder map will help you visualize the players, uncover their levels of influence and better articulate if and how to engage them in your programming.

Step 3: Involve the Stakeholders

Having stakeholders contribute and take ownership throughout the programming process can help you create and implement feasible and effective programs while avoiding costly mistakes. Furthermore, by contributing input and being part of its output, a reciprocity is established between the organization and the stakeholder.

- ⚙️ Identify and prioritize activities
 - Develop questions with the perceptions, experiences, and interests of the stakeholder in mind.
 - Make stakeholders feel needed. What knowledge, skill and resources do they bring? Data collection, Program design, Reporting, etc.
- ⚙️ Overcome resistance, and identify the benefits.
 - Has there been a similar initiative in the past? If so, to what extent did it succeed?
 - Pay close attention to groups that are normally excluded; these are groups that are disadvantaged, marginalized, or need to be empowered
- ⚙️ Disseminate and use findings for program improvement.

Step 4: Communicating with Stakeholders

Remember!!

Each stakeholder is different, and in order to maintain their motivation and commitment to your project, you must keep them informed and engaged throughout your project.

Some types of communication can limit space and reach while others attract certain types of stakeholders. To be effective as an organization, you need to identify and consider:

- ⚙️ What kind of communication does the stakeholder need?
 - **Synchronous:** All stakeholders are communicating at the same time, (e.g. live meeting, telephone or Skype conference call, instant messaging, text messaging...)
 - **Asynchronous:** communication does not require all parties to be present at the same time (e.g. mail, fax, email, blog, website...)
 - **Tip:** Remember time zones, and calculate accordingly to not miss important meetings or deadlines.

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- ⚙️ Don't overwhelm stakeholders with every detail of the project
 - Pick out what will help them stay informed and make appropriate decisions
- 🌐 Pay attention to what forms of communication work best for different stakeholders.
 - Methods to communicate: Written reports, conversation, email, formal report, meetings, online schedule etc.
- ⚽ To consider:
 - **Time:** When do they prefer to be informed?
 - **Technology:** Does your organization have the capability or system in place to carry out the communication?
 - **Staff:** Do you have experienced staff in using technology or communication?
 - **Duration:** How long will the project last, and will the mode of communication be consistent throughout the project?



Step 5: Retaining Stakeholders



- 🌐 Maintain open, honest and regular communication by keeping stakeholders up to date on issues related to the program
- 🌐 Incorporate their feedback, opinions or insights in your program design or plan
- ⚙️ Identify and resolve any conflicts among stakeholders
- 🌐 Identify and address any barriers restricting stakeholder's participation particularly stakeholders from marginalized groups
- 🌐 Express gratitude and positive reinforcement for stakeholder's time and participation (e.g. letter or appreciation, public recognition etc.)
- 🌐 Avoid empty promises; don't promise what you can't follow through on or deliver given your resources. .



Sources:

Community Toolbox: Identifying and Analyzing stakeholders and their interests

CDC Manual: Engage Stakeholders

BC Campus Open textbook: Communication and planning

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Communication Template Plan: Whom, What, Why, When, How and Who?

A template that has information identifying needs stakeholders have, why they have them, when communication is needed, and how the information will be delivered.

Project Name:		Beginning Date:		
Project Manager:		Ending Date:		
Planning				
Project vision/ objective:				
a.				
b.				
c.				
List of Stakeholders				
1.				
2.				
3.				
Timeline and goals to achieve	Communication team	Audience / Stakeholder	Communication type /tool	Message
Goal: Raise 10% by end of January	Staff responsible for communication: Project manager, program director, secretary	Funders /donor, Policy makers, community members,	Synchronous: Meetings, conference calls, instant messaging, etc. Asynchronous: Mail, fax, email, blogs, newsletters, Tools: Social Media, Tv, radio, website e.t.c	Action item FYI project status, issues, risks, deliverables, success and challenges, resources, current events, what needs to be done.