



Uganda Virus Research Institute

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Stakeholder Analysis

By

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Learning Outcomes

participants should be able to understand :

- the purpose and approach to stakeholder analysis
- key factors to consider when conducting a stakeholder analysis.
- Assess the strengths and weaknesses of stakeholder analysis as a management tool.



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Brain storming exercise

- Who is a Stakeholder?
- What is stakeholder analysis?

What is Stakeholder Analysis?

- Stakeholders in a project/ or policy process are **actors (persons or organizations)** with a vested interest in the project/or policy being promoted.
- Stakeholder analysis: Is an approach or set of tools for generating knowledge about actors



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Why stakeholder analysis?

- To analyze past experience: to understand how policies have developed, how actors have influenced that process.
- A strategic management tool: to assess the feasibility of future policy directions;-1) to facilitate the project implementation -2) to develop strategies for stakeholders



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Why stakeholder analysis? -1

- To analyze past experience: to understand how policies have developed, how actors have influenced that process.
- A strategic management tool: to assess the feasibility of future policy directions;-1) to facilitate the project implementation -2) to develop strategies for stakeholders

Why is this Analysis?-2

- to identify the key actors and ;
- to assess their knowledge, interests, positions, alliances, and importance related to the project/or policy.
- To allow for effective/free interaction with key stakeholders and;
- to increase support for a given policy or program/project.

Stakeholder Characteristics analyzed -1

Characteristics as:

- Knowledge of the project/or policy,
- Levels of interests/ or influence and power/importance related to the project/or policy,
- Position for or against the project/or policy,

Stakeholder Characteristics to analyzed

Characteristics as:

- Potential alliances with other stakeholders,
- and ability to affect the project/ or policy process (through power and/or leadership)

Why is this Analysis?.....2

Before a **policy or program/project** is implemented,

- policymakers and managers can detect and act to prevent potential misunderstandings about and/or opposition to the policy or program.
- SA can be a key tool used to guide the implementation of the policy / program
- Can be used to gauge success of the project.

Stakeholder Analysis for Small projects

Stakeholder	Stake in the project	impact	What do we need from them	Perceived attitudes/risks	Stakeholder Magt strategy	Responsibility

Why is this Analysis?.....2

Before a **policy or program/project** is implemented,

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Stakeholder Analysis for Medium and Major projects

Four-step process for Stakeholders analysis

1. Identify the stakeholders.
2. Create a Stakeholder Map.
3. Identify Stakeholder Allegiance.
4. Create a Stakeholder Management Strategy.

1. Identify the stakeholders

Stakeholder	Stake in the project	impact	What do we need from them	Perceived attitudes/risks	Stakeholder Magt strategy	Responsibility

2. Stake holder Matrix

SIGNIFICANT INFLUENCE	STAKEHOLDER MATRIX			
	UNKNOWN	LITTLE/NO IMPORTANCE	SOME IMPORTANCE	SIGNIFICANT IMPORTANCE
	C		A	
	D		B	
	IMPORTANCE OF STAKEHOLDERS			

3. INTERPRETATION OF THE ANALYSIS

INTERPRETATION OF THE ANALYSIS	
KEEP SATISFIED	MANAGE CLOSELY
MONITOR (MINIMUM EFFORT)	KEEP INFORMED

4. Identify Stakeholder Allegiance

ASSESSMENT	DEFINATION	HOW TO MANAGE
ADVOCATES	Drivers for the change	Use as promoters
FOLLOWERS	Have low understanding	Keep informed and positive
INDIFFERENT	Yet to take definitive position	Seek their views on key issues and address concerns
BLOCKERS/OPPONENTS	Shows resistance to the project	Use conflict management techniques



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Create a stakeholder management strategy

The strategy basically spells out :-

1. Where you want each stakeholder to “go” in terms of the project,
2. How you will manage them in order to get them there.
3. The aim is to try to move each category of stakeholders to contribute to the success of the project.
4. Stakeholder management is not a one-off process, but should be continual throughout the project, with regular cycling through all the stages to identify new stakeholders and changes in known ones.

Limitations -of stakeholder analysis

It reflects experience at only one point in time.

- It may be difficult to make judgments and reconcile different interpretations.
- The analysts become stakeholders themselves It focuses on actors' interests,
- these may not be the only influences over project implementation.
- Can make a simple project complicated.
- Can be used by bureaucrats to demonstrate that "they are doing something"



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UVRI management

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and participants

Thank you

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Group work

- Discuss what you see as key components to be presented in a proper research project proposal?
- List the items (as headings, sub-headings) in an appropriate sequence and discuss the justification and content for each of them (e.g. items could be budget, references, etc.)
- Present to plenary