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Stakeholder analysis

Stakeholder analysis: key tool for planning, implementation and evaluation of investment operations and projects in developing and transition economies.



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1 month ago

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18 comments



Shakil Chowdhury • what is the best process for stakeholder analysis perfectly?

1 month ago • Like

Shakil Unfollow



Lars Soeftestad • Greetings Shakil,

Your's is as valid a question as it is difficult to answer, and certainly in the very limited space available here! The brief answer to this is to implement the four steps that a traditional stakeholder analysis consists:

- Step 1 - identification of stakeholders,
- Step 2 - determine stakeholders' interests,
- Step 3 - determine Stakeholders' power and influence, and
- Step 4 - prepare a participation strategy.

Of course, this is not saying a lot, as there are lots of details to each of these phases. At the same, there are complex and less complex ways of implementing a stakeholder analysis, and you may be interested in a more limited application or version. Can I ask why you are interested in this? Do you have a specific need or a project which would benefit from a stakeholder analysis?

1 month ago • Delete



Shakil Chowdhury • Dear Lars

It is great to know that you worked in Bangladesh and many thanks for quick responding my queries on Stakeholder analysis. For your information, I have to work on fund raising purpose for my organization. For this I have to develop PP, Log frame, problem and objective tree analysis as well as Stakeholder analysis too. You know that all this are related to develop for Project Proposal development. But to increase my efficiency on PP writing as well as M& E purpose I want share and earn knowledge with you. By the way Can u send me your e- mail address, so that I can send my CV to you

1 month ago • Like

Shakil Unfollow



Lars Soeftestad • Dear Shakil, I see from your profile that you live in Dhaka, but the organizations/NGOs that you work(ed) for are not known to me. Myself I used to live a number of years in Sunamgonj (Pagla Bazar and Joykolosh to be precise), and also in Dhaka, anthropological fieldwork. Where in Bangladesh do you hail from?

Please send your CV, and anything you want to discuss in connection with your PP work, to lars@supras.biz. I trust that we will be both be able to benefit from this exchange.

1 month ago

Syed Taposh • Hi lars, My name is Taposh. I feel very interest to join this discussion

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as I had gone several times in the process of stakeholders analysis. From my experience I can say that the most important part of stakeholders analysis is Identification of stakeholders. So far I understood, stakeholder analysis take place at design stage of a project. But in many cases I found that sometimes stakeholders participation needed at middle stage or end of project implementation and as they were not identified in the stakeholders analysis process that took place at the beginning, it became impossible for the implementing authority to ensure participation when needed. Sometimes, I found that some people give too much importance on stakeholders participation and include people in activities more than the limit and at one stage these people become a threat for the project. For example, if anyone consider UP chairman as an important stakeholder and so involve him/her every aspects of project implementation may become a threat as his/her interest is different. Thank you for initiating this discussion.

1 month ago • Like



Lars Soeftestad • Dear Syedm, Thanks for your very interesting and perceptive questions! This just briefly, as I have other timeconsuming tasks to take off. So, if you will allow me, I will take one or two days before I respond in detail. In the mean time, I will send you an invitation to connect. I gather you live somewhere in South Asia, mostly because of the reference to "UP" - possibly Bangladesh?

1 month ago



Lars Soeftestad • Dear Syed, Here I am again. Sorry about the delay in responding. You are raising some interesting and important issues, and it is clear to me that you have already a good experience with stakeholder analysis. I agree with you that identification of stakeholder is important. Whether it is the most important part is difficult to say, but I guess I would not make any priorities. This is because the parts are closely related, in that one part depends on a previous part, and leads to following part.

It is true that the traditional stakeholder analysis is done at a project's preparation stage. This makes a lot of sense, as detailed and correct knowledge about the stakeholders are crucial in order to put together a solid project that reflects the situation on the ground and will be able to deliver correct results. At the same time, and you are quite right in this assumption, stakeholder analysis is often also necessary to do during implementation. Things always change in the project's life - the original concept and plan has to be revised in light of changed situations on the ground (or elsewhere, e.g., in the country's capital). In fact, and especially in projects that are located in volatile situations of fast and unpredictable social change, it would make sense to do stakeholder analysis at several phases throughout the project. I have very recently written a paper where I present an adaptation of stakeholder analysis that is intended to be iterative, that is, used throughout the project's life, in order, for example, to identify new stakeholders.

The other issue you mention is also very relevant. If participative approaches are employed very strongly, as you suggest, this can certainly result in the delays in project implementation because the participative approaches itself takes increasingly more time, and accordingly slows down project implementation. It is important for the project managers to find an optimal balance between supporting participation and participative approaches, on the one hand, and emphasizing structured and goal-oriented project management, on the other hand.

I hope that these comments will be helpful in your own work?

1 month ago



Syed
Unfollow

Syed Taposh • Thank you Lars. It was very much helpful for me. Taposh

1 month ago • Like



Lars Soeftestad • Greetings Shakil and Ashgar: I would be very interested in any comments you have, and any experiences you would like to share on these issues! Kindly share your views with us and each other!

1 month ago

Shakil Chowdhury • Dear Lars

Sorry for late response as because my internet connection was interrupted temporarily. But here I am. and I am also enjoying Syed and your discussion on stakeholder



Shakil
Unfollow

analysis. I am bit surprising that you are not known which organizations I worked for, it is ok that some organization you may not know because they are mostly local and small NGO but BRAC and Dhaka Ahsania Mission, this two NGOs are the largest international level organization that you should know where I mostly worked. However I am sending my CV to your e-mail address and join discussion very soon - Shakil

28 days ago • Like



Lars Soeftestad • Dear Shakil, With respect to your organizations, I believe I was not referring to BRAC or Ahsania, but to Nari Maitree, which I have not heard of before. I have received your CV - thanks. Look forward to hearing further from you as regards your experiences with stakeholder analysis.

27 days ago



Lars Soeftestad • Greetings all, there is now a unique LinkedIn group, named "Stakeholder analysis", that addresses the issues that we have been discussing in this thread. I suggest that you join this group, in order that we can continue the discussions there, together with other LinkedIn members.

18 days ago



zubairu
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zubairu Mamman • Hello Lars, my name is zubairu thanking u for initiating this good discussion. The "stakeholders analysis" is an interesting element in a project and best tackle during the planning phase. I agree with Taposh about level of participation of some stakeholders may not augur well for the project success. I will like to add to this discussion that, apart from identification, categorizing and influence, the information requirement of the stakeholders is very important. The information dissimulation will depends on which category the stakeholder belongs to and that translate to level of involvement in the project. Key or major stakeholders such as client, sponsor, project team, contract team and end users must be allowed full participation from initiation to closing phase. Lack of involvement of certain stakeholders in project implementation can be the genesis of a project missing the target.

17 days ago • Unlike



1



Shakil
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Shakil Chowdhury • Hallow every one. Sorry for late join in the discussion due to EID festival. Following the discussion, in my experience stakeholders roles and responsibility should also be well identified and determined along with interest, power and influence and it should be done through FGD or workshop with identified stakeholders directly. Then it be will more easier and perfect to ensure stakeholders meaningful participation. But usually we don,t involve them into whole process of developing a proposal of a project and we generally analyze stakeholders through collecting information from different sources about them and our own perception during project proposal development. So, when we involve the stakeholders after developing proposal as a result, as they don.t have enough participation and knowledge about proposal so they often mislead about projects goal objectives and benefits of their community and it will create conflict of interest between project implementer and stakeholders

thanks

shakil

11 days ago • Unlike



1



Lars Soeftestad • Dear Zubairu, Shakil and Syed. Thanks for your great interventions (Zubairu, I am sorry it took so long before I managed to locate your response). Instead of answering in detail, I would like to invite you both to join the dedicated group I have set very recently up to discuss this. It is named, appropriately, "Stakeholder analysis". Not much activity yet, and your contributions would certainly help (Zubairu and Shakil: your first contributions could simply be to paste and copy your two pieces above!). On the accompanying website (www.supras.biz/methods) I have today uploaded a large number of relevant documents that can be downloaded for free, together with several links to websites. Once you have joined the group, your first task will be to present yourself to the group in the appropriate discussion thread named "Member presentations" (you will find suggestions there on what to cover). I look forward to meeting and interacting with you

there, and I suggest that we close this discussion thread now.
Kind regards, Lars

10 days ago



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MANDJOU

MANDJOU SIDIK • les parties prenantes dans une approche de gestion axée sur les résultats constituent les points focaux de la planification de l'évaluation et du suivi de tout projet , notamment les projets de développement
Dans le leadership axé sur les principe je suis en phase avec LARS sur les quatre étapes de prise en compte des parties prenantes.

10 days ago • Like



Follow Lam

Lam Huynh, MA • we ALWAYS use stakeholder analysis at the beginning of 3-5 day workshops because it really forces the participants to view what each party brings to the table. quite often this results in a modification of paradigm. doing the exercise at the beginning of the program allows the attendees to take a more holistic view, which provides a solid foundation for the rest of the workshop. quite often, it allows people to reach a compromise. a workshop we conducted in vietnam with different ministries was able to come together and develop a workplan for the next 3 years.

il y a aussi des ressources en francais. nous venons de faciliter un atelier de FFOM avec les parties prenantes ici en RDC. c'était vraiment bon pour voir tous les factors importants dans le projet. c'est une bonne maniere de reevaluer certaines elements.

cheers!

9 days ago • Like



Lars Soeftestad • Greetings all! I would like to inform you that the new group "Stakeholder analysis" is now active, as is the associated website (www.supras.biz/methods). This website will eventually move to www.stakeholderanalysis.net. The discussions that were initiated in this thread will continue under the new group, together with lots more information, especially as available on the accompanying website.
For those among you that have not already done so, please check it out (incl. the website) and join the group in order to initiate and share in the discussions.
PS. This discussion thread will be available in the resources section of the website as a pdf file.
PS. Mandjou and Lam: Thanks for your contributions, including in French. As several people like do not understand French, may I suggest that you contribute these comments again in English (but on the new group and not here)?
Kind regards, Lars

1 second ago



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