

# Alternative Tools for Stakeholder Analysis

*This additional reading provides you with three tools you can use in addition or as an alternative to the Stakeholder Analysis Matrix. These tools might help you to get a deeper understanding of the stakeholders and actors involved or to be involved in the project:*

1. Stakeholder Profiles (4 A's)
2. Stakeholder Mapping
3. Stakeholder Positioning
4. Power-Interest-Matrix

## 1. Stakeholder Profiles (the 4 A's)

To get a more detailed overview of the different actors in the project environment, we can draw profiles of all relevant actors, applying the method of the 4 A's:

- Actor:** What's the actor's name, what's their function?  
**Agenda:** What's the actor's mandate, what's their mission?  
**Arena:** In what fields are the actors active, where are they present?  
**Alliances:** With which other actors is the actor allied, how are they interconnected?

Answering these questions allows us to make a first statement regarding the relative importance of certain actors for the programme. Alliances between actors become visible and we have an indication of the dynamics of the stakeholder landscape.

<b>Actor</b>	<b>Agenda</b>	<b>Arena</b>	<b>Alliances</b>
Name, function	Mandate/mission, strategic objectives	Field of action, outreach	Relations with other actors according to ABCD*
Actor 1			
Actor 2			
Actor n			

\* ... A: Institutionalised relation, B: Regular exchange of information, C: Coordinated activities, D: Co-production using joint resources

## 2. Stakeholder Mapping

To get an overview of the people and organisations liable to have an influence on the planned project activities, we map out the relevant stakeholders, and identify the different kinds of stakeholders as well as their interrelations.

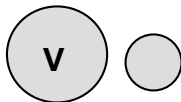
This allows us

- to draw basic conclusions about alliances as well as power imbalances and potential conflicts among the various players,
- to make first assumptions about the influence certain actors have on the cooperation,
- to get important hints about which actors we do not have enough information or that have not been considered by the programme so far (white spots),
- to get valuable information that can be used for strategic project planning and future activities.

### Procedure

1. Identification and drawing of actors relevant for the issue at stake.

#### Graphical element



#### Description

Draw a big circle and “cut” it like a pie into three slices: Civil Society, State/Public and Private Sector

All actors are represented by circles. The bigger the circle, the bigger the influence of the actor in this context. Circles with the letter „V“ stand for veto players, meaning that these actors have the power resources to seriously hinder or block cooperation programmes.

2. Analysis of the relations/ties among actors (strength of the ties, alliances, cooperation, conflicts etc.)

#### Graphical element



Normal lines represent close relations (frequency of contacts, exchange of information, coordination, mutual trust, matching interests etc.).



Dotted lines represent weak or informal relations. A question mark is added if the relation is not clear.



Double lines represent institutionally established alliances and cooperation.



Arrows represent the direction of imbalanced relations.

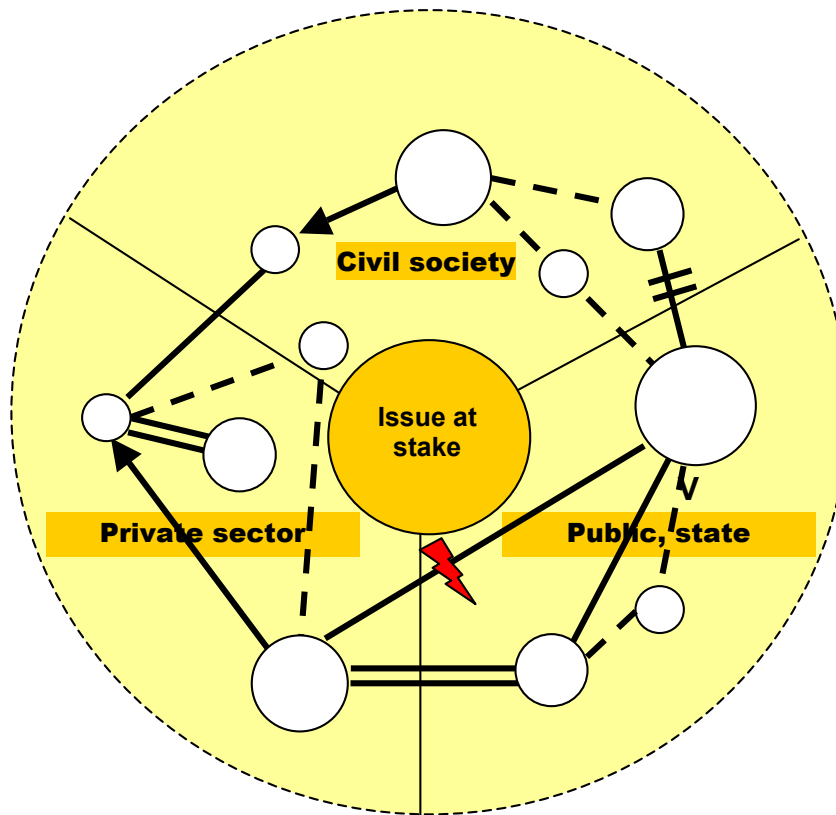


Lines interrupted by a flash represent tensions between actors, conflicts etc.



Cross lines represent interrupted and broken relations between actors.

Example for the visualisation of a stakeholder mapping:



To draw a meaningful stakeholder map, keep three key points in mind:

### 1. Be clear about the scope of the mapping

To limit the number of actors appearing on the map, the mapping should be based on a clearly defined question.

→ Guiding question: What is the issue at stake?

### 2. Define time and periodicity

Actors build a dynamic and interdependent network of relations that can change quickly. Hence, the timing of the analysis does matter.

→ Guiding question: In what moment do we draw the stakeholder map, and when does it need to be updated?

### 3. Take into account different perspectives and perceptions

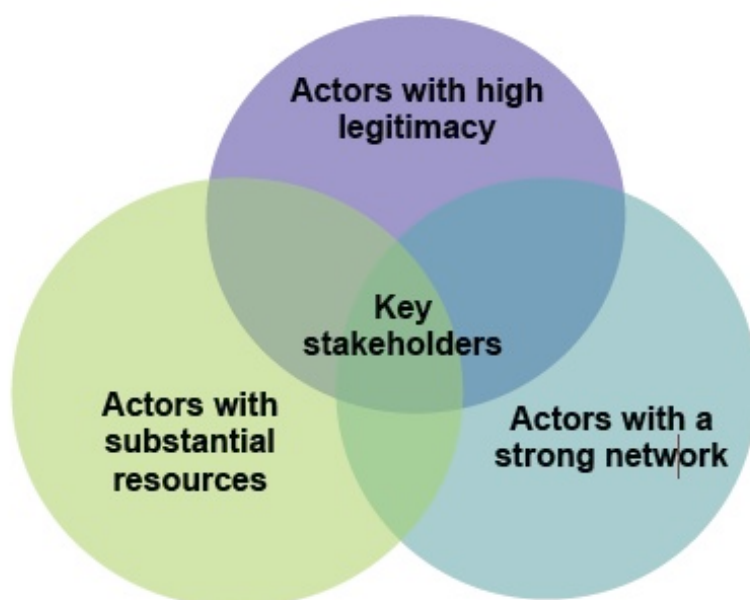
Each actor has its own perspective and perception. A stakeholder map reflects only the perspective of the people involved in the drawing of the map - or their assumed perception of the perspective of the stakeholders that are absent.

→ Guiding question: Who shall we involve in the making of the stakeholder map? Which stakeholder maps shall we compare with each other?

### 3. Stakeholder Positioning

This instrument is focussing on the different perspectives of the key stakeholder in regard to the objectives of the cooperation. To define a key stakeholder, we look at three core functions that are crucial for holding a key position in the context of the project:

- a) **Legitimacy:** The actor has been elected or nominated to legally hold an important position of a governmental or non-governmental institution.
- b) **Resources:** The actor is disposing of substantial material and immaterial resources (financial resources, rights on or control over natural resources, expertise and knowledge, etc.) that make him an influential player in the programme context.
- c) **Network.** The actor has a great number of contacts and strong ties to other key players. Hence partnering with this actor means becoming part of and benefiting from an already existing network.



To map out the interests of the key stakeholders and their position in regard to the main success factors of the cooperation programme, we may use the following table.

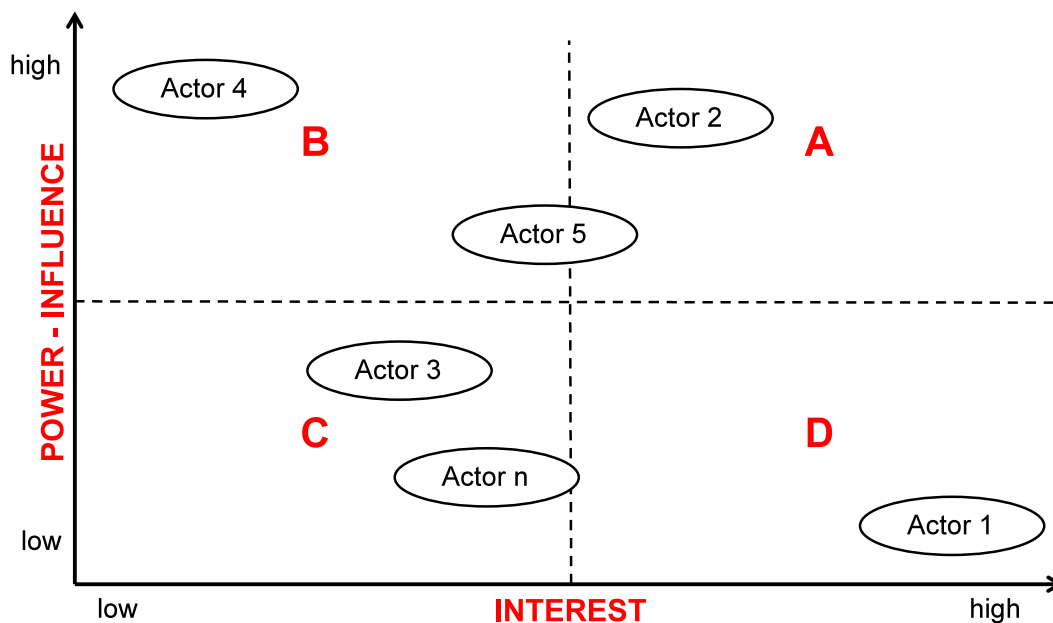
Main success factors in regard to the programme objectives: (1) .... (2) .... (3) ....	Are the interests in line with the programme objectives?			
	- -	-	+	++
Key stakeholder 1	..		..	..
Key stakeholder 2		..	..	..
Key stakeholder 3	..	..	..	
Key stakeholder N				

## 4. Power-Interest-Matrix

This instrument sheds light on the interest of possible actors in the project or aspects of it and on the power or influence of an actor to make things happen and to achieve the expected results.

The power might derive from the resource base of particular actors, from their position and legitimacy, or from their contacts and networking capacities. The interest might be based on the official mandate of an actor, but also might arise from the expectation to get a piece of the cake for the sake of the organization or for personal benefit.

Be aware that power can also be used against your noble intentions and that real, sometimes hidden interests can vary from assumed or officially declared interests.



The actors in the quadrant A can be considered as “natural stakeholder”. They have interests and can influence the achievement of the objectives. The actors in quadrant B also require attention as, due to their power, they might show a destructive behaviour for instance when they are not informed and feel neglected. Actors in the quadrant C might seem to be unimportant, but maybe they are just cautious and decide to wait and see before they show more interest or make use of their influence. Actors in the quadrant D are important despite their lack of power. Often they are the ones who bring in expertise and/or the drive that makes the cooperation work.