

Business Support Training for the Biofuel Sector Training Program

Practical Research and Interview Skills

II: Stakeholders

Africa Caribbean Pacific
Science and Technology Programme

Capacity-Building
Non-food Bio-oil Supply chains
Grant Contract: FED/2009/217066



Stakeholder Overview

What is a Stakeholder?

- Individuals, groups or organisations with an interest in the development of, or outcome of the initiative

Why is Stakeholder Management Important?

- Potential pitfalls in stakeholder management are typically not engaging with the right stakeholders, at the right time with the right information, through the right channels.
- Impede on the success:
 - Disengaged stakeholders
 - Inaccurate information
 - Inadequate progress
 - High resistance
 - Insufficient buy-in



Identify Stakeholders

Identify

Classify

Expectations

Influence

communicate

Evaluate

Identify stakeholders who are directly affected by the project or those who can directly influence its success or failure

- Who is affected by the Project's adoption, implementation or execution?
- Who has expressed an opinion on the Stakeholder Issues involved?
- Who, because of demographic / other characteristics might care about the Project?
- Who needs to grant licences/permission/ permits for the project to progress?
- Who will get the responsibility of supporting the product once the project is over?
- Any government or regulatory requirements e.g. Jatropha



Stakeholder Profile

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There are a number of places to look for information about stakeholders:

- Involve discussion with experienced colleagues (e.g. experience of similar projects or country's)
- Workshops
- Research the "innovation and research" for sustainable development
- Organisational Charts
- Interest Groups / Activist Groups
- Agricultural Industry
- Aquaculture Industry
- Government offices
- Regulatory bodies in host countries
- Community Websites / Community Forums
- Media (Press, local radio)
- Pressure / Lobby Groups (e.g. environment)
- Opinion Formers (e.g. community / academic)



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- Who stands to lose or gain significantly from the project? Whose actions could potentially affect the project's success?
- The reason for doing a stakeholder analysis is to help you identify:
 - Which individuals or organizations to include in your coalition (although its composition may evolve during project design and implementation)
 - What roles they should play and at which stage
 - Who to build and nurture relationships with
 - Who to inform and consult about the project
- When preparing this analysis both the coalition (internal) and other (external) stakeholders must be considered in order to determine which stakeholders are high priority.



Classify stakeholders

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- Identify the level of stakeholder **importance** in terms of the project e.g.
 - Level of impact stakeholder could generate
 - Current stakeholder interest / attitude towards this project
- Identify the level of stakeholder **influence** in terms of project deliverables e.g.
 - Potential funding / sponsorship
 - Subject matter relevance and experience
 - Years in the biofuel or related industry
 - Relevant patents implemented
 - Successful projects implemented
 - Relevant know-how



Importance / Influence Matrix

high

Degree of influence



A. Stakeholders who have a high level of subject matter knowledge/experience AND whose actions can affect the project's ability to meet its objectives. The project needs to ensure that their interests are fully represented in the coalition. Overall impact on the project will require good relationships to be developed with these stakeholders

B. Stakeholders who have a high level of subject matter knowledge or experience BUT whose actions cannot affect the project's ability to meet its objectives. The project needs to ensure that their interests are fully represented in the coalition

C. Stakeholders whose actions can affect the project's ability to meet its objectives BUT who have a low level of subject matter knowledge or experience. They may be a source of risk, and you will need to explore means of monitoring and managing that risk

D. Stakeholders who have a low level of subject matter knowledge or experience AND whose actions cannot affect the project's ability to meet its objectives. They may require limited monitoring or informing of progress but are of low priority. They are unlikely to be the subject of project activities or involved in project management.

high

Degree of importance



Stakeholder Management Process

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- Expectations: need to understand, quantify and document stakeholder's needs and expectations.
- Influence: Stakeholders can negatively affect the project by:
 - Not providing feedback on interim deliverables
 - Delaying the approval process
 - Not providing any direction
 - Discrediting the project in public (activism/protest action etc.)
- The best way to influence the stakeholders is to:
 - Educate them about the benefits of the project
 - Build rapport by making people feel important
 - Knowing what they expect
 - Keeping them informed



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