



Stakeholder Analysis

How to's and recommendations
from within the FRAMES project



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1. FRAMES, the project



Flood Resilient Areas by Multi-layer Safety (FRAMES) is co-funded by the Interreg North Sea Region Programme 2014-2020 and addresses the shared territorial challenge that on-going climate change results in increasing sea levels and extreme rainfall patterns for areas and communities in the North Sea Region.

By smartly combining resilience measures we can minimise impact. We use the **Multi-Layer Safety (MLS)** concept as a starting point: a policy strategy that integrates measures for prevention, mitigation via spatial planning and emergency response.

FRAMES partners from the UK, Denmark, Belgium, Germany and the Netherlands have designated 15 pilots in areas which are comparable from a geographic and demographic view, so monitoring generates new insights and solutions for flood risk management.

All of these pilots have a number of stakeholders they have to take into account and communicate with to make their pilot project a success. This report is a compilation of lessons learnt and recommendations on how to properly do this.

LAYER 1

Flood prevention



LAYER 2

Spatial adaptation



LAYER 3

Emergency response



LAYER 4

Resilient recovery





2. The importance of a Stakeholder Analysis

Who are stakeholders?

Individuals and organizations who are (actively) involved in the project. Or, whose interests may be affected by the project or its results. Stakeholders are all those whose participation and support are crucial to the projects success. Stakeholders can be 1) individuals within the project 2) individuals or departments within the organization and 3) individuals or groups outside the organization (influencers).

Why a stakeholder analysis?

It can help you to identify:

- The interests of all stakeholders and how to involve them in your project.
- Potential issues that could disrupt the project.
- Key people for information distribution during executing phase.
- Communication planning & stakeholder management strategy during project planning phase.
- Ways to reduce potential negative impacts & manage negative stakeholders.

Advantages

- It helps continuation of the project and its successful completion.
- It gives opportunity to individuals or groups to express their ideas/issues/concerns over the project, which encourages involvement.
- It gives a sense of accountability and enhances responsibility with all those involved.
- It opens up excellent learning opportunity for both the project team and stakeholders themselves.

3. Steps to a Stakeholder Analysis

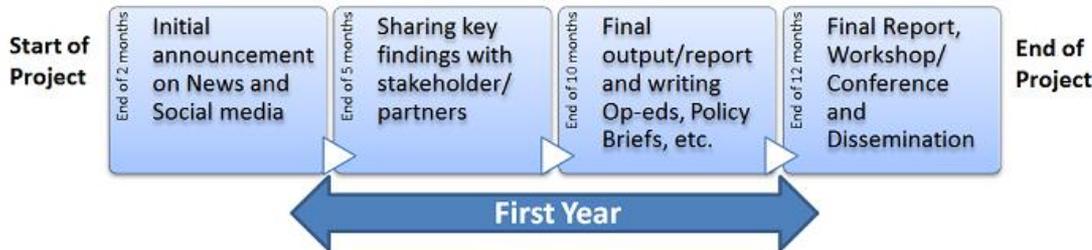


Step 1 Identifying & prioritizing

- Brainstorm with your project team.
- Break down the project decision trail.
- Find your secondary stakeholders (by asking your primary stakeholders e.g.)
- Whenever possible, put a name on your stakeholders.

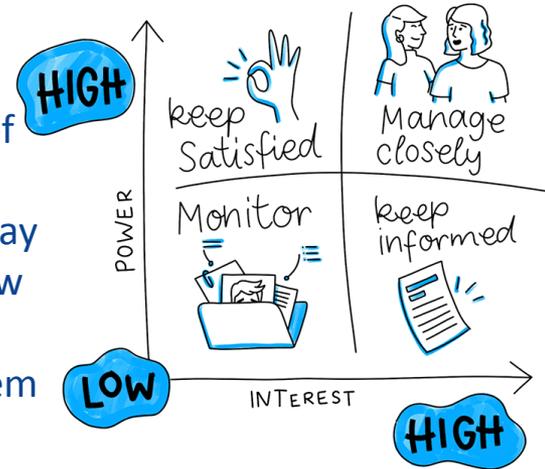
Step 3 Communications strategy

Define how and how often you will get what news out to each particular stakeholder (group).
For example:



Step 2 Mendelows matrix

Define the amount of power and influence of your identified stakeholders. In this way you can determine how intensely you should communicate with them during your project.



4. FRAMES partners recommendations

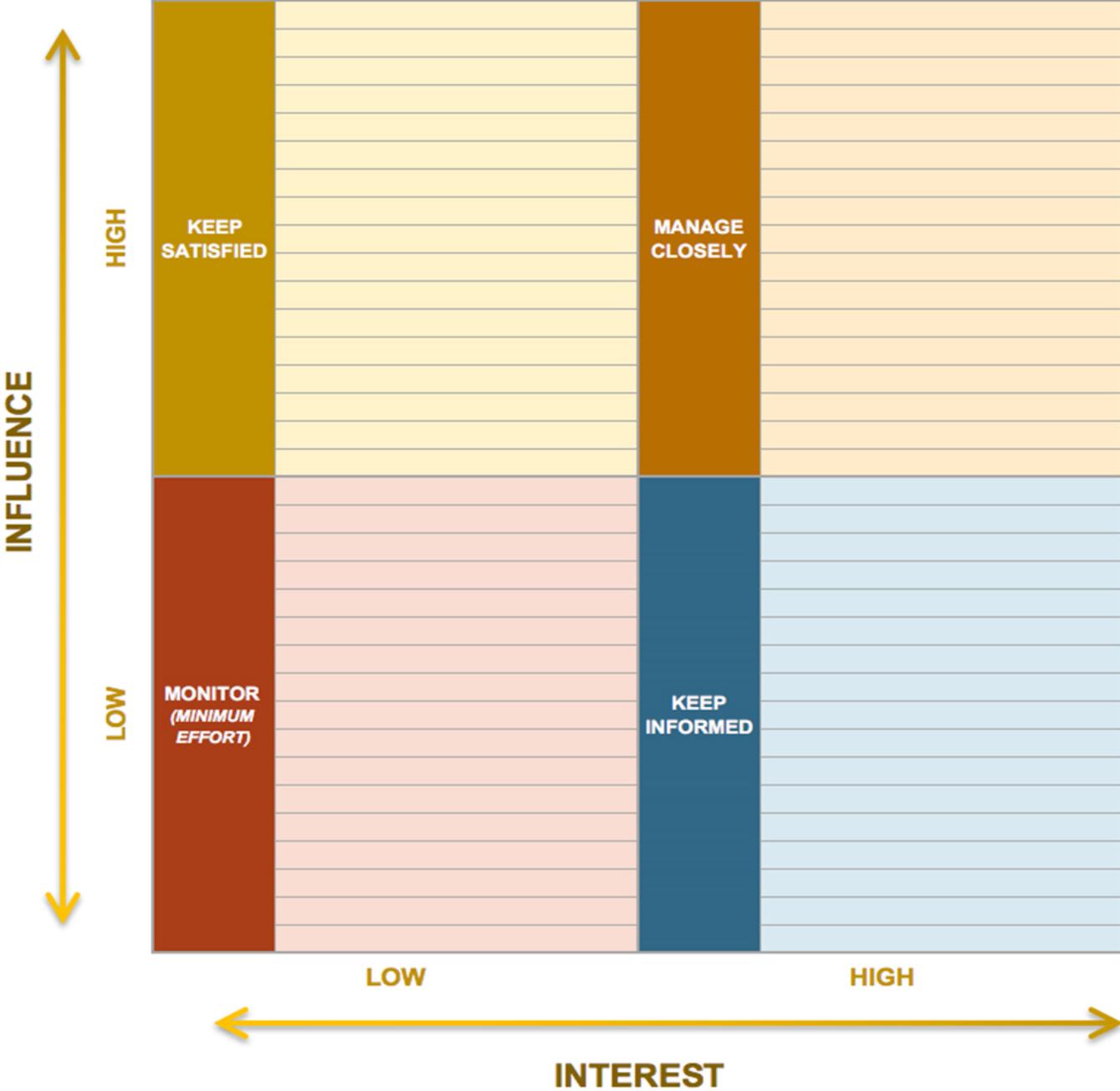
Common (MLS) stakeholders

- Regional and local authorities
- Environment Agencies
- Action Groups
- Residents/ land owners

Recommendations

- Start involving stakeholders as soon as you can. E.g. when you are in the drafting phase of your project.
- Make sure to keep on involving on a regular basis. Update your analysis regularly.
- Involve the right level of authorities.
- Try to use of the already existing communication (channels) of organisations involved.

Example stakeholders analysis grid





Example stakeholder analysis matrix



Stakeholder	Contact person and function level	Interest (High/medium/low)	Influence/power (High/medium/low)	What's important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder.	Communication means
EXAMPLE Municipality X	Jane Doe, spatial planner	High	High	That plans do not interfere with infrastructure of municipality	Help developing feasible solutions	Giving negative advice	Manage closely: <ul style="list-style-type: none"> Involve in decision making bodies Engage and consult regularly 	<ul style="list-style-type: none"> Meetings/ Presentation Regular phone calls Promotional gift Newsletter
		Low	High				Keep satisfied: <ul style="list-style-type: none"> Engage and consult Try to increase level of interest 	
		Low	Low				Monitor: <ul style="list-style-type: none"> Minimum effort Inform very generally 	
		High	Low				Keep informed:	