

## **Identification of stakeholders**

Stakeholders are those who may be affected by or have an effect on an effort. They may also include people who have a strong interest in the effort for academic, philosophical, or political reasons, even though they and their families, friends, and associates are not directly affected by it.

### **Primary stakeholders**

Primary stakeholders are the people or groups that stand to be directly affected, either positively or negatively, by an effort or the actions of an agency, institution, or organization. In some cases, there are primary stakeholders on both sides of the equation: a regulation that benefits one group may have a negative effect on another. A rent control policy, for example, benefits tenants, but may hurt landlords.

### **Secondary stakeholders**

Secondary stakeholders are people or groups that are indirectly affected, either positively or negatively, by an effort or the actions of an agency, institution, or organization. A program to reduce domestic violence, for instance, could have a positive effect on emergency room personnel by reducing the number of cases they see. It might require more training for police to help them handle domestic violence calls in a different way. Both of these groups would be secondary stakeholders.

### **Key stakeholders**

Key stakeholders, who might belong to either or neither of the first two groups, are those who can have a positive or negative effect on an effort, or who are important within or to an organization, agency, or institution engaged in an effort. The director of an organization might be an obvious key stakeholder, but so might the line staff – those who work directly with participants – who carry out the work of the effort. If they don't believe in what they're doing or don't do it well, it might as well not have begun. Other examples of key stakeholders might be funders, elected or appointed government officials, heads of businesses, or clergy and other community figures who wield a significant amount of influence.

## **Brainstorming sessions for identifying stakeholders**

A brainstorming session is a good tool to collect information on any given subject. You can use this tool to identify stakeholders for your project. You can hold brainstorming sessions with your team members and experts.

- Who is directly involved with the project?
- Who is indirectly involved with the project?
- Who may be affected by the project?
- Who may be affected by the project's outcome?
- Who gains or loses from the project's success?
- Who wants to complete the project successfully and who doesn't?
- Who are the suppliers?
- Who is the user of the end result of the project?
- Who are the competitors?
- Who are the shareholders?
- Is any local community impacted by the project or its outcome?
- Who has the authority to influence the project or its outcome?
- Who has the authority to make the project succeed?
- Who can make your project fail?

## **Example**

Sustainable Development Policy Institute (SDPI), Islamabad started a National Forest Programme in Pakistan. National Center for Competence in Research (NCCR), Switzerland was mainly responsible for providing financial support and technical guidelines for the said project. The project was started in 2007 and completed in 2012. The major emphasis of the programme was on the livelihood strategies of foresters and forest users. In order to evaluate the project identify the primary, secondary and key stakeholders to initiate the evaluation process.