# Global Grassroots
## CONSCIOUS SOCIAL CHANGE FOR WOMEN

**Conscious Social Change Workshop**
**Identifying and Engaging Stakeholders ("Three 'I's" Framework)**

**Objective:** The objective of this workshop is to map the stakeholders for each core issue. Participants will gain an understanding of the three types of stakeholders and will be able to utilize this information in considering partnerships and collaborations.

**Duration:** 120 Minutes

**Materials:** Flip chart, Tape, Markers

Stakeholders are the individuals who intersect with your issue and your work in different ways. Consider three sets of stakeholders – key stakeholders who are directly impacted by the issue; secondary stakeholders who are indirectly impacted or who may be interested in the issue and might be able to help you; and external stakeholders who may be able to influence your success positively or negatively. We can think of these stakeholders as occupying concentric circles that go outward. You are in the middle and the stakeholders that are most important to you are the closest, and those that have less power or influence are farther away.
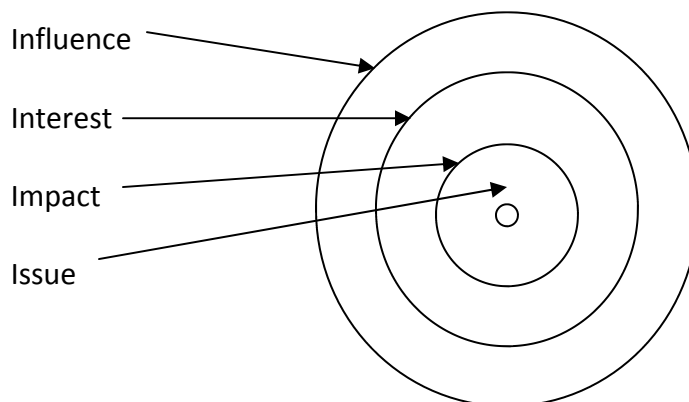


**Impact:** These are the key stakeholders who are also impacted by the issue, positively or negatively.

**Interest:** These are stakeholders that may not be impacted, but also have an interested in the issue and may be able to help you.

**Influence:** These are external stakeholders who may not be impacted or even interested in the issue, but can be influential in helping or hurting your work.

**Step 1: Impact:  Key Stakeholders[1]**
Who are the people ultimately affected by the issue?
Who are the people who will benefit from the issue going away?
Who will be adversely affected by the issue going away?
Consider gender, occupation, various income levels and target audience groups.
Have the interests of vulnerable groups been identified?

**Step 2: Interest: Secondary Stakeholders**
Who is likely to have an interest in this project even if they are not directly impacted?
Who might benefit indirectly from the solution?
Who might be adversely impacted indirectly from the issue?
Look at key stakeholders and ask who depends on them?
Consider all sectors (business, political, civil society, institutional)

**Step 3: Influence: External Stakeholders (15 min)**
Who is not going to benefit or be hurt by the issue or the issue being solved, but who may have some level of influence over your work and situation?

**Step 4: Analysis**

*Identify Stakeholder Interests*
In what ways do these stakeholders have an interest?
In what ways can they help or obstruct your solution?
What benefits are there likely to be for the stakeholders?
What might you need from them?
What other interests does the stakeholder have which may conflict with the project?
How does the stakeholder regard others in the list?
Consider whether these stakeholders may have different opinions, more information, ability to support a solution and ability to prevent a solution.  What are their strengths and weaknesses?

*Rank Stakeholders Importance*
Rank this list of stakeholders in terms of importance from 1 (very high) to 5 (not very important). Importance refers to those stakeholders whose problems, needs and interests are the same as the priority of the group's solution. It also measures how much impact the issue has on that group of stakeholders.

*Rank Stakeholders Power*
Rank this list of stakeholders in terms of power from 1 (very high) to 5 (not very important). Power measures their ability to impact your solution – from inputs to obstacles. Key stakeholders with high power and importance to project success are likely to provide the basis of the project 'coalition of support', and are potential partners in planning and implementation. Conversely, key stakeholders with high power, but with low importance to project success may be 'managed'; by being consulted or informed

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[1] "Three Is" is a framework developed by Gretchen Wallace.  Diagnosis is also influenced by Linda Mayoux, http://www.lindaswebs.org.uk/

*Develop Value Proposition for Strategic Partnerships*
Consider how you can move all the key stakeholders that you have identified closer to the center of the circle.
How can you build core supporters and create relationships with these stakeholders to provide you with the resources you will need in your work?
What would a strategic partnership look like?
What is the value proposition you have to offer your stakeholder in obtaining their support?