

tool 22 Stakeholder Analysis

Guiding questions

Stakeholders are persons or entities that play a role or may influence (negatively or positively) your course of action in a particular context. Stakeholder analysis and mapping can help an organization identify with whom it should collaborate, coordinate or generally interact when engaging in the MRM). While some stakeholders may be known entities, the analysis and mapping exercise may reveal the need to establish new contacts and relationships, depending on the type of engagement chosen by the organization and its objectives. Below are some questions and examples that may help guide the analysis and mapping of relevant stakeholders prior to engagement in the MRM (the list of examples is not exhaustive):

What is stakeholder analysis? A stakeholder is an individual, group or institution that has a vested interest in a specific issue such as those related to the protection of children affected by armed conflict. The purpose of the stakeholder analysis is to map the landscape of actors and identify to what extent and in what ways they may contribute to a given goal.

Why is stakeholder analysis important? Stakeholder analysis can help a project or program identify:

- The interests of all stakeholders which may affect or be affected by your goal.
- Potential conflicts or risks that could jeopardize the initiative.
- Opportunities and relationships that can be built to achieve your goal.
- Groups that should be encouraged to participate in different stages of the project.
- Appropriate strategies and approaches for stakeholder engagement.
- Ways to reduce negative impacts on vulnerable and disadvantaged groups.

How to develop stakeholder analysis? Stakeholder analysis can be developed through workshops, focus groups and interviews. Here are some components that should be included for each geographical area that your organization intends to cover for the MRM:

1- Goal: Identify the goal your organization is trying to achieve. If you feel that the general goal of protecting children through monitoring, reporting and response to grave violations is too broad, narrow it down to one violation and repeat the exercise as often as necessary.

2- Stakeholders: Which are the stakeholders relevant to your MRM-related activities? Try to be as specific as possible when listing the various stakeholders in each area, taking into account gender considerations. Include all potential supporters as well as opponents of the activity.

Examples: children, families, community leaders, community (in general), religious leaders, youth leaders, community organizers, teachers, health workers, your own organization's staff, other NGOs, MRM focal points, government representatives, police, lawyers, judges, prosecutors, armed forces armed groups.

3- Role and mandate: How are the stakeholders involved in the issue?

Identify the role played by each stakeholder in relation with the issue. Some stakeholders may have a mandate to protect children or to respond to grave violations through the provision of services (legal, medical, psycho-social, reintegration). Others may be actors with influence which can contribute to mobilize the will to better protect children from the consequences of conflict.

TOOL 22

4- Interests: What are the main interests/expectations of these stakeholders?

- Physical protection/assistance.
- Prevention of violence.
- Community well-being and stability.
- Economic and social stability or prosperity.
- Justice/accountability.
- Power/control (political, military, economic).

5- Power/influence: How can these stakeholders assist or interfere with MRM-related activities conducted by your organization?

A stakeholder can play several roles, both positive and negative.

Some examples of assistance:

- Provide information on grave violations (as first or secondary sources).
- Provide immediate assistance to victims (medical, legal, mental health).
- Provide a long-term support structure for victims (reintegration, education, etc.).
- Provide redress and increase accountability.
- Provide access to the community/victims ("gatekeepers").
- Use their influence with the community, armed actors, government or international actors.

Some examples of interferences:

- May be reluctant to monitor or report on grave violations.
- Are potentially biased.
- Cover up grave violations.
- Protect armed actors which commit violations.
- Threaten or retaliate against monitors and victims.
- Are suspicious of foreign organizations or foreign staff (UN or NGOs).
- Are suspicious of NGOs in general.
- Can block access to certain communities or areas.
- Do not carry out their duties reliably due to corruption.




6- Resource: What capacities do stakeholders have to contribute to MRM-related objectives?

- Financial resources.
- Knowledge (language, cultural insights) and technical capacity.
- Access (geographical, political, social).
- Relations and network.

7- Relationship: With which stakeholders is your organization already engaging? With which stakeholders does your organization need to establish a relationship in order to participate in the MRM the way it wants to? How will that relationship be established?

See the sample stakeholder analysis format [here](#).

related tools

-  [tool 53](#) – Guiding questions ‘Mapping service providers and identifying referral pathways’
-  [tool 17](#) – Guiding questions ‘Clarifying goals and expectations before engaging in the MRM’
-  [tool 55](#) – Guiding questions ‘Planning advocacy on the grave violations’