

# Who should be on board?

## The stakeholder analysis

**Stakeholder analysis is a simple technique that can be used to establish whether the right people are in the Local Support Group (LSG) and are involved in the Local Action Plan (LAP).**

In preparing and developing the LAP it is very important to identify the nature and interests of stakeholders. This can be done using a blank version of the table below preferably in a workshop setting.

Stakeholder interest analysis For understanding the various interested parties			
Issue:	local employment project		
Stakeholders	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
<b>Primary stakeholders</b>			
1. Potential employers	Believe that grants may be available	Important to understand barriers and solutions	Meetings with employers to discuss incentive mechanisms
2. Local unemployed and inactive people	Direct beneficiaries who should access work as a result	Important to test whether new approaches work and to secure "buy in" of users	Focus groups and research to better understand barriers
3. Representatives of unemployed	Members affected directly	Important consultees	Strategy meetings
<b>Secondary stakeholders</b>			
4. Employment agencies	Threatened by criticism, looking for funding, potential blockers	Resistant to change	Implementation of new outreach policies
5. Non Governmental Organisations (NGOs) in employment creation	Possible implementing bodies, looking for funding	Important for future delivery of plan and policy innovations	Commission pilot projects
6. Local government	Possible implementing body	Statutory responsibility for economic and social benefit. Local knowledge but limited involvement in employment	Engage as commissioning body
7. Government ministries	Funder and policy maker	Interested in 'what works' but little local knowledge	Create long term funding mechanism

*Note:* The example above is hypothetical and is included only to help people understand how to use the template. Download a blank Word template from

<http://urbact.eu/footer/documentation/projects-documents/local-support-groups.html>

As stakeholders have different interests, it is useful to define what their involvement is with the project and how their interests differ. In particular, it can be important to identify (and maximise the support of) those who are likely to support the plan, and to identify (and try to minimise resistance of, ie. bring on board) those who may be more likely to block it.

As seen above, stakeholders are often divided into two groups:

- **Primary stakeholders**  
Those affected directly by the policy, either positively or negatively.
- **Secondary stakeholders**  
Those with an intermediary role including delivery agencies, policy makers, and field workers.

By systematically analysing the stakeholders it is possible to see whether there are any missing voices. The mission of the client group is perhaps the most frequently missed voice.

It is important to assess and if necessary develop or adapt the capacity of different stakeholders to fully engage in the process.

## How many?

Sometimes the number of stakeholders is limited by defining some members of each group as key stakeholders; otherwise the potential numbers can be limitless. In any case, you should aim for **quality rather than quantity: go for a core group of motivated people rather than a large number of passive listeners**. An option could be to build this URBACT Local Support Group outwards from already existing group but avoid duplicating or upsetting effective existing structures.

In many cases a completely new group will be best; in others it may be better to “piggy-back” on existing structures. A core group of 10 people maximum is recommended. Where more people are interested, a larger open forum can be organized as well. Managing Authorities involved in URBACT Local Support Group might not take part in its activities but it is worth keeping them informed all time long of the programme.