



# Stakeholders & Target Audience

Dr. Maria Zomeni

Nature & Biodiversity expert

[mzomeni@environment.moa.gov.cy](mailto:mzomeni@environment.moa.gov.cy)

7 May 2019, Workshop "How-to-write a LIFE Proposal", Nicosia



Life  
Cyclamen



ΤΜΗΜΑ  
ΠΕΡΙΒΑΛΛΟΝΤΟΣ

# Stakeholders and Target Audience: What's the objective here?

- Identify the key stakeholders and target audiences based on their interests and the ways in which these interests affect your project and the sustainability of results;
- Identify the proper way to reach them and/or involve them in the project;
- Craft the right message for each audience;
- Avoid conflict and/or maximize benefits;
- Run your project successfully, disseminate messages and replicate/transfer results.

# Stakeholders VS. Target Audiences

## Stakeholders

- Groups of individuals who may be affected by or have an effect on your project
- They have an interest in the outcome, may benefit or suffer
- **Participation**

## Target Audiences

- The persons/organizations that could best make use of the projects results
- The target groups for communication/dissemination
- **Receivers of messages**



Design of Actions  
Design of Communication Strategy

## Common Mistakes

- **Inappropriate target audience regarding the problem targeted** → Poor communication; Project messages not received; Poor dissemination & uptake of results
- **Poor or incomplete identification of key stakeholders** → Poor communication; Conflict/opposition; Lack of involvement; Ineffective design of actions; Shortsighted solutions
- **Confusion between the two** → Unable to identify the appropriate means to involve them
- **Not well thought** → Poorly designed actions

# Stakeholders

Legislative authorities

Organisations advising policy makers regarding forestry questions

Forestry enterprises/organisations owning or managing the forest

Forest owners and forestry associations

International organisations and programmes

Education and research institutions

NGOs

# Target audiences

## General Experts

- From the fields of forest genetic resources, biodiversity, environment, forestry etc.
- Professionals working with environment, ecologists, biologists, conservation specialists

## Specific groups of experts

- EUFORGEN
- specific COST Actions
- FAO
- Life+ programme
- EU Commission
- EFI

## Policy-makers

- local/national/EU level
- Ministries
- Governments
- National and Regional Parliaments

## General public

- environmentalists and nature lovers
- kindergarten teachers and children
- primary and secondary school teachers and pupils
- students and their professors

## Means to involve them

- On-line media: mailing list, e-forum, institution's or personal web-pages
- Mass media – newspapers, TV, radio - and social networks
- Periodical meetings with stakeholders and workshops
- Specific information material (handbook, manuals, education material)

## A Stakeholder Analysis can help identify:

- The interests of stakeholders in relation to the project's objectives;
- Actual and potential risks or conflicts of interest and how to avoid them;
- Relationships between different stakeholders – helping to identify possible ways for them to work together for your project;
- Groups that should be encouraged to participate in different stages/activities of the project;
- Appropriate strategies and approaches for stakeholder engagement (during & after, keeping them informed, active participation, sustainability of results).

# Stakeholder Analysis / Mapping

Through workshops, focus groups, interviews...

- **Brainstorm;**
- **Consult** with others involved in similar efforts, or that work in the area/sector of concern;
- Get more ideas from stakeholders as you identify them. If appropriate, **advertise**.





## Key questions you should ask yourselves:

- Who is or will be affected, positively or negatively, by what you are proposing?
- Who holds official positions relevant to what you are doing?
- Who runs organizations with relevant interests?
- Who has been involved in similar issues in the past?
- Whose names come up regularly when you are discussing this subject?
- Who will help integrate results into policy?
- What activities will continue after the project's end? Who will be responsible?



## Key questions you should ask yourselves:

- Who needs capacity building for the future?
- Who can add capacity/expertise to your project?
- Who can replicate the project results?
- What are the expected socio-economic and ecosystem services effects of your project?
- Who possesses claims – including legal jurisdiction and customary use – over the resources at stake?
- What actual or potential risks or conflicts of interest could negatively affect your project?

# Stakeholder Analysis / Stakeholder Mapping

3 essential  
steps

1. Identify the key stakeholders and their interests (positive or negative)

2. Assess the influence of, importance of, and level of impact upon each stakeholder

When?

At the time of proposal writing!!!

3. Identify how best to engage stakeholders

➤ Hypothetical Stakeholder Analysis Table for a nature conservation project in Natura 2000 areas

Stakeholder	Stake/Mandate	Level of support/ opposition for project	Notes & Strategies for obtaining support or reducing obstacles	Potential Role in Project	Key?
Private Landowners	Loss of land use, to assure their source of income, Opportunity for profit (N2K Label) / strong local lobbies	Mixed; members of group are split	Local volunteer groups to facilitate, awareness raising, financially compensate loss of use, provide economic incentives /tax exemptions	Open dialogue, Training concrete actions, Long-term contracts for Land Stewardship	YES
Hunters	Restrictions on hunting / hunters groups = strong lobbies	Strongly against	Local volunteer groups to facilitate	Open dialogue, Training concrete actions	YES
Volunteers	Nature enthusiasts	In favor		Collect data, Citizen Science, Train to use app to record species	NO
...					

# Stakeholders' Interest and Influence

## Interest/Stake

- Can affect or be affected by your project;
- Level of interest = How great the effect is;
- Economic, Social, Environmental, Regulatory, Political, Professional, Academic, Recreational etc.

## Power/Influence

- Can exercise official power e.g. as a government authority;
- Can influence as a 'community leader' or people with large networks, strong local lobbies etc., through economics etc.

# The power-interest relationship with stakeholders

Power / influence	High	Watch	Keep Satisfied	Actively Manage
	Some	Keep On Side		
	Little	General Communication	Keep Informed	
		Little	Some	High
		Interest		



*Life*  
Cyclamen

# Thank you!

Contact Details

Dr. Maria Zomeni

Nature & Biodiversity Expert

[mzomeni@environment.moa.gov.cy](mailto:mzomeni@environment.moa.gov.cy)

Tel: 22866235



*Life*  
Cyclamen

