

**Project Manager** [name]

**Stakeholder Role Profile**

These questions will encourage the project team to consider a wide variety of stakeholders. Use these questions to identify as many stakeholders as possible. After generating the list, you may decide some of the stakeholders are represented by other stakeholders or will have so little involvement in the project that you don't need to consider them and you may remove them from your list.

**This list is a starting point**

Add questions to this list that fit your project environment. If you miss an important stakeholder on one project, add a question to this list that will cause the next project team to identify that stakeholder.

For each of the questions below answer the question: "Who...?"

<p><b>Question</b></p> <p><b>Who</b></p>	<p><b>All stakeholders that apply. Use people's names whenever possible.</b></p>
1. Approves funding for this project?	
4. Approves design decisions?	
6. Approves changes affecting schedule?	
7. Approves changes affecting cost?	
8. Will use the outputs delivered by the project?	
9. Analyzes the socio-economic problems that drive the necessity of this project?	
10. Will assign people to the project team and determine the hours per day they work on the project?	
11. Approves contracts for suppliers?	
13. Will manage the project (provide leadership to assure tasks are assigned and completed on time, cost and schedule are monitored, issues are identified and resolved)?	
14. Represents organization policies governing this project?	
15. Represents regulations or laws affecting this project?	
16. Will have their work disrupted by this project?	

17. Will have to change their systems or processes because of this project?	
18. Will benefit from this project? (If this is a large group, who will represent this group?)	
19. Will perform the work on this project? (This includes all partners vendors and subcontractors as well as employees)	
20. Will participate in phase gate decisions to approve moving the project to the next phase?	

### Stakeholder Alignment Questions

These questions will ask for a minimum amount of understanding about *each* stakeholder. Use these for each stakeholder that has a high interest in the project or can have a high impact on the project. The better you understand each stakeholder, the better prepared you'll be to win cooperation.

### Not for publication

These questions are meant to stimulate thinking about stakeholders. Your assumptions and insights into the motivations of each stakeholder or stakeholder group are a private assessment and should not be published.

For each significant stakeholder, answer the following questions:

Name:	Title:
1. What is their contribution to the project?	
2. To whom do they report?	
3. What authority do they have over the project?	
4. What is their goal for the project (what is their stake in the project) and how does it relate to their organization's goal or other personal goals? (What makes this a 'win' for them?)	
5. Do they present a specific threat or opportunity?	
6. What perception do you want them to have about the project?	

### Plan Communication

Use the Communication Plan and Responsibility Matrix templates to document roles and responsibilities and how you'll keep your stakeholders engaged and informed.

Below is a table with the **different categories of stakeholder organizations and their roles and responsibilities in EuropeAid co- financed actions.**

Standard norm				Typical Anomalies in this programme management	
Designation		Role	Responsibilities		Financial duties and responsibilities
Project partners	EU	<ul style="list-style-type: none"> <li>• Designs and manages the programme of which projects are components;</li> <li>• Monitors and evaluates the project</li> <li>• Supports the integration of the project into the programme of which the project is a component.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluating proposals</li> <li>• Drafting contracts and awarding grants to the best proposals</li> <li>• Ensuring that partners implement the Action as per contractual obligations</li> <li>• Giving external visibility to the EU programme</li> </ul>	<ul style="list-style-type: none"> <li>• Contributing to a variable percentage of expenses (maximum 90)</li> <li>• Verifying that the applicant organization spends money according to stipulated contractual obligations and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• In many cases project budgets are not modified at the time of the contract despite a disproportionate amount of money being allocated to subcontracted services that were not justified in the organisational structure and in the team proposed for Action implementation.</li> <li>• In budget items, the commitment of the partner to contribute to project costs is not clearly specified. Funders are mentioned although they are not part of the consortium presenting the project and it is not clear whether these are in fact funding the Applicant that funds the project (and in this case there would not be need to mention them while the Applicant should be mentioned as the source) or if these figures are in fact referring to duplications of project activities with other projects financed by other donors.</li> </ul>

Standard norm				Typical Anomalies in this programme management	
Designation		Role	Responsibilities		Financial duties and responsibilities
Applicant Organization, i.e. the lead organisation within the partnership, responsible for submitting the application		<ul style="list-style-type: none"> <li>Leads the Action</li> <li>Manages the partnership in accordance with contractual obligations.</li> <li>Responsible for ensuring that consortium partners contribute to the proposed percentage of expenses as per budget submitted (in this programme at least 10%).</li> </ul>	<ul style="list-style-type: none"> <li>Implementing the Action as per contract with EU.</li> <li>Faithfully reporting project performance.</li> <li>Knowing how the project is performing against milestones, time frames, deliverables, budget and resources.</li> <li>Ensuring that consortium partners contribute their share of funding sources other than EU</li> </ul>	<ul style="list-style-type: none"> <li>Contributing to raise funds from own sources.</li> <li>Ensuring that Personnel Costs are eligible as project costs in the form of salaries and diem</li> <li>Ensuring that travel expenses of their personnel are eligible as travel costs.</li> </ul>	<ul style="list-style-type: none"> <li>In many projects, partners are not contributing to the expected sources of funding. Many applicants report as contribution what actually is a project saving or a duplication of activities with other projects funded by other donors.</li> <li>The applicant acts merely as a contractor of subcontracted organizations that are implementing training activities</li> </ul>
Other partner organizations that participate in the consortium presenting the project		Being active implementers of activities as per project description and plan.	Implementing project activities under the leadership of the applicant organization	<ul style="list-style-type: none"> <li>Utilizing their economic resources as sources of funding</li> <li>Ensuring that their Personnel Costs are eligible as project costs in the form of salaries and diem</li> <li>Ensuring that travel expenses of their personnel are eligible as travel costs.</li> </ul>	In many projects the word “partners” is used in an ambiguous manner.

Standard norm				Typical Anomalies in this programme management	
Designation		Role	Responsibilities		Financial duties and responsibilities
	Associate Partners	Contributing to implementation of project activities.	Implementing project activities in synergy and subsidiarity with the consortium	<ul style="list-style-type: none"> <li>• Not allowed to utilize their economic resources as sources of funding</li> <li>• Salaries of their personnel are not considered eligible project costs</li> <li>• The diems for the personnel are considered eligible project costs</li> <li>• The travel expenses of their personnel are eligible travel costs</li> </ul>	
	Direct beneficiaries	directly benefitting from project activities.	facilitating the implementation of project activities intended for them	<ul style="list-style-type: none"> <li>• Not eligible for utilizing their economic resources as sources of funding</li> <li>• Not eligible for receiving salaries or Diems for the implementation of project activities.</li> <li>• Eligible for receiving Diem and travel expenses for participating in events and programmes directly intended for them.</li> </ul>	In some cases the Applicant reports as project cost (and a source of contribution) the financial contribution of direct project beneficiaries.

Standard norm				Typical Anomalies in this programme management	
Designation		Role	Responsibilities		Financial duties and responsibilities
	Indirect beneficiaries	Benefitting indirectly from project activities.	Facilitating the implementation of project activities	<ul style="list-style-type: none"> <li>• Not eligible for utilizing their economic resources as sources of funding</li> <li>• Not eligible for receiving salaries or Diems for the implementation of project activities.</li> <li>• Not eligible for receiving Diem and travel expenses for participating in events and programmes.</li> </ul>	<p>In many projects there have been expenses done for the benefit of others then the direct beneficiaries listed in the Annex 1.</p> <p><i>For instance, in many projects activities have been targeted to personnel of NGO, government institutions etc. but these were not enlisted as direct beneficiaries in the project description.</i></p>
	Subcontractors - organisations identified and contracted by the beneficiary or its partner(s)	Acting as service providers for those activities in which partners lack professional experience	Executing specific tasks and services as identified by project applicant in accordance with appropriate procedures in order to execute specific tasks for implementing the Action.	<ul style="list-style-type: none"> <li>• Not eligible for utilizing their economic resources as sources of funding for this Action</li> <li>• Not eligible to receive salaries or Diems for the implementation of project activities.</li> <li>• Not eligible for receiving Diem and travel expenses for participating in events and programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Subcontractors are hired to execute entire portions of the project (as partners should be doing) and not for specific tasks (as subcontractors should do).</li> <li>• Business relationship with subcontractors is managed by the applicant of in public events and workshops that were instead intended for project beneficiaries.</li> <li>• Subcontractor personnel receive training and support that was meant to be provided to project beneficiaries.</li> <li>• In a number of projects, funds are used for Diem and travel expenses of subcontractors while these were meant for project beneficiaries.</li> <li>• The amount spent by subcontracted organizations for providing training that was not paid by the Partner has been considered as a project cost and as a source of project funding.</li> </ul>

Standard norm				Typical Anomalies in this programme management
Designation		Role	Responsibilities	
				<ul style="list-style-type: none"> <li>The project applicant has managed the relationship with subcontractors in events that have been called Orientation/workshop/conference/convention but which were in fact only intended to set the contractual rules for the provision of subcontracted services. These events have been financed through project costs as if project beneficiaries were attending them</li> </ul>