Strategic Discussion

Board of Directors

May 13, 2020

Background:

Organizations that have defined stakeholders, outcomes, and goals are able to move quickly to make nimble decisions that allow them to continue working to achieve their mission and objectives.   We have started discussing the importance of a strategic plan and done some strategic thinking exercises at past Board Meetings, allowing the Board to begin thinking about coalescing around a vision for the future and the strategy that will get us there.

Current:

As we advance our strategic conversations, it is important for us, as an organization to identify our stakeholders. Who are those people/groups with a vested interest in our organization and why are they important? There are two documents on stakeholders provided here as background reading for you. During the meeting, these will serve as the backdrop to our discussion about League stakeholders.

After we identify stakeholders, we will look at some possible strategic frameworks for LWCV and LWVCEF as they exist, and into the near future. Those are also attached for your reference. Each outlines the organization, it's mission (or a discussion point for mission), some strategic pillars that may be the guiding strategies of the organization, and some outcomes that may be some of the things we want to achieve. These strategic frameworks are intended as the launching point for our discussion about the strategic direction and outcomes we would like to achieve for each organization.

We will not delve into tactics or the "how" for achieving these outcomes. Our goal for this meeting is to generally align on stakeholders, strategic pillars, and outcomes, using these frameworks as lead points for our conversations. In future meetings we may explore SWOT Analysis, Risk Assessment/Management, goal setting, and the tactics that will help us achieve our desired outcomes.

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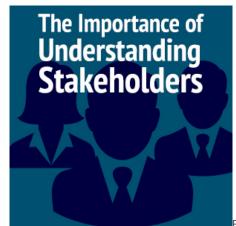
- Home
- About

- Services

You are here: Home » Research » The Importance of Understanding Stakeholders

- Projects

- Blog
- Contact

September 11, 2017

The Importance of Understanding Stakeholders

Every program evaluation is conducted in a context in which there are parties (persons, organizations, etc.) who have an interest, or a "stake," in the operation and success of the program. In the corporate world, a "stakeholder" is any member of the "groups without whose support the organization would cease to exist." (see Corporate Stakeholder). More recently, the idea of "a stakeholder" has been broadened to include "any group or individual who is affected by, or who can affect the achievement of, an organization's objectives." (The Stakeholder Theory Summary.)
Indeed, in the not-for-profit world, stakeholders may include an array of persons and organizations including funders, community members, program participants, family members, volunteers, staff, government agencies, and the broader public.

Stakeholders in non-profits usually fall into one of three categories of legal statuses:

1. Constitutional stakeholders such as board members or trustees of the non-profit organization
2. Contractual stakeholders, including paid staff, or any business, group or individual that has a formal relationship with the organization.

3. Third-party stakeholders including all the people and groups that may be affected by what the organization does. That includes businesses, the local government, and the citizens who live in the community. (See What is a Stakeholder of a Non-profit.)

Nonprofit stakeholders may range from those who support an organization, to those who oppose an organization. Stakeholder can include advocates, supporters, critics, competitors, and opponents. In its analysis of stakeholders in policy change efforts, the World Bank uses the categories of "promoter," "defender," "latents", and "apathetics." (See What is a Stakeholder Analysis.)

Conducting a stakeholder analysis is very useful for both evaluation and strategic planning efforts. Identifying various stakeholders' interests in an organization's mission and programming can help non-profit leaders and staff to be sure that their efforts and initiatives are achieving desired goals. They can also be useful in ensuring that the needs of those served are being directly met. For both evaluation and strategic planning purposes, a stakeholder analysis is an important process for achieving a shared understanding of each stakeholder's specific interest in, and relevance to, the work of the non-profit or educational organization.

Brad Rose Consulting has developed a unique approach to stakeholder analysis, one that can be extremely useful as organizations examine the purposes, goals, specific activities, and desired outcomes of their work. We often work with organizations to implement stakeholder analyses. These analyses are helpful both in identifying where an organization is, at any given point in time, and for identifying where it wants to go in the future. You can see our basic stakeholder analysis form here.

Resources

Corporate Stakeholder

Stakeholder Theory

Summary of Stakeholder Theory

Stakeholders of a Typical Non-Profit Organization

What is a Stakeholder of a Non-profit

Tags: stakeholder analysis, stakeholders
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Stakeholders of a Typical Non Profit Organization

A stakeholder is an individual or group which has an interest that the non profit fulfills its mission. Anyone who is interested or affected by the nonprofit organization and its services is a stakeholder. Stakeholders in the nonprofit sector include the following:

1. BENEFICIARIES – The people and parties who actually use the services and goods created, distributed, or allocated by the non profit organization are the users.

2. DONORS AND FUNDING SOURCES – Those who help in funding the operations of the non profit organization are the donors and the funding sources.

3. COMMUNITY – The surrounding community as a whole has a stake in how well a non profit organization completes its mission and objectives.

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NPO BASICS

Nonprofit organization: Definition & meaning

NPO: Advantages & Disadvantages

Primary types of non-profit organization

Other less common types of NPO

4. EMPLOYEES & VOLUNTEERS – Employees and Volunteers provide vital services to keep the nonprofit running and are important stakeholders for nonprofit organizations. In return it seeks emoluments or recognition of its services. It also seeks protection from personal liabilities.About 11 million people or near about 7 percent of the entire U.S. work force comprise the United States non profit sector.

5. FEDERAL, STATE AND COUNTY ADMINISTRATION – Government at all levels is an important stakeholder for nonprofit organizations. It requires the organization to furnish periodical reports of various kinds and in return it provides the organization with benefits like tax exemptions. tax deduction, government grants and several other benefits

The non profit organizations are exempted from paying taxes and for this the following should be taken care of:

- They should not engage in political campaign activities.

- They can not diversify according to the changing markets or the community needs and must stick to the purpose for which they were established.

- They must be controlled by their own boards and can not have a management team from outside.

Types of non-profit: IRS classification

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League of Women Voters of CA

Strategic Direction Discussion

2020

All strategic pillars and goals should tie back to the mission.

Mission: Empower Voters. Defend Democracy

PILLARS

| Enable vibrant, engaged, diverse Local Leagues | Impact public policy through effective advocacy and engagement of members and the public | Build League reputation and influence in all public spheres | Equity is a central tenet of all operational and legislative decision making. |

Outcomes

| Local Leagues have access to timely, relevant resources on League Management, allowing them to focus on community engagement and local issues | LWVC key legislative priorities are advanced to become law. | LWVC is a visible leader, and sought as a press and community resource on issues that are core to us, such as voting rights & elections | LWVC has a larger and more diverse membership and active donor base. |
| Local Leagues enthusiastically support and participate in state level initiatives and have toolkits and other dedicated support to do so. | Members and the public are empowered as change makers and participate in democracy through advocacy efforts with LWVC | LWVC membership, audience, and partners are diverse and representative of the California population | LWVC is recognized as a champion of equity issues and has diverse parterships and collaborations |

VISION: We envision a democracy where every person has the desire, the right, the knowledge and the ocnfidence to participate.

League of Women Voters of CA Education Fund

Strategic Direction Discussion 2020

Suggesting a unified mission for EdFund & LWVC - same as LWVUS.

Mission: Empower Voters. Defend Democracy

PILLARS

Provide Californians with the information they need to feel confident participating in elections.

Build League reputation and influence in all public spheres

Equity is a central tenet of all decision making and public education.

Outcomes

Californians have accessible information available that empowers them and builds their confidence in participating in elections.

Communities, CBOs, Foundations, local governments, media, libraries, and other entities look to League provided education and tools to inform their audiences on civic issues

AlIl education is designed to be accessible to diverse audiences with diverse needs.

Election turnout increases, particularly in traditionally underrepresented communities and youth.

Diverse CBOs leverage League provided tools to improve their civic engagement outcomes.

VISION: We envision a democracy where every person has the desire, the right, the knowledge and the confidence to participate.