



Knowledge to lead

Conducting a Stakeholder Analysis

Step by Step

1. Identifying major stakeholder groups:

- Identify the groups that have a significant interest in the project (individuals, groups, communities, organizations, etc.).
- Define the interests and agenda of the agency directing the exercise. This can be redressed later in the process by allowing the inclusion of more stakeholders as their interests comes to light.

2. Determining stakeholders' interests:

- Investigate roles, relative power and capacity to participate in the project, in order to draw out key interests for each stakeholder group. Key questions could include:
 - What are the contribution the stakeholder can give to the project and what resources is it likely to commit (or avoid committing) to the project?
 - What interests the stakeholder has in the project and what are the benefits it can get?
 - What are the stakeholder expectations and requirements to the project?
 - What other interests the stakeholder has that may conflict with the project?
 - What actions can be taken to address the stakeholder's interests?
- To collect all this information in a methodical way, use a stakeholder map.

3. Assessing stakeholders' influence and importance:

- The relationship between stakeholders has to be observed, so as the extent of cooperation and/or conflict between them can be outlined.
- **Influence** refers to how powerful a stakeholder is.
- **Importance** refers to those stakeholders whose needs and interests coincide with the aim of the project.
- To conduct an effective analysis, organize this information in a stakeholder matrix.



unitar

United Nations Institute for Training and Research

4. Establishing strategies for stakeholder's involvement:

- Decide, in case the stakeholder is a group rather than an individual, whether all the group participate or only its representatives.
- Manage and coordinate arrangements appropriately to promote stakeholder ownership, participation, and avoid conflicts of interest.
- Design partnerships in a flexible way, allowing growth.
- Interpret the findings of the analysis and incorporate relevant information in the project design, in order to plan strategies.

Stakeholder Matrix

A stakeholder matrix allows for stakeholders to be plotted against different variables, taking into consideration their importance and their level of influence in the project.

IMPORTANCE INFLUENCE	High / Medium	Low / Not known
High / Medium	<p>A</p> <p>These stakeholders are the most important ones for the project. The implementing organization must consider their interests and expectations in order to ensure effective coalition and support for the project.</p>	<p>B</p> <p>These stakeholders are a source of significant risk. They need careful monitoring and management.</p>
Low / Not known	<p>C</p> <p>These stakeholders should be adequately informed about the development of the project, to protect their interest, but they only require limited monitoring and management.</p>	<p>D</p> <p>These stakeholders are of low priority. They require limited monitoring and management.</p>



unitar

United Nations Institute for Training and Research