

T5

Stakeholder Analysis

Summary: Stakeholder analysis is the process of identifying individuals, groups or organisations with an interest in, importance to, or influence over the planning process, describing them and seeing how they can be best involved in the project. It is important to identify all stakeholders who could affect the project positively and negatively. The present tool suggests a procedure for analysing stakeholders and helps determining appropriate stakeholder involvement.

Application Within the Planning Process:

Step 1: Process Ignition and Demand Creation

Step 2: Launch of the Planning Process

Step 3: Detailed Assessment of the Current Situation

Related Tools:

T29 Project Management

T30 Monitoring Checklist

Purpose Involving all key stakeholders – people or organisations whose interests are affected by a project or whose activities significantly affect the project – is essential for the participatory CLUES approach. With a stakeholder analysis, you can provide a strategy for participation. This tool helps to structure and use information on the following aspects:

- stakeholders’ attitudes, interests and power in relation to the project
- conflicts of interests between stakeholders and possible risks for the project,
- relations between stakeholders appropriate forms of participation and roles & responsibilities in the action plan

How to use this tool? A complete stakeholder analysis comprises the following four steps:

1. Identification of key stakeholders and their interests
2. Assessment of the influence and importance of stakeholders
3. Identification of risks and assumptions about stakeholders
4. Identification of appropriate stakeholder participation

This step-by-step procedure is explained in **Document D5.1**, including an example. A preliminary stakeholder identification and characterisation should be done in the beginning of the planning process, i.e. during the ignition and demand creation phase (step 1). During the official launching workshop (step 2), a participatory stakeholder identification is carried out with the workshop participants. Performing the exercise in a participatory manner helps gaining a realistic picture of the views, concerns and interests of stakeholders and to share and clarify information quickly. During the detailed assessment of the current situation (step 3), the assessment is completed and refined by the process leader.

The results should be cross-checked during individual interviews and then be used to appropriately involve the stakeholders. This can be ensured through good project management practices (see **Tool T29**). A stakeholder analysis should be a dynamic process in which key stakeholders are re-evaluated throughout the project period. Such a systematic approach is also useful for monitoring and evaluation of the project (see **T30**).

Resources

Document D5.1:
*Conducting an Integrated
Stakeholder Analysis*
[D5.1.pdf](#)