Worksheet 2: Stakeholder Analysis

Use this worksheet and the accompanying exercise to analyze important stakeholder characteristics and begin to identify a strategy for involvement.

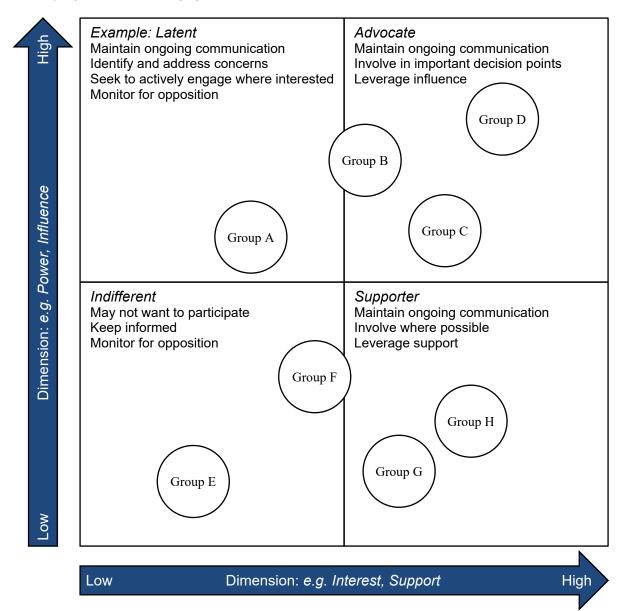
Instructions:

- Make a list of potential stakeholders (see Worksheet 1).
 Note how each stakeholder is interested in, able to influence, and likely to participate in the process. Describe additional characteristics as needed.

List Potential Stakeholders	Goals, motivations and interests	Power and influence	Knowledge, resources and support
Example Citizens for a greener tomorrow	Interested in preserving urban biodiversity by establishing a network of trails and open space.	No official power but able to influence and inform a large number of members.	Knowledgeable and supportive of previous planning efforts. Able to provide volunteers.

Exercise 2: Stakeholder Analysis Matrix

Use the following space or a large sheet of paper to identify and classify stakeholders according to selected dimensions. Represent one stakeholder dimension along each axis. If desired, use different symbols, colors, sizes or lines to represent a third dimension (i.e. size of symbol = degree of influence). Begin to make note of potential strategies to involve each group. This type of exercise is useful for analyzing how stakeholders relate to an issue or process, and identifying methods to engage stakeholders.



Stakeholder Dimensions:

Power: the power a stakeholder has over the decision

Influence: the ability of a stakeholder to influence other stakeholders **Impact:** the degree to which the decision will impact each stakeholder

Interest: the perceived level of interest that each stakeholder has in the decision **Support:** the degree to which a stakeholder supports or opposes the project **Resources:** the level of resources a stakeholder is able to bring to the process **Knowledge:** the level of knowledge a stakeholder has about the project

Adapted from Tools for Institutional, Political and Social Analysis of Policy Reform: Annex. 2007. The World Bank.