

Worksheet 2.1

Stakeholders Analysis Checklist

Step 1: Identify your stakeholders.

- List all stakeholders.
- Identify all potential supporters and opponents of the strategic planning project.
- Identify key stakeholders.
- Identify the interests of vulnerable groups (e.g., the poor).

Step 2. Identify stakeholder interests.

- List the individual interests of each stakeholder. (Try to be objective and look for covert interests as well as obvious ones.)
- Record the stakeholder's expectations of the strategic planning project.
- Catalog likely benefits for the stakeholder.
- Determine resources the stakeholder will wish to commit (or avoid committing) to the strategic planning project.
- Discover other interests the stakeholder has that may conflict with the strategic planning project.
- Identify how the stakeholder regards others on the list.

Step 3. Assess the impact of the strategic planning project on each stakeholder.

- Determine the impact of the strategic planning project on each stakeholder—is it positive, negative, neutral, or unknown?
- List which stakeholder interests converge most closely with strategic planning project objectives.

Step 4. Assess the influence of each stakeholder on the strategic plan.

- Identify clearly who can influence the strategic planning project.
- Identify leaders/champions.
- Record who controls strategic resources. Will they commit these to the strategic planning project?

- Catalog who has specialist knowledge crucial to the strategic planning project. Will they support you?
- Determine who occupies a strong negotiating position in relation to other stakeholders.

Step 5. Assess the level of stakeholder participation in the plan.

- Decide which stakeholders must be involved as partners.
- Evaluate which stakeholders need to be consulted but who may not wish to be active in the strategic planning process.
- Establish which stakeholders need to be kept informed only.