

Stakeholder Analysis: Work Sheets

**Steps 1, 2, and 3 of Stakeholder Analysis:
Identification of Stakeholder Groups, Their Interests, Importance and Influence**

Stakeholder Groups	Interest(s) <i>at Stake</i> in Relation to Program	Effect of Program on Interest(s) + 0 -	Importance of Stakeholder for Success of Project U – Unknown 1 – Little/No Importance 2 – Some Importance 3 – Moderate Importance 4 – Very Important 5 – Crucial Player	Degree of Influence of Stakeholder over Program U – Unknown 1 – Little/No Influence 2 – Some Influence 3 – Moderate Influence 4 – Significant Influence 5 – Crucial Player

**Step 3 of Stakeholder Analysis (continued):
Mapping Key Stakeholders' Relative Influence and Importance**

INFLUENCE OF STAKEHOLDER	IMPORTANCE OF ACTIVITY TO STAKEHOLDER					
	Unknown	Little/No Importance	Some Importance	Moderate Importance	Much Importance	Critical Player
Unknown						
Little/No Influence						
Some Influence						
Moderate Influence						
Significant Influence						
Very Influential						

Note: Insert key stakeholders in the appropriate cell.

**Step 4 of Stakeholder Analysis:
Formulation of Stakeholder Participation Strategy**

STAGE IN PROJECT PROCESS	TYPE OF PARTICIPATION			
	Communication (one-way flow)	Consultation (two-way flow)	Negotiation (increasing control over decision making)	Participation (transfer of control over decisions and resources)
Initial Assessment				
Design				
Implementation				
Monitoring & Evaluation				

Note: Insert into the table specific participation strategy (ies) for key stakeholders (such as information campaign for general public; workshop with ministry and NGOs; or focus group meetings with workers).

Source: Rietbergen-McCracken, Jennifer and Deepa Narayan. 1998. *Participation and Social Assessment: Tools and Techniques*. Washington D,C.: World Bank.

(Available for download from www.worldbank.org. Provides additional guidance on the steps outlined in the above worksheets).