



# Stakeholder Identification



## Description

There are a range of techniques to assist in the identification of stakeholders for your organisation. It is useful to utilise these techniques to develop a list of stakeholders, prior to developing more detailed stakeholder profiles (see Fact Sheet 6), or analysing how stakeholders may affect what you do (see Fact Sheet 4). It may be that you utilise some of the techniques prior to the commencement of a project, to ensure that you are involving those stakeholders who may have an interest.

## Benefits

New approaches to considering stakeholders is a good way to think more broadly than the "usual suspects". Preparing checklists is a good mechanism to share information between staff members.

## Challenges

Identifying stakeholders is a first step. The big challenge is to utilise the information by developing detailed profiles on stakeholders, and conducting attitude and influence analyses to better inform your planning process, regardless of its scale.

## Skills

There are no specialised skills required to apply these stakeholder identification techniques. Skills in interviewing may be required if utilising the key informant interviews approach. The analysis and application of the information obtained will require additional skill.

## Resources

Limited resources, other than staff time, are required for this exercise. Brainstorming will require butchers paper or a whiteboard. Additional resources may be required if it is felt that key informant interviews are required.

## Information

Useful information sources include records of submissions received or attendance at public meetings, and social and economic profiles.

### How hard is it?

✓ = low level

✓✓ = medium level

✓✓✓ = high level

### Skills required:

To set up ✓  
 To conduct: ✓✓  
 To analyse ✓✓✓

### Resources required:

✓

### Information required:

✓✓

## Desktop Tool

### Snap Shot

#### When to utilise:

In the early planning stages

#### Other tools for similar situations:

Stakeholder profiles  
 Socio-economic profiling  
 Attitude & Influence Analysis

# How to Identify Stakeholders

## When should I identify stakeholders?

Utilise this technique in the early planning stages, such as when you are doing a stocktake of information, or when planning stakeholder consultation and engagement activities.

## Steps in identifying stakeholders

1. Use in-house resources to identify possible stakeholders. Examples of approaches to harnessing in house knowledge, and relationships include using a brainstorming exercise with a cross section of staff / board members / advisory group members. A review of records of attendees at public meetings, requests for information or submissions received will also identify possible stakeholders.
2. Seek the advice of stakeholders that you have existing relationships with, to determine if there are groups or sub-sectors of the community you have overlooked. You may like to include a few external stakeholders in the brainstorming exercise.
3. Encourage people or groups to express interest, for example through public announcements such as meetings, advertisements or the media.
4. Analysing socio-economic profiling information, to identify sub-sectors within the community (See fact sheet 3)
5. Use a checklist that has been developed, for example the list provided as an attachment.
6. Once you feel you have a comprehensive list of stakeholders, you can use the list as a basis to develop more detailed stakeholder profiles (see Fact Sheet 6). Both the stakeholder list and profiles will be a useful resource to conduct a Stakeholder Attitude and Influence Analysis for a specific goal or purpose (see Fact Sheet 4).

## References & links for additional information

Jacques M. Chevalier, 'SAS2 1.0: Stakeholder Identification,' in Social Analysis Systems2,

<http://www-sas-pm.com/>. At [http://200.87.140.91/misc/site/internacional/documents/tools/techniques/stakeholder\\_identification.pdf](http://200.87.140.91/misc/site/internacional/documents/tools/techniques/stakeholder_identification.pdf)

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