(Insert company name)

Stakeholder Analysis

Note: This template has been developed as a guide for developing a stakeholder analysis. Further assistance can be provided by the Special Purpose Vehicle Unit, within the Department of Infrastructure and Planning.

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1 Planning

Outline the planning that is necessary for conducting the stakeholder analysis.

1.1 Purpose

Define the reason for gathering and analysing stakeholder information.

1.2 Users

Determine who will be using the information.

1.3 Action Officer/s

Determine who will be responsible for the collection and analysis of the information.

1.4 Timeline

Outline the specific steps that need to be taken, and the timeline required to complete this analysis.

2 Scope

Outline the scope of the analysis.

3 Identify key stakeholders

Determine the stakeholders that will have an interest in the Special Purpose Vehicle (SPV).

4 Determining stakeholder characteristics

Confirm the information and characteristics of the SPV's stakeholders. Please refer to Appendix 1 for further information.

4.1 Internal/External

Internal stakeholders work within the SPV to develop and implement the project. All other stakeholders are external.

4.2 Knowledge of the SPV

Determine the level of accurate knowledge the stakeholder has regarding the purpose of the SPV.

4.3 Position

Determine whether the stakeholder supports, opposes or is neutral about the SPV's objectives.

4.4 Interest

Determine the stakeholder's interest in the SPV and the advantages or disadvantages that it may bring to their organisation.

4.5 Alliances

Determine the organisations (community or commercial) that collaborate to support or oppose the SPV's objectives.

4.6 Resources

Determine the quantity (i.e. human, financial, technological, political and other) available to the stakeholder and their ability to mobilise them.

5 Consultation

Determine the most appropriate way to engage and obtain the necessary information from the stakeholder, given their cultural context. Collection and recording of information should be done in a manner that protects the investment and the privacy of the stakeholder. Also, this stage can include reviews of existing information. This may incorporate: institutional reports and publications; annual reports; and media reports.

6 Analysis

Once the stakeholder characteristics have been identified, they should be analysed in a manner that focuses upon comparing information and developing conclusions about the stakeholder's relative importance, knowledge, interests, positions and possible allies regarding the SPV's objectives.

7 Stakeholder Management

Develop a list of recommended actions / strategies to manage the stakeholders. To guide the following actions, it is important to keep the following five goals in mind:

1. maintain the support of those stakeholders who are currently supporters

2. increase the power and leadership of the supporters

3. convert the opponents to supporters

4. weaken the power and leadership of the opponents

5. convert the neutral stakeholders into active supporters.

There are two types of strategies that should be considered. **General** strategies address the interests, concerns and misunderstandings common to most stakeholders. These include increased promotion of the company's objectives and key deliverables. **Specific** strategies are for a certain stakeholder or group of stakeholders that require specific ways of addressing their concerns.

Appendix 1

Organisation	Internal/ External	Knowledge (High/Medium/Low)		Position (S/MS/N/MO/O)[1]	Interest (Advantages / Disadvantages)	Alliances (Organisations)	Resources (High/Medium/Low)			Leader [4] (Yes/No)
		Company	Project				Quantity[2]	Ability to mobilise[3]	Power	

Notes:

1. Support / Moderately Support / Neutral / Moderately Object / Object

2. High = Many; Medium = Some; Low = Few

3. High = the stakeholder can organise their resources to significantly impact the company objectives; Medium = the stakeholder can organise their resources to moderately impact the company objectives; Low = the stakeholder can organise their resources but have little or no impact company objectives

4. Leadership is defined here as the willingness to initiate, invoke or lead an action for or against the company.