

A stakeholder analysis provides a means to identify the relevant stakeholders and assess their views and support for the proposed project.

A stakeholder can be defined as any individuals, groups of people, institutions or organisations that may have a significant interest in the success or failure of a potential project around the issue of concern. These may be affected either positively or negatively by a proposed project.

Stakeholders therefore go beyond the target group, and extend to those that may have something to bring to assist the project, or those that may resist the project taking place. When identifying stakeholders, it is important to consider potentially marginalised groups, such as women, the elderly, youth, the disabled and the poor, so that they are represented in the process, especially if the issue will affect their lives.

It is important to identify and understand the different stakeholders and their varying levels of interest and power to influence the project, and their motivation and capacity (resources/knowledge/skills) that they bring to the issue. Having these matters identified and clarified will make the process of identifying the causes of the problem and potential solutions much easier.

You should aim to identify the motivation or constraints to change from the aspect of the target group(s), so that you can better understand the underlying causes to the issue you seek to overcome. This is particularly important if you have more than one target group, or a diverse group (eg. urban and rural households). You can use relevant and up to date information from the literature review, as well as directly engaging stakeholders to complete the stakeholder analysis.

This type of research is similar to the barrier and benefit research that is recommended as part of [Community-Based Social Marketing](#) (CBSM).

A [stakeholder analysis template](#) can be downloaded from [here](#).

An example of a completed stakeholder analysis is provided below (for a hypothetical project looking at reducing electricity consumption in households).

Sample completed stakeholder analysis table

Stakeholder	Stake in the issue	How can they help the project achieve its goals?
Residents		
	High increase in purchase and installation of Air Conditioners (AC). Residents seek to achieve a comfortable indoor climate.	
	Existing building stock that does not provide for natural ventilation options limited to retrofitting insulation.	
	With right signals, could form effective partnership with electricity retailers and local government to take action.	
Electricity Retailer & Distributors		
	Increased demand for electricity requires significant investment in new infrastructure to meet the peak load.	
	Addressing demand side management to reduce the peak load can save investment in costly new infrastructure.	
	Could form partnership with residential customers through education and incentives. Electricity retailers have the resources to do this.	
Local Government		
	Council has signed up to Cities for Climate Protection (CCP) programme, and is looking to achieve a 10% reduction in greenhouse gas emissions by 2020.	
	Motivated to assist in education and awareness raising of community in order to build capacity to act and change.	

Partnership with residential sector and electricity retailer/distributor. Could work with home builders through

State Government

Regulates residential electricity cost through essential services agency.

Fixed electricity price means that residential users of electricity are not aware of the fluctuating price for

Potential conflict with electricity retailers as there is no price signal to reduce electricity. Potential partner

Electrical appliance retail stores

Competition between retailers leads to discounted AC products. Retailers may not always stock/promote

Education and awareness raising among electrical retail stores could lead to promotion of energy-efficient

Could form partnership with local government and electrical retailers if made aware of importance of ad

Home builders

Large home building companies provide standard home designs that maximise home size, and minimise

Education and awareness, as well as guidelines, could be used to improve home design for dry tropics c

High demand for new homes provides little incentive to change business as usual approach. Potential fo

STAKEHOLDER MAP

A stakeholder map allows you to plot stakeholders based on their ‘power & interest’ and this can help you prioritise your level of engagement with them. Interest relates to the stakeholder’s level of interest in the issue. Power refers to their ability to facilitate or prevent change from happening. Stakeholders with a high level of power and interest in your project, or the issue of concern, need to be managed closely. This could involve them being part of a reference group or steering committee. Other stakeholders may need to be kept satisfied, such as through regular project updates, and the ability to respond to their issues/concerns as they arise. Stakeholders with little power or interest do not require much time/effort to be spent on them.

