

Stakeholders' Register

What is the Stakeholders' register and what it is used for

The Stakeholders' register is the output of the stakeholders' analysis. A stakeholder means every individual, group or organisation influenced by the project, either positively or negatively, directly or indirectly, intentionally or unintentionally.

Managing relationships with stakeholders is one of the main areas of project management since stakeholders' interests fundamentally influence the setting up and implementation of the project, and the project success depends on the stakeholders' assessment. The aim of the stakeholders' analysis is to realise the actual expectations of individuals and groups connected with the project in order to ensure satisfaction of the largest possible number of stakeholders.

When is the document prepared

The Stakeholders' register is prepared in the initial (kick-off) phase of the project immediately after the project purpose is completed.

Who participates in the preparation process

The project manager is responsible for the preparation of the register; the document is prepared by the entire project team, alternatively also by other stakeholders.

When is the document used

The Stakeholders' register is used in the planning phase of the project, for example when setting up project activities or compiling a communication plan for the project which is linked to the stakeholders' analysis. The register should be updated during the life cycle of the project.

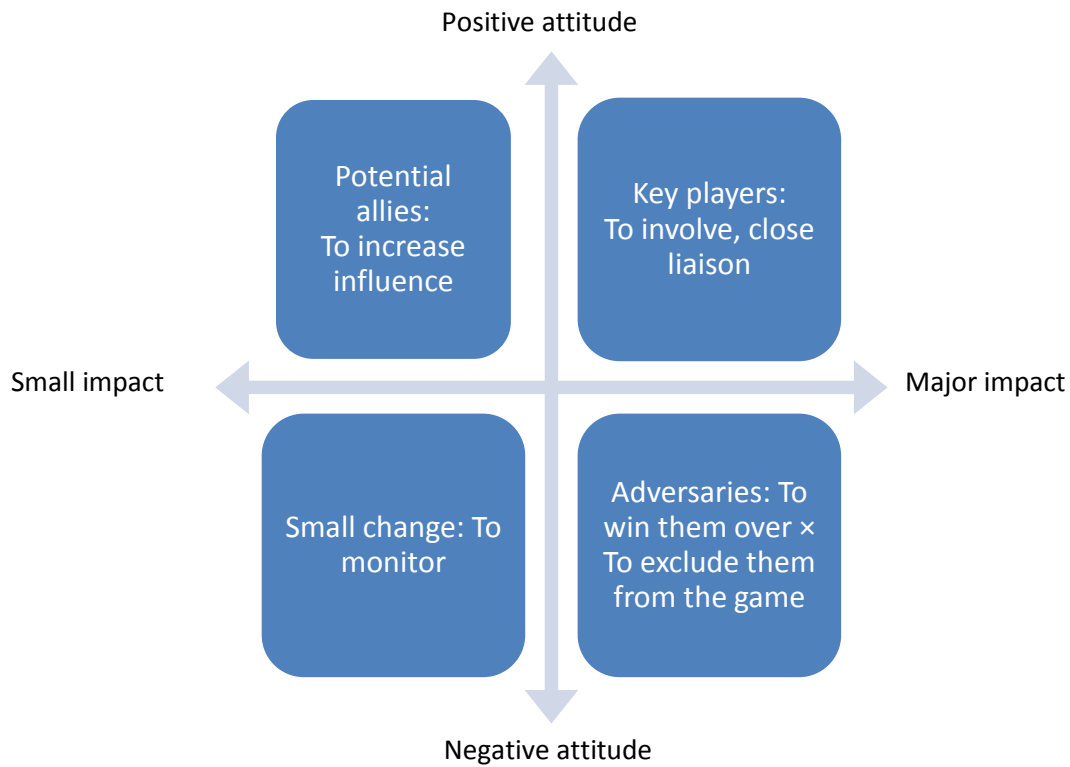
Process of preparing the document

The recommended process of preparing the document corresponds with individual steps of the stakeholders' analysis:

1. Answer the following question (e.g. during project team brainstorming): Which organisations, groups and individuals can influence the project or can be influenced by the project? The same question can be presented to individual stakeholders that have been identified.
2. Estimate real expectations, requirements and interests of the individual stakeholder with regard to the project. If the register does not include any real expectations, there is no point in preparing the register.
3. Evaluate if individual stakeholders have a positive or negative attitude towards the project and if their impact on the project will be small or big.
4. Determine the strategy for how to involve individual stakeholders in the project (e.g. information, dialogue, answering questions, etc.)

Note

In order for the project team to select a correct strategy for involving the stakeholders, it is advisable to categorise the stakeholders by their attitude towards the project and their abilities to influence the project. The following figure shows the matrix for "influence x attitude" which can make it easier to set up the strategy for involving the stakeholders.



Example of a completed form

Stakeholders' register							
Project	Development of student language skills			Versi on	02	Dat ed	10/07/2012
Stakeholder	Expectations, requirements and interests	Influ ence	Attitude	Strategy of involvement	Notes		
School students	General expectation of the group: to graduate but use the least effort possible. Individuals' interest: to be seen as interesting and attractive by their schoolmates and peers. Stays abroad are seen by students as a way of self-presentation. They are not interested in language certificates - they do not see the benefit.	high	neutral	Project involvement - to intensively explain the benefits of their involvement in the project in a clear way, to involve students in making a decision where the stay should take place.	Communication through head boys and head girls has proved inefficient - see the findings from past projects.		
Students' parents	Expectations towards students: primary - to be accepted to a university, secondary - to find a job. Expectations towards the school: good quality professional and language skills including additional activities (stays, certificates) without having to contribute financially.	high	positive	To provide regular information. Putting an emphasis on the savings made with regard to family budgets (the standard price of stays and certificates).	-		
Universities and colleges	Expectations towards students: communication skills in two world languages, English skills must be of at least at XY level.	small	neutral	To monitor needs, and if needed to change the syllabus	-		
Private language schools	Expectations: the insufficient quality of foreign language teaching at secondary schools means a higher demand for further language tuition. The language schools may lose business due to this project	small	negative	To offer cooperation - the language school can use the new classroom and offer lessons with native speakers, if the language school does not have its own classroom available.			