



STAKEHOLDER ENGAGEMENT TOOL

GUIDANCE SHEET 13

HOW TO KEEP A RECORD OF SHERPA MAP STAKEHOLDERS?

Solid stakeholder management is crucial to the success of a SHERPA MAP stakeholder engagement, process, particularly as specific MAPs will be dealing with different stakeholder contacts. To be effective at managing stakeholder relationships within each SHERPA MAP, Facilitators and Monitors may consider using a Stakeholder register from the early beginning.

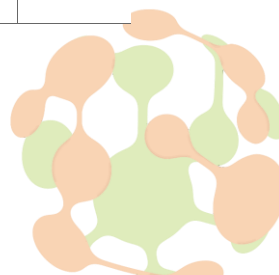
The Stakeholder register is a maintained tiered database or contact sheet for all stakeholders involved in a MAP. It contains a list of all external and internal project stakeholders. The content of a Stakeholder register can be flexibly customised. However, a Stakeholder register typically addresses the following basic questions:

- What are the stakeholder names, contact information, position, organisation?
- What are the stakeholder expectations, interests, impact, and requirements?
- Which stakeholders are critical for the MAP and which ones are more active for specific MAP activities?
- How often do stakeholders require communication and what is the preferred communication method?
- What type of communication is required to reach them?

An example of a basic Stakeholder register template is illustrated below.

Table 1: Template for stakeholder register

Stakeholder Name	Title and Role	Contact Information	Expectations / Concerns	Interests	Power	Influence	Communication requirements	Notes



When populating a Stakeholder register, it is recommended that MAP Facilitators and Monitors consider:

- Nominate a relationship lead and a primary contact. The relationship lead will have overall responsibility for stakeholder activity and will be a senior manager. The primary contact will be responsible for relationship building (there may be several different primary contacts dependent on the number of stakeholders).
- Ensure stakeholder management is a regular agenda point on progress and update reporting.
- Have a process to highlight good and bad practice
- Identify needs for update and modifications.

It is finally important to stress out that this template is a register and is not designed for performing stakeholder analysis. Stakeholder analysis must be performed separately. The value of a Stakeholder register depends on the quality of the stakeholder analysis carried out. It is therefore useful to refer to the specific guidance sheet 12 on How to analyse stakeholders in view of achieving and maintaining their engagement in a MAP.