

Stakeholder Analysis Methodology

Stakeholder analysis is used to manage projects and inform communications planning. The goal of stakeholder analysis is to identify all stakeholder groups; each group's current beliefs about key issues including their interest in and power to influence the issues; and potential role(s) in the project. Stakeholder analysis also identifies the individual contacts within organizations to help make it an actionable project tool. Elements of the analysis include:

- I. Identify all the stakeholders that reflect the project's goal and objectives (e.g., if one of a project's objectives is to influence policy, a stakeholder group would be policymakers in that domain).
- II. Complete the Stakeholder Analysis Matrix
 - Considering the project's objectives and the stakeholder groups identified in Step I, expand this list to include all possible organizations that have a stake in the project. A "stake" means that the project may affect them positively or negatively. Also consider the mission/interests for each stakeholder organization, based on current knowledge or research.
 - Assess each stakeholder organization's Level of Interest in each key issue and Power to Influence the issue. The different points of view on where stakeholders fall can be very informative.
 - Prioritize each stakeholder organization into a 2x2 Interest-Influence matrix in light of the project's objectives (e.g., if a project objective is to influence policy, are the right organizations in the High-High quadrant?)
- III. If possible, ask key project staff/participants to complete the Stakeholder Analysis Worksheet by adding the names of key individuals and their contact information for all stakeholder organizations listed. This step also involves documenting each stakeholder's role in the project (if known, or potential role if not yet known). This information provides the basis for planning approaches to communication.
- IV. Use the Stakeholder Analysis Matrix and Worksheet information to inform the Project Plan and Communications Plan, e.g., if a High-High stakeholder is identified who is not actively engaged, should he/she have a different role in the project? What communications strategy can be used? If a stakeholder is High Influence, but Low Interest, do you want to use a strategy to increase their interest?
- V. On completion of the Analysis, a comprehensive Stakeholder Analysis Worksheet should be maintained for the project. As new stakeholders are identified, add to the Stakeholder Analysis Matrix and Worksheet. Re-evaluate organizations' Interest-Influence placement in the Matrix and their roles as new information becomes available. Maintain the list of stakeholder organizations on the Worksheet in groups according to their quadrant placement on the Stakeholder Matrix.

Stakeholder Analysis Matrix

STAKEHOLDER *POTENTIAL INFLUENCE* LEVEL

STAKEHOLDER *INTEREST* LEVEL

		High	Low
High	<p>↑ High Influence & ↑ High Interest</p> <p>Strategy: Maintain support, refine communications to align with project goals leverage stakeholder influence</p>	<p>↓ Low Influence & ↑ High Interest</p> <p>Strategy: Provide information, status updates</p>	
Low	<p>↑ High Influence & ↓ Low Interest</p> <p>Strategy: Actively engage, target communications to align with project goals, leverage stakeholder influence</p>	<p>↓ Low Influence & ↓ Low Interest</p> <p>Strategy: Passive relationship management</p>	

