Stakeholder analysis constitutes one of the most critical aspects of planning collaborative projects, particularly because it helps inform communications planning. You identify all stakeholders—individuals or organizations—that could influence your project positively or negatively. You then categorize them based on their perceived *level of interest* and *level of influence,* develop a communications strategy for engaging them, and note their role in the project.

Steps for conducting a stakeholder analysis:

1. **Identify the stakeholders** for your surveillance project, both internal and external to your agency. Include data suppliers and data users, potential funders, and others who might have an interest in your surveillance and population health goals.

2. **Assess each stakeholder** based on their level of interest and level of influence. Level of interest indicates how readily they could be engaged at an appropriate level in the project, and level of influence indicates the formal or informal power they have to influence the project either positively or negatively. A thorough group discussion can greatly benefit this somewhat challenging process.

3. **Add each stakeholder to the Stakeholder Analysis Matrix** in the appropriate cell. You can perform this step with your team internally, but because of the collaborative nature of many surveillance projects, it may be particularly useful to perform this step with your community partners as well, much as you would when developing a project charter (see the *Project Charter Template* tool in this section).

4. **Inform your communications planning** using the engagement strategies listed below for each category. For example, be well prepared for and engage a high influence-high interest stakeholder early to make a good first impression and increase the likelihood of their support for the project. For a high influence-low interest stakeholder, consider the strategies and messages that might generate greater interest.

5. **Complete the Stakeholder Analysis Table** by adding the names of key individuals who need to be engaged at some level. This step can include documenting each stakeholder's role in the project, if known, or potential role, if not yet known.

	High Influence	Low Influence
High Interest	⬆ **High Influence** **&** ⬆ **High Interest** **Strategy:** Maintain stakeholder support, refine communications to align with project goals; leverage stakeholder influence	⬇ **Low Influence** **&** ⬆ **High Interest** **Strategy:** Provide information, status updates
Low Interest	⬆ **High Influence** **&** ⬇ **Low Interest** **Strategy:** Actively engage, target communications to align with project goals; leverage stakeholder influence	⬇ **Low Influence** **&** ⬇ **Low Interest** **Strategy:** Passively manage relationship

STAKEHOLDER *INTEREST* LEVEL

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