



Equitable Research Partnerships Toolkit

Tool 5: Stakeholder Identification and Analysis

Tool 5: Stakeholder Analysis

The stakeholder analysis tool facilitates identification of stakeholders in a research partnership, as well as the systematic assessment of each stakeholders' importance and influence, and the risks and benefits of including them in the partnership. Information about each stakeholder is entered into a matrix. Results can be used to inform decisions about which stakeholders should be included in a partnership and to document the unique contributions that different stakeholders bring to the partnership.

Why use the Stakeholder Analysis tool?

Completing a stakeholder matrix is useful when planning a new partnership. It can help to develop understanding of who, beyond the obvious candidates, it might be important to include, for equity or for other reasons. While involving influential stakeholders might be necessary to ensure the project succeeds, facilitating the participation of stakeholders who have little influence, but will still be impacted by the research, might be necessary to ensure the activities of the research partnership are equitable.

This tool addresses equity by:

1. Identifying stakeholders who will be impacted by the research and who should be involved in a partnership, for equity reasons.
2. Encouraging an inclusive approach to stakeholder engagement, in which equity is situated as a legitimate and important reason for inclusion.

When to use the Stakeholder Analysis tool?

Phase	Rating	Descriptions
Planning	•••	This tool is ideally implemented in the planning stages of a partnership.
Implementing	•	A stakeholder matrix could be adapted to focus on the design and implementation stage.
Disseminating	•	A stakeholder matrix could be adapted to focus on the dissemination and impact stage.



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Sustaining ●● Stakeholder matrices are also well-suited to evaluating past or assessing future stakeholder involvement.

Ratings

●●● Designed for this stage | ●● Can be used as is in this stage | ● Can be adapted for use in this stage

How long does it take to use the Stakeholder Analysis tool?

Rapid approach

- This tool could be implemented rapidly, through a single researcher completing the stakeholder matrix template with their own ideas. This might take 30-60 minutes.
- Alternatively, the tool could be implemented rapidly by only completing the stakeholder importance and influence sections of the table.

Intensive approach

- An intensive approach to implementing this tool would involve a meeting involving all those already planning to participate in the partnership, and deliberations to identify and assess other stakeholders. This approach would likely require two to four hours and could be implemented face-to-face or virtually.

What other resources do you need to use the Stakeholder Analysis tool?

- [Stakeholder Analysis Form template](#)
- For intensive approach:
 - A meeting space or online meeting forum
 - A facilitator

How to use the Stakeholder Analysis tool?

1. Download the [Stakeholder Analysis Form template](#) and select the Assessment Lists sheet.
2. Identify up to 20 stakeholders who have an interest in the research partnership and might be invited to participate.



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- a. In a group approach, stakeholders should be identified via discussion, or by participants calling out their stakeholder ideas.
 - b. In an individual approach, stakeholder names could be added to the list over time or in a single session.
3. Type one stakeholder name in each row of the stakeholder list.
4. Decide on the criteria against which you would like to assess each stakeholder's involvement. Note that the form already includes criteria for assessing each stakeholder's:
 - a. Interest in the partnership (one criterion, qualitative)
 - b. Influence (two criteria, quantitative)
 - c. Importance (two criteria, quantitative)
5. List up to five additional criteria, by typing the criteria in the rows labelled criteria 1-5.
6. For each additional criterion, enter the meaning of each quantitative score (0-2), using the influence and importance scores as examples. Note that higher scores should correspond with more positive assessments. For example:
 - a. If risk was one criterion, the meanings of the scores might be 0 = Very risky, 1 = Somewhat risky, 2 = Not at all risky.
 - b. If benefits were another criterion, the meanings of the scores might be 0 = Not at all beneficial, 1 = Somewhat beneficial, 2 = Very beneficial.
7. Select the Assessment form sheet. Delete any unused stakeholder rows and criteria columns.
8. Complete the Stakeholder Assessment section by:
 - a. Typing a sentence to describe each stakeholder's interest in the research partnership.
 - b. Selecting a score between 0-2 for each of the quantitative criteria.
9. Discuss the overall scores, which will depend on the number of assessment criterion, and their meanings.
10. Informed by the scores, discuss how much each stakeholder might/should participate in each stage of the research partnership and/or project.
11. Complete the Levels of Participation section, entering a score for each stakeholder's desired level of participation in each stage of the research.



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Suggested questions to explore using the Stakeholder Analysis tool

Stakeholder identification

- Who will be affected by the research?
- Who could influence the success of the research process?
- Who will be interested in/could act on the results of the research?
- Are there any gaps in the stakeholders identified? How could these be filled?

Stakeholder assessment

- Do any stakeholders have conflicting interests? How could this influence success?
- How much involvement might specific stakeholders expect or desire?
- How risky is it to involve specific stakeholders? How beneficial is it?
- How much work will it take to include specific stakeholder?
- What level of influence will certain stakeholders have on the success of the project?

Expected outputs and outcomes from using the Stakeholder Analysis tool

Outputs

- Completed stakeholder identification and analysis table.

Outcomes

- Enhanced understanding on the range of stakeholders involved in a research project or partnership, and sight of what each brings to/gets out of the partnership.
- Decisions about which stakeholders to invite to a partnership.

Completed example of the Stakeholder Analysis tool

Download the [Stakeholder Analysis Form Completed Example](#).

The completed example is based on a partnership led by a university in a Globally Northern country and formed part of their application for funding from their national government. The funding stream is only available to universities in that territory, that are conducting



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sustainable agriculture research, in partnership with two or more universities from the Global South. The funder will assess applications based on the potential for excellence (i.e. scientific rigour) and equity (i.e. fairness) of the proposed partnership. Researchers from the Globally Northern university wish to identify partners to collaborate on an experiment to measure the impact of different agricultural intensification interventions, including one intervention they have designed.

Researchers from the Globally Northern university have used the Stakeholder Assessment tool to consider the pros and cons of involving 10 different universities, from five Globally Southern countries, that they are considering inviting to the partnership. In each country they have identified the university with the strongest research track record (research university), and the university closest to the rural community in which it is proposed that the study would be implemented (rural university). The Globally Northern researchers perceive that they will need to involve the Globally Southern research universities for excellence, and the rural ones for equity.

The results of completing the form show that all the Southernly based universities have an interest in accessing funding, but their other interests differ (e.g. some are interested in research capacity building and others in community development). Most of the research universities have scientific influence, but not community influence. The rural universities have both scientific influence (in that their relationships with study communities will influence participant recruitment) and community influence. The research universities are typically less risky to involve, and have more influence in the scientific community, than the rural universities. However, they have limited influence in the local community, where the Southernly rural universities score better.

Overall, the results show that in two countries, both the research and rural universities attain 'medium' or 'high' scores. The Globally Northern university decides to try and establish a research partnership that involves consultation with, or full participation of, all four of these universities. They decide not to attempt to engage the other six universities.

References and further reading for the Stakeholder Analysis tool

- This tool is informed by and builds on resources in World Health Organisation, 2002. 'Identifying and Analysing the Stakeholders and Establishing Networks.' *Health Sector Planning and Policy Making - A Toolkit for Nurses and Midwives*. Available from: https://apps.who.int/iris/bitstream/handle/10665/207061/9290611863_mod2_eng.pdf?sequence=5&isAllowed=y.