Training in Research Management

Choosing Stakeholders & Stakeholder Analysis for a Research Project

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EACCR3 is part of the EDCTP2 programme supported by European Union under grant agreement CSA 2020NOE-3102
Learning Outcomes

Participants should be able to understand:

• The purpose and approach to stakeholder analysis
• Key factors to consider when conducting a stakeholder analysis.
• Process of stakeholder analysis.

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Key Definitions

• Stakeholders in a research/ or policy process are actors (persons, programs or organizations/institutions) with a vested interest in the research/ outcomes or policy being promoted.

• Stakeholder analysis: Is an approach or set of tools for generating knowledge about actors

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Why stakeholder analysis?

- To analyze past experience: to understand how policies have developed, how actors have influenced that process.

- A strategic management tool: to assess the feasibility of future policy directions;
  - 1) to facilitate the project implementation
  - 2) to develop strategies for stakeholders’ engagement

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Why stakeholder analysis?

To identify the key actors and :

• Assess their knowledge, interests, positions, alliances, and importance related to the research/or research outcome (policy).

• Allow for effective/free interaction with key stakeholders and;

• Increase support for a given research and its outcomes.
Stakeholder Characteristics to analyze - 1

• Knowledge of the research/or outcomes - policy,

• Levels of interests/ or influence and power/importance related to the research/or policy,

• Position for or against the research/or policy,

• Potential alliances with other stakeholders,
Stakeholder Characteristics to analyze -2

- Ability to affect or be affected by the research/ or policy process (through power and/or leadership)

- Ability to detect and act to prevent potential misunderstandings about and/or opposition to the research and its outcomes.

- Potential to guide the implementation of the research.

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Four-step process for Stakeholders analysis

1. Identify the stakeholders.
2. Create a Stakeholder Map.
3. Identify Stakeholder Allegiance.

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1. Stakeholder Identification

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stake in the project</th>
<th>impact</th>
<th>What do we need from them</th>
<th>Perceived attitudes/risks</th>
<th>Stakeholder Magt strategy</th>
<th>Responsibility</th>
</tr>
</thead>
</table>

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2. Stakeholder Matrix

<table>
<thead>
<tr>
<th>INFLUENCE OF STAKEHOLDER</th>
<th>IMPORTANCE OF STAKEHOLDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIGNIFICANT INFLUENCE</td>
<td>C</td>
</tr>
<tr>
<td>SOMEWHAT INFLUENCE</td>
<td>D</td>
</tr>
<tr>
<td>LITTLE/NO INFLUENCE</td>
<td></td>
</tr>
<tr>
<td>UNKNOWN</td>
<td></td>
</tr>
</tbody>
</table>

**STAKEHOLDER MATRIX**

- **UNKNOWN**
- **LITTLE/NO IMPORTANCE**
- **SOME IMPORTANCE**
- **SIGNIFICANT IMPORTANCE**

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### 3. Interpretation of the Analysis

<table>
<thead>
<tr>
<th>Interpretation of the Analysis</th>
<th>Keep Satisfied</th>
<th>Manage Closely</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor (Minimum Effort)</td>
<td>Keep Informed</td>
<td></td>
</tr>
</tbody>
</table>
4. Identify Stakeholder Allegiance

<table>
<thead>
<tr>
<th>ASSESSMENT</th>
<th>DEFINITION</th>
<th>HOW TO MANAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADVOCATES</td>
<td>Drivers for the change</td>
<td>Use as promoters</td>
</tr>
<tr>
<td>FOLLOWERS</td>
<td>Have low understanding</td>
<td>Keep informed and positive</td>
</tr>
<tr>
<td>INDIFFERENT</td>
<td>Yet to take definitive position</td>
<td>Seek their views on key issues and address concerns</td>
</tr>
<tr>
<td>BLOCKERS/OPPONENTS</td>
<td>Shows resistance to the project</td>
<td>Use conflict management techniques</td>
</tr>
</tbody>
</table>
Thank you