



SHORT EXERCISES

Stakeholder Analysis



In a nutshell

This document provides guidelines for stakeholder analysis for the context of network building, platform creating or lab design for food system transformation.

What for?

To explore and understand the food system
To work with communities (to run a Lab)

How long?

Several hours, yet monthly efforts are needed afterwards

For whom?

The primary target group is facilitators or intermediaries with an aim to transform the food system in a specific (local) context.

Created by

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Something to share?

Log in to the *platform* and leave us a comment about this tool.
You can also contact XXXXX

This tool was developed as part of FIT4FOOD2030 project; see this tool and others on the [FIT4FOOD2030 Knowledge Hub](#).

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How to cite?

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What will you gain from this?

Intermediaries or food system transformation facilitators that apply the ideas provided in this document will get (1) a better understanding of the food-related initiatives and networks in their local context, and (2) a basis for setting up a network, platform or (food) lab as facilitator of food system transformation.

Participants that are engaged in the stakeholder analysis process will feel acknowledged for their (tacit) knowledge related to the local food system

STAKEHOLDER ANALYSIS

A hybrid and continuous approach

This document provides guidelines to map, understand, register and eventually get to know stakeholders that are related to a food system in a particular (local) context. What is a stakeholder? In the context of food system transformation, a stakeholder is *an individual, group or organization which is either affected by, and/or should be allowed to influence, and/or should be invited into the process of realizing the transformation*. In line with principles of generic stakeholder identification, for the context of food system transformation, we use the following stakeholder classification:

- NGOs
- Businesses
- Policy Makers
- Knowledge education institutes
- Funding Agencies
- Citizen, consumers

Furthermore, it can be useful to consider the food system as a whole, see e.g. Figure 1, and make sure that stakeholders from each part of the system are identified.

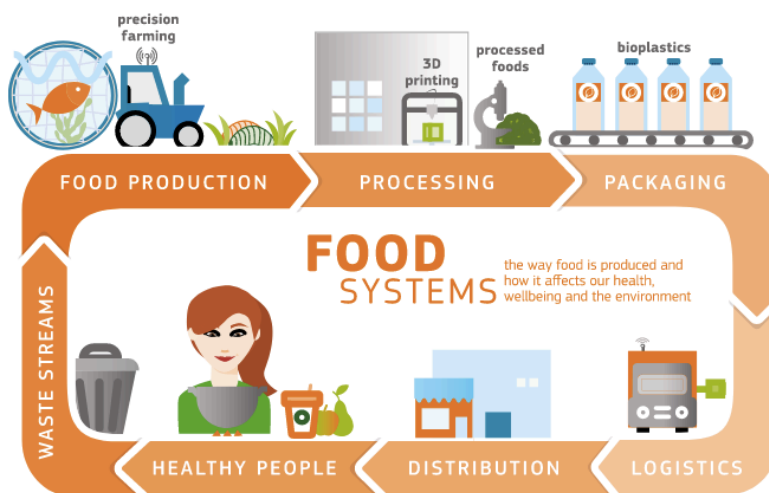


Figure 1: The food system (although it is not that linear) (source: FOOD 2030)

In this document the basic guidelines for stakeholder registration will be explained first. This registration process shows what information is required from each stakeholder, which determines the ways by which the stakeholder mapping and understanding should take place.

STAKEHOLDER REGISTRATION

DURATION: 10 HOURS

Objective: Create a sustainable database of stakeholders as a basis for further actions

Create an excel sheet, or if possible, purchase a customer relationship management system (CMS).

For each stakeholder, register information about the following aspects:

- Name / contact person
- Organization
- Organization's (or personal) website
- E-mail address (preferably personal; not a generic info@xxx.xx)
- Gender
- Classification
- Stakeholder category:
 - NGO/CSO
 - Businesses
 - Policy makers
 - Knowledge and education centers
 - Funding agencies
 - Other
- Area of activity:
 - Agriculture
 - Aquaculture
 - Health
 - Environment
 - Other
- Contact person of who(m) this stakeholder is a connection
- Optional/confidential: A short note (from this person) on why the stakeholder was included
- Other comments, notes or details
- Latest contact moment, or make two separate tabs: actual stakeholders (with who connections are close) and potential stakeholders (with whom connections are still to be explored, made or expanded)

Based on a database as described above, the number of stakeholders per category or area of activity can be derived, e.g. to create an overview and/or to measure your (inter-)actions, events or network impact. See Figure 2 for examples of such overviews, based on stakeholder database of the FIT4FOOD2030 project.

	NGO/ CSO	Policy makers	Businesses	Knowledge and education centers	Funding agencies	Other
Actual stakeholders (N)	2	18	3	91	22	37
Potential stakeholders (N)	13	27	47	47	2	40
Total (N)	15	45	50	138	24	77
Actual stakeholders (%)	1	10	1	52	12	24
Potential stakeholders (%)	10	20	35	35	1	30

	Agriculture	Aquaculture	Health	Environment	Other
Actual stakeholders (N)	35	19	48	30	85
Potential stakeholders (N)	54	27	46	39	20
Total (N)	89	46	94	69	105
Actual stakeholders (%)	20	11	27	17	48
Potential stakeholders (%)	40	20	34	29	15

Figure 2: Example overviews of a stakeholder database from the FIT4FOOD2030 project

STAKEHOLDER ANALYSIS

1. Desktop analysis

DURATION: ± 8-20 HOURS

Objective: Find stakeholders to register in a stakeholder database

Perform a(n initial) desktop study to find stakeholders that are active in the local context, with who(m) you can and want to realize food system transformation. In doing so, take the following questions in mind:

- What are the stakeholder groups relating to (R&I on) Food, Nutrition and Security (FNS), food systems or food in general in your country or region? Make sure to cover each:
 - Stakeholder category:
 - NGO/CSO
 - Businesses
 - Policy makers
 - Knowledge and education centers
 - Funding agencies
 - Other
 - Area of activity:
 - Agriculture
 - Aquaculture
 - Health
 - Environment
 - Other
- Register each stakeholder in a consistent way (see the section on [stakeholder registration](#) in this document).
- Parallel to the desktop study, it is crucial to discuss the (in-between) mapping results with others, either to see whether particular stakeholders are overlooked, or to justify/falsify assumptions taken regarding their characteristics. One option is a [stakeholder brainstorm](#); see the next section for more inspiration on this. Another option is an online consultation:
 - Send emails (or a digital survey) to your network to ask whether people know stakeholders that would be interested in and suitable for food system transformation in your local context. To describe each stakeholder, it can be useful to ask them filling in a stakeholder analysis template (e.g. see Figure 3 and [Appendix A](#)). Compare the outcomes to the content of your registration database and add, change or delete stakeholders and/or descriptions if possible or required.
- Optional analysis (and registration) can be performed on the following questions:
 - Who are the most essential stakeholders for realizing a transformation in R&I on FNS (in your country/region)? Asking and answering this question, can help to rank each stakeholder's importance and/or power in (transforming) the food system. Such ranking can be useful for the sequence by which you get in touch with each stakeholder. The ranking information can be added to the stakeholder registration system.
 - How would you ideally want to include/involve/engage this stakeholder? Ideas about this could be added in the 'comments' column, so that these ideas can be used in the stakeholder-contacting phase.

Stakeholder:					
Stakeholder category	Power	High	Interest	High	Low
Beneficiary	Stakeholder contact data				
Potential supporter					
Potential antagonist					
Why is it necessary to involve this stakeholder? Which of the labs aims - or part of the vision - does this help realize?			What is the likely response of the stakeholder to this idea?		
Log for contact with the stakeholder					

Figure 3: Example of a stakeholder analysis template

2. Stakeholder brainstorming

DURATION: ± 2-4 HOURS

Objective: Expand the (initial) stakeholder database and/or deepen understanding of each stakeholder regarding the to-be-created platform, network or lab for food system transformation

Make cards of each stakeholder with their name, logo, brief description, mission or aim, the category they belong to, and (if possible) the network(s) they have or are part of. See an example in Figure 4. Display all cards on a table or in an online environment. Invite 4 to 6 people to brainstorm about the following questions:

- How would you categorize these stakeholders > make them group the stakeholder cards and assign categories or themes to the groups.
- Which stakeholders or groups are missing (in general)? Think about funders, media or ‘unusual suspects’.
- Which stakeholders are missing within the categories? Add stakeholders by means of post-its (see Figure 5).
- Looking at these stakeholders, how wide can we establish a platform, network or lab for food system transformation?
- What can the stakeholder possibly contribute to the platform, network or lab?
- How to approach the different stakeholders?

After the brainstorm, the stakeholder mapping can be digitalized (see Figure 6 for an example of this) and/or the stakeholder database can be updated.



Figure 4: Example stakeholder card for brainstorming

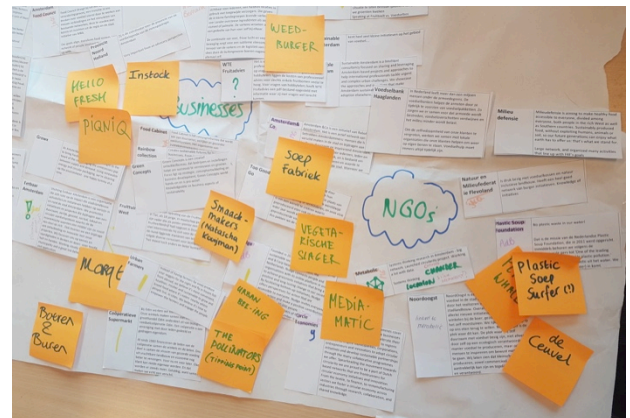


Figure 5: Photo of a brainstorm about food-related stakeholders in Amsterdam

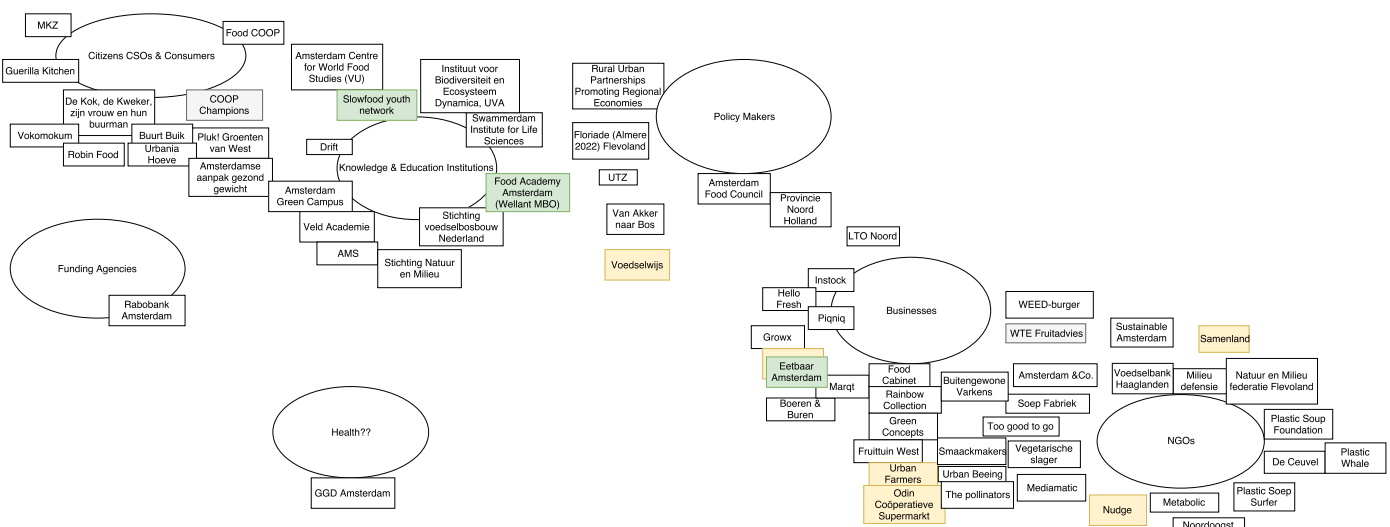


Figure 6: Example digitalization of a stakeholder brainstorm (food lab Amsterdam)

STAKEHOLDER UNDERSTANDING

1. Personas for stakeholder empathy development

DURATION: ± 1-2 HOURS (PER STAKEHOLDER)

Objective: Develop empathy for the various stakeholders to be engaged in a transformative network, and/or ease the process of getting in touch with them.

This exercise uses Personas as a method for ‘empathizing’. A Persona is a fictitious person that ‘summarizes’ a really existing group of individuals with specific characteristics (e.g. fishermen, biomedical researchers). A Persona’s purpose is to create a connection between the Persona-creator and the Persona. This differs from thinking in stereotypes, of which the purpose is more to classify people in a humorous or a cynical way. Alternatively, Personas should be made in such a way that you as a food system transformation facilitator can feel empathy for them. Such empathy can help in the process of getting in touch with the stakeholder that the Persona represents, e.g. when inviting this stakeholder to your interactions or events. To make good Personas, it can be helpful to make together with other stakeholders or people from your team.

Using the Persona-template (see [Appendix B](#)), Persona creation comprises of the following steps:

- First, choose a stakeholder (or actor) who you are or feel the least familiar to. Make a Persona of this stakeholder by filling out the template. Make this persona in such a way that you could feel a connection with it. Avoid making jokes, or adopting a cynical stance towards this Persona while making it.
- Write a letter / email (or create any other mean) to communicate with this persona.
- Reflect on the following:
 - What would you tell her/him about your intended activities on transforming (R&I around) food systems?
 - What life interests or motives of the persona can you appeal to?
 - What would you ‘ask from’ him/her?
 - What could you ‘offer’ him/her or provide in return?
 - In what way could the communication be more specifically oriented to this Persona in particular?

To justify/falsify the Persona, it can be useful to engage in a connection exercise (see below) with the stakeholder that it represents and adjust the Persona whenever necessary.

2. Connecting to a stakeholder’s individual drives

DURATION: ± 1-2 HOURS (PER STAKEHOLDER)

Objective: To create a connection between personal drives and transformation

The idea of this exercise is to meet a (new) person with who(m) a connection is desirable. Take this person for a walk, preferably outside. Engage in a (serial) dialogue about the following questions:

- Who am I / who are you?
- Why am I doing my work / why are you doing your work? (= professional (and/or) motivation)
- What would I / you need to fully fulfill my / your professional (and personal) motivation?

It is advisable to let one person speak at a time; the listener does not ask questions. This allows more openness for what is actually being said (and little worries about which follow-up questions to pose). Furthermore, it is advisable to both look in the same direction / in front of you (and not in each other’s eyes), to literally see ‘the future’. In case of rain, place two chairs in front of a window with a good view, and look outside (so you do not look in each other’s eyes). Report the outcomes of each dialogue e.g. in your journal or in the comments section of your stakeholder registration system, to keep the conversation in mind when inviting this stakeholder to future interactions or events.

APPENDIX A

Stakeholder:							
Stakeholder category		Power		High	Interest		High
				Low			Low
	Beneficiary	Stakeholder contact data					
	Potential supporter						
	Potential antagonist						
Why is it necessary to involve this stakeholder? Which of the labs aims - or part of the vision - does this help realize?				What is the likely response of the stakeholder to this idea?			
Log for contact with the stakeholder							

APPENDIX B

NAME :

DRAWING

AGE :

PROFESSION :

EDUCATION :

HOMETOWN :

FAMILY :

HOBBIES :

GENERAL INTERESTS :

COMMUNICATION CHANNELS/PEANS/MEDIA :

LIFE MOTTO :

A DAY IN LIFE OF... :



Coordinated by:



Partners



OSLO METROPOLITAN UNIVERSITY
WORK RESEARCH INSTITUTE AFI



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