# Stakeholder Matrices - Guidelines


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# 1 Introduction

Stakeholder matrices compare and contrast the information available about different stakeholders. Putting the information in a matrix or table easily allows comparisons to be made and the identification of areas where information is lacking. In this respect, the matrices are more structured and systematic than the use of diagrams – which can also be used to explore the relationships between stakeholders (see e.g. “rich pictures” and “stakeholder maps” in the ICRA learning resource on Systems Diagrams – Guidelines).

Stakeholder matrices can include different types of information. For convenience, the matrices described in this learning resource are separated according to different analytical objectives; however, several of the matrices can be combined into one table according to the objectives of the analysis.

It should also be noted that the use of these tools by themselves does not make a process “participatory”. The information can be gathered on a consultative basis, analysed and acted upon by a research team; or the matrices can be drawn up, analysed and acted upon by the stakeholders themselves (albeit with an outside agency acting in a facilitative role). Whether a process is participatory depends not on the tool, but how it is used.

# 2 Stakeholder Identification Matrix

## 2.1 Uses of a stakeholder identification matrix

The stakeholder identification matrix helps to bring clarity and transparency to the process of identifying the stakeholders in the problem situation ("problematique" or issue of concern that has been recognised by one or more stakeholders). It also makes a first assessment of the relative importance of the different stakeholders for the functioning of the system or problem situation.

Stakeholder identification can contribute to the planning and implementation of a successful project. One contribution lies in the more rigorous decisions about which actors to invite in the planning and implementation of projects. A further contribution comes from the improved understanding of whose interests are to be analysed.

## 2.2 Steps to make a stakeholder identification matrix

### Step One - List potential stakeholders

Working from secondary data, terms of reference, rich pictures or other project documents list out all the persons, groups, organisations who might be potential stakeholders. Working from interviews with key informants add to this lists other actors who play a significant role relative to system under study in e.g. policy making, knowledge generation, utilisation and exchange of information. In this early stage the team should not focus too narrowly: try to think beyond the classical triangle research-extension-farmers, but if relevant include the market, private sector, NGOs, and others. Usually the terms of reference indicate some of the actors. The study of secondary data will usually also lead to the identification of new stakeholders. When in the field, try to include the stakeholders themselves as much as possible in the assessment about the relevance of other stakeholders.

### Step Two - Differentiate and group stakeholders

Working from the long list of potential stakeholders try to identify clusters of stakeholders that might be grouped as one because they pool resources together or talk about the issue of concern in the same way. Sometimes it might be necessary to differentiate subgroups within a stakeholder group. For example "farmers" or "communities" are not homogeneous entities but can be differentiated based on gender, age, tribe or cast, or economic class. Finalise a long list of potential stakeholders.

### Step Three - Brainstorm who are the key stakeholders and why

Through short brainstorming sessions with key informants or focus groups of relevant actors discuss the importance of each stakeholder. Generate as many ideas as possible, don't try to limit them too much in this phase. The ideas can be clarified but not criticised in such brainstorming sessions. The ideas should help make choices about who is important for improving the functioning of the system and why. The session should not just identify which stakeholders are considered key but take note of the reasons why a stakeholder (and/or his/her contribution) is considered important or not! The stakeholder identification table could be used for summarising the results of the brainstorming sessions. It is also important to realise that at this stage of the research you don't have all the information yet, and that you always can

come back in a later stage to the issues this tool is dealing with. ARD, including stakeholder analysis, is an iterative process.

| Stakeholders | Do you consider this person, group or organisation a key stakeholder? | Why or why not? |
|---|---|---|
| 1 | (yes/no) | (reason) |
| 2 | | |
| N | | |

## 2.3 Example of a stakeholder identification matrix

| Stakeholder | Key stakeholder | Why (or why not?) |
|---|---|---|
| Kenya Soil Survey | Yes | Produce relevant soil maps |
| National Dryland Farming Research Centre | Yes | Develop relevant technologies for improved soil management |
| Extension | No | Role in sharing experience with technologies in soil management, but only in implementation stage |
| Male farmers | Yes | Provide relevant local knowledge<br>Owners of the land |
| Female farmers | Yes | Provide relevant local knowledge<br>Have access to and benefit economically and socially from the land<br>Good organisational capacities |
| Local administration | No | There authority and ability to convene meetings is only necessary in the implementation stage |
| Church | Yes | Encourage especially female farmers |
| Donors | Yes | Funding |
| Ministry of Agriculture | Yes | Provide policy framework |
| NGO's | No | Hardly active in the area |

*Source ICRA, 1998a*

# 3 Stakeholder Influence and Importance Matrix

## 3.1 Uses of a stakeholder influence/ importance matrix

Knowing the power that stakeholders have to influence a project or development activity helps identify relative risks posed by these stakeholders and potential coalitions. Stakeholders with much power and influence can easily divert project resources from important intended beneficiaries with little power or influence. Similarly, knowing the importance of a particular stakeholder group as a beneficiary helps ensure that the voice of these actors is heard.

The matrix showing relative positions of stakeholder influence and importance can inform project design. Typically, stakeholders of high importance but little influence may need special project activities or measures to ensure decision-making control. Such structures, especially over the allocation of project resources, can then be designed into the project at its inception.

## 3.2 Steps to make a stakeholder influence/ importance matrix

### Step one - Identify the relevant stakeholders

Working from the project documents, TOR and the list of key stakeholders determine who are the relevant stakeholders that need to be considered. Of primary concern here is to identify those stakeholders who are important to the project and those stakeholders who can influence the project's outcomes.

### Step two - Determine stakeholder influence and importance

Using key informants from each stakeholder group, determine both the influence they have over the project or area of concern and how important they are to the project or concern.

***Influence*** refers to the power stakeholders have over a project or area of concern to control what decisions are made, facilitate its implementation or exert influence that affects the project negatively. Influence is in fact the extent to which the stakeholder is able to persuade or coerce others into decision-making and/or implementation of actions. Many variables may affect a stakeholder's relative influence:

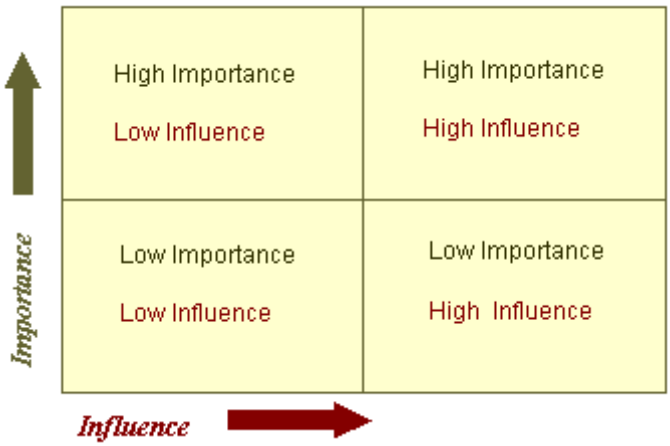
- Administrative or legal hierarchy (command and control, budget holders)
- Authority of leadership (charisma, political)
- Control of strategic resources for the project (e.g. suppliers of hardware or other inputs)
- Possession of specialist knowledge
- Negotiation position (strength in relation to other stakeholders in the project

***Importance*** refers to the priority given by intervention agency (e.g. donor, government, project, farmer organisation) to satisfy stakeholders' needs and interests. Importance is distinct from influence. Some stakeholders e.g. women, upon which the intervention agency project places great priority, might be considered important but have a very limited power to influence key decisions.
Questions that can be used to assess the "importance" of stakeholders include:

- Which stakeholders do the intervention agency regards as priority, in terms of meeting their needs, interests and expectations?
- Which stakeholders' interests converge most closely with the intervention agency's objectives?

### Step three - Fill out the Matrix and identify recommendations for improvement

Working from the understanding of importance and influence gained position stakeholders in a two by two matrix of high and low importance and influence. Within each cell of the matrix stakeholders can be placed in upper or lower halves to further suggest relative positioning. Indeed, the whole matrix can be viewed as a plot along continuous axis from low to high.

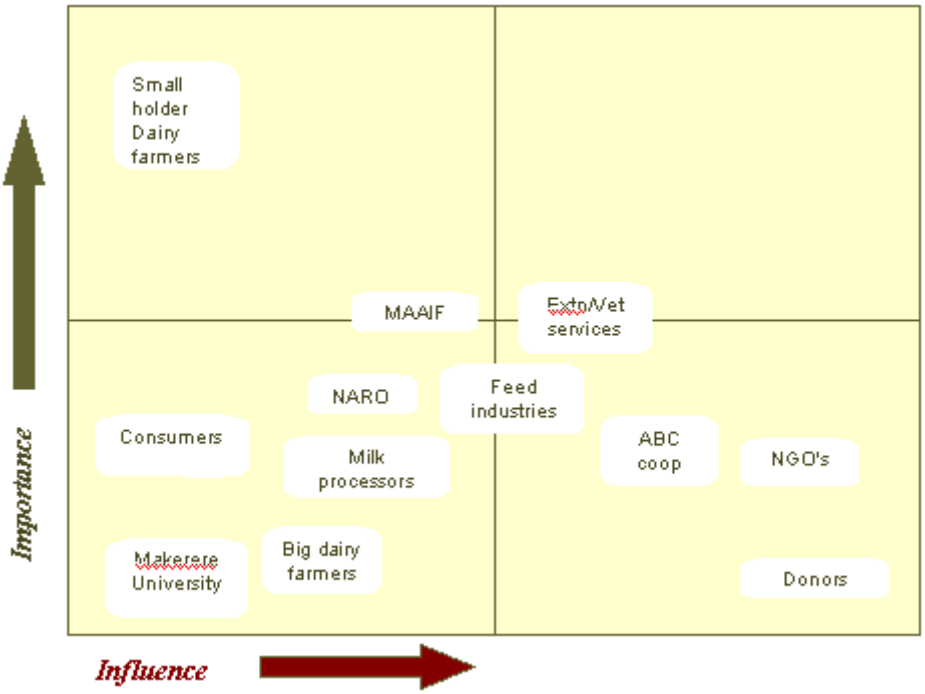



To draw conclusions or to identify recommendations for improvement, the matrix should be filled out a second time showing the desired situation. Comparing the present and the desired situation can help you to come up with recommendations to contribute to bringing about the desired transitions as stated in the system of interest.

The results of identifying the position of the various stakeholders can be used to develop a strategy on how key stakeholders should participate in the project. Stakeholders of high importance to the system, but with low influence may need special initiatives to protect their interests. Conversely, stakeholders with high influence but with low importance need careful monitoring because their interests are likely to be affected by the intervention and so they could be a source of significant risk to achievement of project objectives. Lastly, build good working relationships with stakeholders with a high degree of influence and a high importance to ensure an effective coalition of support for the project.

## 3.3 Example of stakeholder influence/ importance matrix

***Influence and importance matrix of stakeholders in dairy farming in Uganda***




*Source: ICRA, 1998c.*

# 4 Stakeholder Perception Matrix

## 4.1 Uses of a stakeholder perception matrix

A "stakeholder perception matrix" can assist in:

- Discovering the range in perceptions of the different stakeholders of the problem situation
- Identify conflicting and shared perceptions of problem situation

## 4.2 Steps to make a stakeholder perception matrix

### Step one – address the following questions:

- How do the stakeholders perceive the problem situation?
- What do the stakeholders see as possible reasons (or causes) for the problem situation?
- What do stakeholders see as promising ways to deal with the problem situation?
- You can summarise your findings by using the matrix:

| Stakeholders | Perception of causes of the problematic situation | Perception of 'solutions' for the problem situation |
|---|---|---|
| | | |
| | | |
| | | |
| | | |

### Step two – Identify conflicting ideas and shared views on the problematic situation?

Once information is available concerning the different perceptions of the problem situation, this information can be reorganised to compare and contrast these different perceptions by pairing different stakeholders or interest groups:

| Pairs (or clusters) of stakeholders | Conflicting perceptions on the problem situation | Shared perception on problem situation |
|---|---|---|
| | | |
| | | |
| | | |
| | | |

## 4.3 Example of a stakeholder perception matrix

The TOR of two consultants to guide a devolution process of an irrigation project in Senegal indicated poor capabilities of farmer organisation as the crucial problem to be addressed. During a first analysis of stakeholders' view on constraints towards devolution and privatisation, it was agreed not to focus only on farmer organisations but to focus on strengthening of a much larger supporting institutional network as well as on intensifying and diversifying agricultural production. At national and international level, negotiations have started with the Japanese on the construction of a bridge (source, Groot and Bakker, 1994).

***Stakeholders perception on causes and solutions of the problem situation in an irrigated project area, Senegal***

| Stakeholders | Perception on causes of the problem situation | Perception on solutions for the problem situation |
|---|---|---|
| Male farmers | Irrigation scheme poorly constructed | Rehabilitation of schemes |
| | Motor pumps not functioning well | Mobilisation of funds |
| | Low income | Crop diversification |
| | Marketing problems due to enclave character of the area | Construction of a bridge |
| Female farmers | Surface of irrigated plots too small | Construction of new irrigation schemes for women |
| | Low income | |
| | Marketing problems due to enclave character of the area | Construction of a bridge |
| Farmer organisations | Poor linkages with project | Improved communication with (new) project co-ordinator |
| | Marketing problems due to enclave character of the area | Construction of a bridge |
| Project IAM | Poor degree of organisation and mobilisation of farmers and their organisations | Training of leaders of farmer organisations |
| | Poor linkages between farmers and their organisations | |
| | Low agricultural productivity | Intensification and diversification of agricultural and animal production |
| Rice traders | Poor degree of organisation and mobilisation of farmers and their organisations | Awareness raising of farmers on marketing potentials |
| | Poor quality of rice | |
| | Poor linkages with farmers | |
| Forestry | Degradation of land and forest resources | Planting trees |
| Research | Low agricultural productivity | Intensification and diversification of agricultural and animal production |

*Source Groot and Bakker, 1994*

***Conflicting and shared perceptions on the problem situation in an irrigated project area, Senegal***

| Pairs or clusters of stakeholders | Conflicting perceptions on the problem situation | Shared perception on problem situation |
|---|---|---|
| Male farmers, female farmers, farmer organisations | | Marketing opportunities can be expanded if bridge will be constructed |
| Project, farmers, farmers organisation, rice traders | | Leaders of farmer organisation need to improve their expertise to able to respond to the privatisation of the irrigation project |
| Project, male and female farmers, farmers organisation, rice traders, research | | Diversification of agricultural production through introduction of new crop (peanuts) |
| Project IAM – male farmers | Poor construction of irrigation schemes and the role of the project in it | |

*Source Groot and Bakker, 1994*

# 5 Stakeholder Objectives Matrix

## 5.1 Uses of a stakeholder objectives matrix

Helping stakeholders explore their objectives assists them to find out their differences in interests as well as the common ground. Discovering the reasons they put forward to justify the importance of their objectives or interests provides insights into their values and principles by which they work. Such discovery between stakeholders helps them identify both the possibilities and constraints for collective action.

Often conflicts in research and development projects can be related to the conflicting objectives among stakeholders. Analysing the different stakeholders objectives can help to discover conflicting objectives and suggest remedial action. Conversely, the analysis identifies shared objectives on which collective action can be built.

## 5.2 Steps to make a stakeholder objectives matrix

### Step One - Clarify key stakeholders' objectives

Working from the list of key stakeholders interview key informants from each group to determine their objectives or interests. Objectives should be clarified based on their own perception of the project or issues of concern and the information presented in their organisations documents, secondary data or the TOR. Agree among stakeholders on what they see as their objectives or interests.

### Step Two - Form pairs of clusters of stakeholders

Working from the list of stakeholders and their objectives organise them into stakeholder pair or clusters. Pairing or clustering considers possible common activities or resource sharing mandated by the project or issue of concern.

### Step Three - Identifying shared and conflicting objectives.

Using key informants or focus groups representing each stakeholder in a pair or cluster brainstorm ideas on where their objectives conflict and where their objectives are common or shared. Use the objective table to summarise the outputs of these discussions. Furthermore, in the discussion the stakeholders should agree on the potentials and constraints for collective action. Since it is very difficult to determine, prior to focus group discussions, which objectives stakeholders will find are shared and which conflict you should allocate more time than you think you will need. It would probably help to alert participants ahead of time that they should be flexible in just how much time the discussions might take. In sessions where few representatives of each pair of stakeholders are present emotional levels should be watched carefully. Temperatures can be reduced by noting that at this time points of conflict need only be identified and not resolved, and by stressing that stakeholder perceptions are important.

| Pairs or clusters of key stakeholders | Conflicting objectives | Shared objectives |
|---|---|---|
| | | |
| | | |

## 5.3 Example of a stakeholder objectives matrix

***Stakeholder objective matrix for improved soil management.***

| Pairs of key stakeholders | Conflicting objectives | Shared objectives |
|---|---|---|
| Local Administration, NGO, Ministry of agriculture | | Environmental conservation |
| Ministry of Agriculture and farmers (male –female) | Cash crops versus food crops production | |
| Female and male farmers, National Dryland Farming Research Centre, Kenya Soil Survey | | (Research on) improved soil management practices to increase yield and facilitate weeding |
| Local administration and NGOs versus farmers | Long term conservation benefit versus short term agriculture production benefit through mining resources | |

*(Source: ICRA 1998a)*

# 6 Stakeholder Role Matrix

## 6.1 Uses of a stakeholder role matrix

The analysis of stakeholder roles assists understanding of who does what in relation to the 'system of interest', so that that gaps and overlaps in roles can be identified and acted upon. Looking at stakeholder roles assists in identifying weaknesses due to duplication of effort, competition or just poor task performance. Such an analysis assists in the negotiation of desired improvements in the performance of roles.

## 6.2 Steps to make a stakeholder role matrix

### Step One - Identify the relevant stakeholders and their roles

Start by identifying relevant stakeholders who affect, or are affected by, decisions taken that affect the problem situation. Discuss with (representatives of) the key stakeholders which roles/tasks (e.g. policy formulation, participatory research with farmers, on station research, extension, input supply) are performed by which stakeholders and draw up the stakeholder by roles matrix. Finally, list a number of recommendations based on the findings of your analysis

| **Stakeholders** | **Roles** (e.g.) | | | |
|---|---|---|---|---|
| | Input supply | Technical Advice | Marketing | Recommendations |
| Farmer Groups | | | | |
| Extension | | | | |
| Research | | | | |
| Etc | | | | |

### Step Two - Assess performance in each role

Do the current roles meet users expectations? First agree on the criteria for scoring whether users are satisfied or not. The following is a simple illustration of user scoring. Then ask each user to score each stakeholder on role performance. Moving from one role to the next fill out the matrix for all stakeholders. At this time users can be asked which roles they would like to see each stakeholder play in the future. By comparing the current roles with those preferred in future, recommendations can be made for improvement.

| | |
|---|---|
| ++/Good | Fully involved with all users satisfied with role performance |
| ++/Moderate | Fully involved but not all users are satisfied with role performance |
| +/Good | Partly involved and in a satisfactory way |
| +/Moderate | Partly involved but not all users are satisfied |
| +/Poor | User takes up the role but performs poorly |
| - | User is not involved |

## 6.3 Example of stakeholder roles matrix

a) Current stakeholder roles, as perceived by the different stakeholders in an irrigated rice project area (source: Groot and Bakker, 1994)

| Organisation | Present Role | | | | | | |
|---|---|---|---|---|---|---|---|
| | Financial Support | Policy Formulation | Research | Input supply | Marketing rice | Facilitation of technology development | Construction/ maintenance of irrigation |
| S.A.E.D Min. of agriculture | + moderate | ++ moderate | + poor | ++ | ++ | + | + |
| DGIS/Dutch donor | ++ good | ++ moderate | - | - | - | - | - |
| Steering committee of project | - | + moderate | - | - | - | + good | +good |
| Construction division of project | - | - | - | - | - | + good | ++ moderate |
| Training division of project | - | - | - | - | - | + moderate | - |
| Field workers | - | - | - | + poor | + poor | + poor | + poor |
| Farmers federation | - | - | - | - | - | - | - |
| Farmers unions | - | - | - | + poor | + poor | - | - |
| Farmer groups<br>Male<br>Female | <br>-<br>- | <br>-<br>- | <br>-<br>- | <br>+<br>+ | <br>+<br>+ | <br>+<br>+ | <br>-<br>- |
| Rice traders | - | - | - | - | + (poor) | - | - |

## Example of stakeholder roles matrix (continued)

b) Future stakeholder roles, as visualized by the different stakeholders in an irrigated rice project area (source: Groot and Bakker, 1994)

| Organisation | Future Role | | | | | | |
|---|---|---|---|---|---|---|---|
| | Financial Support | Policy Formulation | Research | Input supply | Marketing rice | Facilitation of technology development | Construction/ maintenance of irrigation |
| S.A.E.D Min. of Agriculture | + | + | + | - | - | - | + |
| DGIS | + | + | - | - | - | - | - |
| Steering committee of project | - | + | + | - | - | + | + |
| Construct-ion division of project | - | - | + | - | - | + | ++ |
| Training division of project | - | - | + | - | - | ++ | + |
| Field workers of project | - | - | + | + | + | + | + |
| Farmer federation | + | ++ | + | + | + | + | + |
| Farmer unions | + | + | + | ++ | ++ | + | + |
| Farmer groups<br>- male<br>- female | <br>+<br>+ | <br>+<br>+ | <br>+<br>+ | <br>++<br>++ | <br>++<br>++ | <br>++<br>++ | <br>++<br>++ |
| Rice traders | - | - | - | - | + | - | - |

Legend: ++ fully involved; + partly involved; - not involved

## Step Three - Identify gaps and overlaps

Improvements to the current situation can also be made through an analysis of gaps and overlaps in roles, and to which extent users consider these gaps and overlaps problematic. User opinion can summarised in a table of gaps/overlap in stakeholder roles. Such analysis often asks:

- Is there a co-ordinated effort in managing the various roles to develop synergy among stakeholders?
- Is there a need for this?
- What factors and stakeholders could improve the performance of particular roles?

Such questions often lead to recommendations for improvement:

| Gaps in roles | Overlaps in roles | Users concerned | Recommendations |
|---|---|---|---|
| | | | |
| | | | |
| | | | |

However, the analysis of stakeholder roles is usually hard to plan because some stakeholder roles need more discussion than others. Moreover, it is not easy to predict which users will have a lot to say about which stakeholders or roles.

The team could also look also at changes over time by comparing the roles matrix of the present situation with one illustrating the past as well as the future. Ask yourselves and other stakeholders why these changes happened to understand the reasons and influences behind these changes.

## Example of stakeholder roles: gaps and overlaps

***Stakeholder roles: gaps and overlaps in an irrigated rice area***

| Gaps in roles | Overlaps in roles | Actors concerned | Recommendations |
|---|---|---|---|
| | Coordination of the marketing of rice | Field workers and farmer unions | Shift role of coordination to farmer union |
| | Input supply | Field workers and farmer union | Shift role of input supply to farmer union |
| Linkage management/networking | | Farmer federation | |
| Monitoring and evaluation | | All actors concerned | Training in M&E |

*(source: Groot and Bakker, 1994)*

As a result of the analysis in current and potential roles illustrated in the irrigated rice project area shown in the previous sections, improvements to the project were suggested as follows:

- Due to the disengagement of the state in input supply and the marketing of rice other users had to take over these roles. The farmer union had taken over this function but only on an ad hoc basis. It should have a co-ordinating role in the marketing of the rice that is officially recognised;
- An important new function of the training section should be the training of fields workers in improving farmers' experimenting capabilities;
- Farmers and their stakeholders should (partly) pay for project activities;
- Field workers should focus more on facilitation rather than on instruction and teaching farmers.

# 7 Stakeholder Linkage Matrix

## 7.1 Uses of a stakeholder linkage matrix

The matrix can assist in developing insight in the linkages between stakeholders operating in a provision and use of agricultural services including research and extension. Insights can lead to the development of criteria for improving relationships as well as negotiating preferred linkages.

This matrix can assist in appreciating the relationships among stakeholders. Looking at the interaction between stakeholders often provides important insight in why service providers and users are not very well organised.

## 7.2 Steps to make a stakeholder linkage matrix

### Step One - Identify the relevant stakeholders

Start by identifying relevant stakeholders who affect, or are affected by, decisions taken in the area of concern. Discuss with a range of users which stakeholders they are in contact with. Draw a matrix and fill in all involved stakeholders in the first row and in the first column.

### Step Two - Develop criteria for assessing linkage

Discuss with key informants or focus groups the different aspects of linkages: who has contact with whom, how and about what and how this linkage can be appreciated. Typical criteria on which linkages are appreciated and the relationship between stakeholders can be assessed that emerge from such discussions include:

- Frequency or intensity of contact;
- Formal or informal contact;
- One way or two way contact;
- Awareness of other stakeholders functions in the linkage;
- Relevance of other stakeholders services;
- Timeliness of service provision;
- Accessibility of the service of the stakeholder;
- Appropriateness of communication media used ;
- Control over the initiation and management of the linkage.

### Step Three - Fill out the Linkage matrix and identify recommendations for improvement

Using the criteria developed, discuss with key informants or focus groups from each stakeholder the overall value each existing relationship. Simple scores of bad, moderate, good, and very good can be used. The value given to the linkage is written in the appropriate cell of the matrix along with the reason for giving that score. Please write down on a separate sheet the (preliminary) recommendations based on the analysis.

Weak linkages are not necessarily bad. Sometimes weak linkages are well-appreciated and strong relationships badly appreciated, depending on the users expectations and needs. Often only the problem areas are indicated in the matrix, however we can learn from good linkages as well as problem linkages. Indeed it is ideas from the good links that can help improve the poorer ones. Make sure you explore a balance of strong and weak linkages

| Stakeholders | A | B | C | Others |
|---|---|---|---|---|
| A | | score (reason) | | |
| B | score (reason) | | | |
| C | score (reason) | | | |
| Others | | | | |

The matrix facilitates discussion between stakeholders not only on how weak linkages can be strengthened but also on how new linkages might be established.

(For example of linkage matrix see next page)

Example of stakeholder linkage matrix

***Linkage Matrix addressing the Termite situation in Oromia region, Ethiopia.***

| **Organisations** | Research | Extension | Private input suppliers | Farmers | Peasant Associations | Farmer Cooperative | Church groups |
|---|---|---|---|---|---|---|---|
| Research | | (-) weak feedback link | (-) | (-) no info feedback, minimal farmer participation in R&D, top down packages | No Linkage | | |
| Extension | (-) weak feedback links | | (-) | (- ) no info feedback, minimal farmer participation in R&D, top down packages | | | (-) |
| Private input suppliers | (-) | | | (+) | | (-) | |
| Farmers | (+) | | (-) no private suppliers or involvement in technology generation | | (+) farmer participation is politically dependant | (+) farmer participation is politically dependant | (+) strong but no R&D links |
| Peasant associations | | | | (+) farmer participation is politically dependant | | + | |
| Farmer cooperative | | | | (-) farmer participation is politically dependant | - | | |
| Church groups | | (-) | | (+) no R&D links | | | |

Legend: - = bad relationship; + = moderate relationship; ++ = good relationship; shading = no linkage

*(source: ICRA 1998b)*

# 8 Information Needs Matrix

## 8.1 Uses of an information needs matrix

Analysing information needs in relation to the system of interest gives an indication of relevant information that is (made) available to the stakeholders and what information is not offered because of a lack in the system or because of poor relationships among stakeholders. Moreover, based on the insight on relevant information that is currently missing or not well offered might give indications for new roles of research.

## 8.2 Steps to make an information needs matrix

### Step One - Identify the key stakeholders

Start by identifying relevant stakeholders who affect, or are affected by, decisions taken in the system of interest.

### Step Two – For each stakeholder list their information needs

What information do the various stakeholders need to bring about the desired transformation as stated in the system of interest? Think of information on e.g, new varieties, new soil conservation techniques, marketing information, policy information etc.

### Step Three – For each stakeholder check whether stakeholders receive the information they are in need of

For each stakeholder check whether they receive the necessary information to bring about the desired change. If this not the case, analyze why. It might be because the information gap is unknown in the system or just because of poor relationships among stakeholders. So, what do you recommend on the basis of your findings in order to contribute to bringing about the desired change in the system of interest. With the information gathered, a matrix can be constructed to summarize the information.

## 8.3 Example of an information needs matrix:

| Stakeholder | Information need | Does the stakeholder receive the information? If not why? | Recommendation |
|---|---|---|---|
| **Farmers** | Price of vegetables | Poorly, because of a lack of direct contact with traders | Establish direct relationships between farmers and traders<br>Improve negotiation capacity of farmers |
| **Extension** | What do farmers want to know | Poorly, hardly any effective contact with farmers | Improve capacity and competence of extension workers |
| **Research** | What do farmers want to know | Poorly, hardly any contact with farmers | Train researchers in participatory research |
| **Etc.** | | | |

# 9 Stakeholder Benefits Matrix

## 9.1 Uses of a stakeholder benefits matrix

Not all stakeholders, or all of the intended beneficiaries of a project will in fact benefit equally. Some will gain more than others. Some may even loose out or be disadvantaged. A stakeholder benefits matrix can help explore which stakeholders will gain or loose from a specific innovation or change, and hence screen different options for social equity. Project beneficiaries and managers can then weigh the social costs and benefits together with other types of costs and benefits (e.g. economic and environmental benefits/costs).

## 9.2 Steps to make a stakeholder benefits matrix

The information required to prepare a stakeholder benefits matrix can be obtained through one or more or all of the following means.

- · Secondary data
- · Key informant interviews
- · Group brainstorming sessions
- · Quantitative surveys

The matrix can be prepared both by the research team and/or by any of the key groups of actors following the steps detailed below:

### Step One - Identify the main stakeholders affected

List down the side of the matrix the actors in the R&D work starting at the top with the different groups of stakeholders or beneficiaries (perhaps identified using a typology, or through an analysis of different livelihood systems). Then list across the top of the matrix the R&D options under consideration.

| Stakeholder Affected | R & D Options | | |
|---|---|---|---|
| | 1 | 2 | 3 |
| Stakeholder or beneficiary type 1 | ++++ | ++ | - |
| Stakeholder or beneficiary type 2 | - | + | ++ |
| Stakeholder or beneficiary type 3, | +++ | ? | -- |
| Etc. | | | |

### Step Two – Indicate the likely gains or losses

For each cell of the matrix, indicate the degree to which that actor will gain or loose should that specific R&D option be taken. One might use up to four pluses to indicate high gains and four minuses heavy losses. Indicate where you don't know (with a question mark, for example).

Of course, with this as with other tools where judgment is involved, different stakeholders may have different opinions about who will gain and who will loose with

the different innovations or changes being considered. A group of researchers, even if they have had a great deal of contact with different social groups in a village, will likely come up with different values for a matrix than will the villagers themselves. The important point is for researchers to work with the different stakeholders and discuss any differences of perception; in such cases the act of constructing the matrix should lead to improved understanding of the different perceptions about likely impacts of development activities.

### 9.3 Example of a stakeholder benefits matrix

The following simplified example is adapted from a study in India carried out by an ICRA team in collaboration with the Indian Grassland and Fodder Research Institute and the Gramin Vikas Trust.

| Stakeholder Affected | R & D Options | |
|---|---|---|
| | Improve breed of local cows | Improve breed of local goats |
| Farm Type A (farmers with no cattle, 1-5 small ruminants) | + | ++++ |
| Farm Type B (0-2 bullocks + small ruminants) | ++ | +++ |
| Farm Type C (> 2 bullocks, + small ruminants) | ++++ | ++ |
| Women | + | ++++ |
| Farmers with access to communal property resources | +++ | ++++ |

Obviously, the improvement of the local cattle will benefit most those farmers that already have cattle. Not only will these farmers benefit from the improved capacity of the improved breeds for animal traction and hence improved cultivation, but they will also be able to hire out the bullocks and gain extra income. However the increased workload of feeding and maintenance of the cattle is likely to mostly affect women. Farmers with access to communal property resources will also likely benefit more than those without. As all stakeholder groups have small ruminants, the benefits of improving the local breed of goats was deemed likely to accrue more evenly to all stakeholder (beneficiary) groups.

## 10 References

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## 11 Acknowledgements

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This document forms part of the ICRA learning resources, written for use in capacity building in "Agricultural Research for Development". Additional information on stakeholders can be found on the ICRA page on stakeholder links.

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