While we wait for others to join, please introduce yourself in the chat by entering your name, affiliation, country of residence, and why you joined this webinar.
ONE TOOLKIT, THREE SECTIONS

The toolkit is divided into three sections:

• Stakeholder Analysis.
• Communication Products.
• Research-to-Action (R2A) Plan.

When used together, these three sections can help you build strategies and craft messages to influence decisions and achieve development impact more effectively throughout the research process.
TODAY’S OBJECTIVES

• Review the contents of the Stakeholder Analysis section.
• Learn why, when, and how to use it.
• Hear real-life experiences using processes from the section.
• Answer your questions.
WHO ARE STAKEHOLDERS?
What are your challenges engaging with influential individuals or groups that might use research, techniques, or innovative products?
STAKEHOLDER ANALYSIS SECTION
WHAT, WHY, WHEN & HOW
WHAT IS IT?

The Stakeholder Analysis section can help you:

• Identify and prioritize influential individuals or groups who might be interested in, benefit from, influence, or use your research.

• Plan effective engagement with these stakeholders.
WHY SHOULD YOU USE IT?

Use the Stakeholder Analysis section when you want to:

• Understand your stakeholders’ interests, influence, motivation, and knowledge of the subject matter.

• Determine which stakeholders are most important to engage in the research process, and when and how to engage them.

• Learn tips for how to interview stakeholders.
WHEN SHOULD YOU USE IT IN THE RESEARCH PROCESS?

STAKEHOLDER ANALYSIS

Use this section as early as possible so stakeholders can be engaged to give their input before your research questions and/or approach are finalized.

01
Research question development

02
Concept and proposal write-up

03
Study implementation

04
Analysis and write-up

05
Dissemination and follow-up

Use this section at any stage of your research project because stakeholder roles may vary at each stage; engagement is an ongoing, iterative process that continues throughout the project.
ANALYZING STAKEHOLDERS STEP BY STEP

**Step 1:** Identify Stakeholders.

**Step 2:** Prioritize Stakeholders.

**Step 3:** Understand Stakeholders.

**Step 4:** Plan Stakeholder Engagement.

**Step 5:** Track Stakeholder Engagement.
**STEP 1**

**IDENTIFY STAKEHOLDERS**

**Goal:** Identify a wide and diverse range of stakeholders by asking a set of basic questions.

- Be inclusive—you will narrow down your list in the next step.
- Consider different categories and spheres of influence.
- Think about stakeholder roles at each stage of the research process.

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1. Research question development
2. Concept and proposal write-up
3. Study implementation
4. Analysis and write-up
5. Dissemination and follow-up
# Stakeholder Identification

## Step 1A | Worksheet

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stakeholder Type</th>
<th>Reasons for Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group or Individual</td>
<td>Category</td>
<td>Sphere of Influence</td>
</tr>
<tr>
<td>e.g., Government, Donor/funder, NGO, Business</td>
<td>e.g., Global, Regional, National, Subnational</td>
<td>Potential Influence on the Project (Positive or Negative)</td>
</tr>
<tr>
<td>Example: Ministry of Health</td>
<td>Example: Government</td>
<td>Example: National</td>
</tr>
<tr>
<td>Potential Interest in the Project (Positive or Negative)</td>
<td>Example: They can make the change to the policy that we want.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Example: They can ensure that our research is conducted rigorously and have early access to the latest evidence on the topic as it becomes available from our research.</td>
</tr>
</tbody>
</table>
STEP 2

PRIORITIZE STAKEHOLDERS

You’ve got your list of stakeholders…Now what?

Focuses on prioritizing the stakeholders on your list by categorizing them based on their relative interest and influence in your research.

Prioritizing stakeholders is critical to ensuring that you are directing your time and energy to maximizing the impact of your stakeholder engagement efforts.
## Stakeholder Prioritization

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stakeholder Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group or Individual</td>
<td>Level of Influence</td>
</tr>
<tr>
<td></td>
<td>High, Low</td>
</tr>
<tr>
<td></td>
<td>Level of Interest</td>
</tr>
<tr>
<td></td>
<td>High, Low</td>
</tr>
</tbody>
</table>
STAKEHOLDER MAPPING

STEP 2B | WORKSHEET

<table>
<thead>
<tr>
<th>Level of Influence</th>
<th>Level of Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Low Interest</td>
</tr>
<tr>
<td></td>
<td>Low Influence</td>
</tr>
<tr>
<td>Low</td>
<td>High Interest</td>
</tr>
<tr>
<td></td>
<td>High Influence</td>
</tr>
</tbody>
</table>

- Quadrant 1: High Interest, High Influence (1)
- Quadrant 2: Low Interest, Low Influence (3)
- Quadrant 3: High Interest, Low Influence (2)
- Quadrant 4: Low Interest, High Influence (4)
STEP 3
UNDERSTAND STAKEHOLDERS

Understanding the individuals and groups you prioritized in Step 2 helps you engage with each stakeholder effectively.

This step outlines important information to gather on each stakeholder.
## Stakeholder Information

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Understanding Key Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group or Individual</td>
<td><strong>Existing Relationship</strong>&lt;br&gt;Existing relationship with the project or other stakeholders?</td>
</tr>
<tr>
<td><strong>Motivation to Engage</strong>&lt;br&gt;High, Medium, Low</td>
<td><strong>What Can Be Done to Motivate Them?</strong>&lt;br&gt;Answer if not highly motivated.</td>
</tr>
</tbody>
</table>
STEP 3 | CONTINUED

STAKEHOLDER INTERVIEWS

You likely won’t already have the information needed to complete the previous worksheets, so interviews are another useful way to build understanding of your stakeholders.

It is strongly recommended to include some interviews in your stakeholder analysis process.

The interviews can be scripted or more unstructured, but we encourage you to ask open-ended questions.
When planning for and conducting interviews, we recommend that you:

• Interview early in your analysis process.

• Prioritize interview questions.

• Focus on listening.

• Follow the conversation.

• Adapt and skip questions as appropriate.
STAKEHOLDER INTERVIEW GUIDE

STAKEHOLDER INTERVIEW GUIDE

A. SCHEDULING INTERVIEWS

1. Send an email introduction.
   - Include your name, position, and the purpose of the interview.
   - Mention the stakeholder's name and any previous interactions.

2. Call to schedule the interview.
   - Provide details about the date, time, and location.
   - Request a pen and paper to take notes during the conversation.

B. CONDUCT INTERVIEW

1. Start by introducing yourself.
   - Share your role and the organization you represent.

2. Ask open-ended questions.
   - Allow the stakeholder to express their thoughts and opinions.

C. ANALYZE RESULTS

1. Summarize the key points discussed.
   - Highlight the main takeaways and areas for further discussion.

2. Follow up with any necessary actions.
   - Ensure the stakeholder feels heard and valued.

D. FOLLOW UP

1. Send a thank-you note.
   - Reaffirm the stakeholder's importance and commitment.

2. Share the interview summary with the rest of the team.
   - Discuss the insights gained and areas for improvement.

E. EVALUATE RESULTS

1. Reflect on the effectiveness of the interview.
   - Assess the stakeholder's willingness to engage.

2. Identify areas for improvement.
   - Consider ways to enhance the interview process.

APPENDIX I

SAMPLE SCRIPTS FOR INTRODUCTION AND CONCLUSION

SAMPLE SCRIPTS FOR INTRODUCTION

1. Introduction
   - Dear [Name],
   - I am conducting this interview to gather insights on [specific topic].

2. Thank you.
   - Thank you for your time and sharing your thoughts.

SAMPLE SCRIPTS FOR CONCLUSIONS

1. Recap of the interview
   - We discussed [specific topic] and [other key points].

2. Conclusion
   - Thank you again for your valuable input.

APPENDIX II

SAMPLE QUESTIONS ON RESEARCH UTILIZATION

1. What are the most important findings from this research?
2. How can this research be used to improve policy or practice?
3. What are the limitations of this research?
4. What are the implications of this research for future research?

APPENDIX III

AUDIENCES/STAKEHOLDERS

1. Identify the target audience for the research.
2. Consider the socio-economic status of the audience.
3. Understand the level of interest in the research topic.
4. Tailor the message to appeal to the audience.

APPENDIX IV

RESEARCH QUESTIONS

1. What is the research question?
2. How will the research be conducted?
3. What are the methods used to analyze the data?
4. What are the implications of the findings for policy or practice?
STEP 4

PLAN STAKEHOLDER ENGAGEMENT

The level of stakeholder involvement will likely vary at different stages, depending on a stakeholder’s expected roles and contributions.

Identify each stakeholder’s role and the optimal timing or research stage at which the stakeholder should be engaged. Finally, consider the best way to engage the stakeholder.
### STAKEHOLDER ENGAGEMENT PLAN

#### STEP 4 | WORKSHEET & TEMPLATE

<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>RESEARCH QUESTION DEVELOPMENT</th>
<th>CONCEPT AND PROPOSAL WRITE-UP</th>
<th>DATA COLLECTION/IMPLEMENTATION</th>
<th>ANALYSIS AND WRITE-UP</th>
<th>DISSEMINATION AND FOLLOW-UP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group or Individual</td>
<td>Activity: Ask to review and provide feedback on research questions before finalizing.</td>
<td>Activity: Small group, in-person meeting in their office</td>
<td>Activity: Send bi-weekly updates of the progress.</td>
<td>Mode: Email</td>
<td>Activity: Example: Workshops in different locations</td>
</tr>
<tr>
<td>Example: Ministry of Health</td>
<td>Mode</td>
<td>Mode</td>
<td>Mode</td>
<td>Mode</td>
<td>Mode</td>
</tr>
</tbody>
</table>
STAKEHOLDER ENGAGEMENT PLAN

1. STAGES OF STAKEHOLDER ENGAGEMENT
   Below are suggested phases of the overall process where stakeholder engagement may be helpful. Please check stages of research for which you will undertake stakeholder engagement over the next 12 months.
   Select all that apply:
   - Research Question Development
   - Concept and Proposal Write-Up
   - Study implementation
   - Analysis and Write-Up
   - Dissemination and Follow-Up

2. LIST STAKEHOLDERS AND ROLES
   Identify the names of individuals and organizations you plan to engage and their roles during the next 12 months.

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>[INSERT STAKEHOLDER HERE]</td>
<td>[INSERT ROLE HERE]</td>
</tr>
<tr>
<td></td>
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<td></td>
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</tbody>
</table>

3. LIST ENGAGEMENT ACTIVITIES
   Identify your planned mode of stakeholder engagement, objectives, and stakeholders to engage.

<table>
<thead>
<tr>
<th>Mode of Engagement</th>
<th>Date</th>
<th>Objectives</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>[INSERT MODE HERE]</td>
<td>[INSERT DATE HERE]</td>
<td>[INSERT OBJECTIVE HERE]</td>
<td>[INSERT STAKEHOLDERS HERE]</td>
</tr>
<tr>
<td></td>
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</table>

4. TRACK AND MEASURE SUCCESS
   Identify expected impacts or outcomes from the activities above that would allow you to assess the effectiveness of your stakeholder engagement.
STEP 5
TRACK STAKEHOLDER ENGAGEMENT

Tracking and measuring success of stakeholder engagement during a project enables the research team to assess engagement efforts and make improvements as needed.

This section helps you establish a monitoring plan by defining indicators and planning for data collection.
## STAKEHOLDER ENGAGEMENT TRACKING PLAN

<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>TIMELINE</th>
<th>ACTIVITY</th>
<th>PURPOSE</th>
<th>OUTPUT</th>
<th>SHORT-TERM RESULT</th>
<th>DATA COLLECTION</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group or Individual</td>
<td>When is the engagement planned? Example: Representatives from key stakeholder organizations</td>
<td>What is planned for the engagement? Example: Form a dissemination advisory group and host meetings.</td>
<td>Why engage the stakeholders in this activity? Example: To obtain advice on the dissemination strategy for the project</td>
<td>What is the output? Example: Number of representatives who agree to join the group, number participating in each meeting, and number of meetings hosted</td>
<td>How to measure success in the short term Example: Whether the advice from the group enabled the team to make any improvements to the dissemination strategy/plan (e.g., new audiences identified, key messages refined).</td>
<td>How to collect data to measure the short-term result Example: Take notes or record the meetings, and document the changes made to the dissemination strategy/plan following the meetings.</td>
<td>What are the actual results?</td>
</tr>
</tbody>
</table>

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EXPERIENCES AND LESSONS LEARNED ENGAGING WITH STAKEHOLDERS IN THE PHILIPPINES

DR. JOSE RODRIGUEZ
EXPERIENCES AND LESSONS LEARNED ENGAGING WITH STAKEHOLDERS IN THE PHILIPPINES

- Researchers are very interested in making a difference, but few are familiar with the research-to-action process and structure.

- Program ownership by the decision makers can never be overestimated. It’s important to meaningfully engage stakeholders throughout the research process to get their buy-in at the end.

- In advocating for policy change, researchers need assistance in understanding the policy context and landscape and the critical role that stakeholders play in the policy change process. Sometimes they need help to map important stakeholders.

- In selecting stakeholders, it is important to prioritize those that have the authority to make decisions and who also have demonstrated interest in the subject matter.

- Conducting stakeholder interviews is where the rubber meets the road; when researchers go out into the field and meet the stakeholders, this is where their theoretical plan takes shape in a concrete way.

- Stakeholder interviews are an important way of better understanding your audience so you can create tailored key messages to address the concerns that stakeholder cares about.

- The best policy advocates are oftentimes the program beneficiaries themselves – it’s important to engage a diverse range of stakeholders and not just the usual suspects.
QUESTIONS?

ANSWERS!
AUDIENCE ACTIVITY RESULTS

HOW WILL YOU USE THIS SECTION IN YOUR OWN WORK?

• To keep beneficiaries at the forefront of what we do.
• Link the stakeholder analysis with the field schools managed by extensionists.
• Making stakeholder analysis and engagement more systematic using the toolkit.
• Understand what stakeholders' goals are (which might be different/conflicting) and how the research findings can help them achieve their goals.
• Create dissemination plans for research activities.
• Form a stakeholder advisory group for projects, even when it isn't required.
• We have used stakeholder mapping, local and national stakeholder engagement, and stakeholder as part of human-centered design. However, I’d like to use these tools to create more comprehensive and intentional plan, especially for including stakeholder voices and feedback throughout the project stages.
• Train our teams and systematic dissemination of information.
• Identify new audiences.
• Map out who is affected by regulatory change, who needs to change the way they work, and figure out who our allies may be in the ministries.
• Training researchers in how to do a stakeholder analysis map for research translation.
• I would like to hold a training for all of our research staff.
• To refine research questions.
WE WANT TO HEAR FROM YOU!

Share your story about how using the **Research Translation Toolkit** has influenced uptake of your research by emailing us at itr.researchfeedback@usaid.gov.
UPCOMING WEBINARS

March 2: Capturing Attention: How to Use the Communication Products Section

March 9: Transforming Research Into Programs and Policies: How to Use the Research-to-Action Plan Section

*Both from 9:30 a.m. to 11 a.m. (EST)*
THANK YOU!

Register for the next webinars and access post-event resources via the webinar website:
Acknowledgments

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