



STAKEHOLDER ANALYSIS

Originally developed by: [FoodCLIC](#) and [FIT4FOOD2030](#)

OBJECTIVE

To identify and map stakeholders in the food system

TARGET AUDIENCE

Facilitators or intermediaries with an aim to transform the food system in a specific (local) context

LEVEL OF ENGAGEMENT

Consultation and co-analysis

TIME NEEDED

Several days over a period of 2-3 months, yet regular updates are needed afterwards

LIST OF MATERIALS

Templates for stakeholder registration, templates for stakeholder maps, sticky notes, markers, laptop or tablet with internet, email or survey platform for stakeholder consultation

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QUICK OVERVIEW

This tool provides a structured approach to identify and map stakeholders, and is designed to support the development of inclusive networks, platforms, or labs for food system transformation. By mapping stakeholders and understanding their position and interactions, the tool facilitates strategic planning for collaboration and innovation in creating sustainable food systems.

LEARNING OUTCOMES

- Gain a comprehensive understanding of the key stakeholders in the food system – their roles, interests and potential contributions.
- Create a sustainable database of stakeholders as a basis for further actions.
- Develop a stakeholder map to visualize the stakeholder analysis into a clear, format as a basis for outlining a communication and engagement plan for and with your stakeholders.



Funded by
the European Union

Stakeholder analysis: A hybrid and continuous approach

The question of who the stakeholders are for your particular food system transformation project, living lab or other initiative will have different answers depending on your focus and goals. The following definition can help you think broadly about who your stakeholders are in the context of food system transformation:

*a **stakeholder** is an individual, group, or organization that is either affected by, and/or should be allowed to influence, and/or should be invited into the process of realizing transformation of the food system*

The purpose of a stakeholder analysis exercise is to obtain a preliminary framework to understand who the stakeholders are, what their characteristics are, how they interact, and to what extent there is a common systemic understanding on how the food system operates. In case this perception would be shared by most of the stakeholders, it may accelerate the collaborative process. In case many divergences are encountered, there is a need for a time frame to build the conditions to enable a shared perspective on the food system. It will also help you in the mobilisation of and communication with stakeholders. Overall, it is meant as **a first step of a longer-term collaboration**, where participants can then be invited to (upcoming) activities and workshops on e.g. system analysis, visioning, strategic planning workshop, co-design of experiments, monitoring and evaluation.

This guideline consists of three interlinked stages:

1. Identifying and characterizing the main stakeholders in the food system and understanding how they interact
2. Gaining insight into stakeholders' power and interest in transforming the food system, and their readiness to participate in a common action plan.
3. Understanding power dynamics and identifying the gaps that may constrain the establishment of future collaborative and systemic action.
4. Deepening understanding

In this stakeholder analysis tool, methods for each of these stages are provided.

Identification of stakeholders

Duration: Approximately 2 months

Objective: To find stakeholders who are relevant to realize food system transformation

STEP 1

To identify the stakeholders in the food system that are relevant to your project or initiative, it is recommended to conduct desk study (e.g. visit websites of organisations and people) and key-informant interviews. It is helpful to use the quadruple helix framework (figure 1) across the different elements of the food system (figure 2). This framework emphasises the collaborative relationships and interactions among these four types of actors and the idea that innovation and general societal progress are best achieved when all actors work together, each contributing unique expertise and approach. The framework can therefore be used to ensure broad representation of stakeholders and their views are brought to the table.

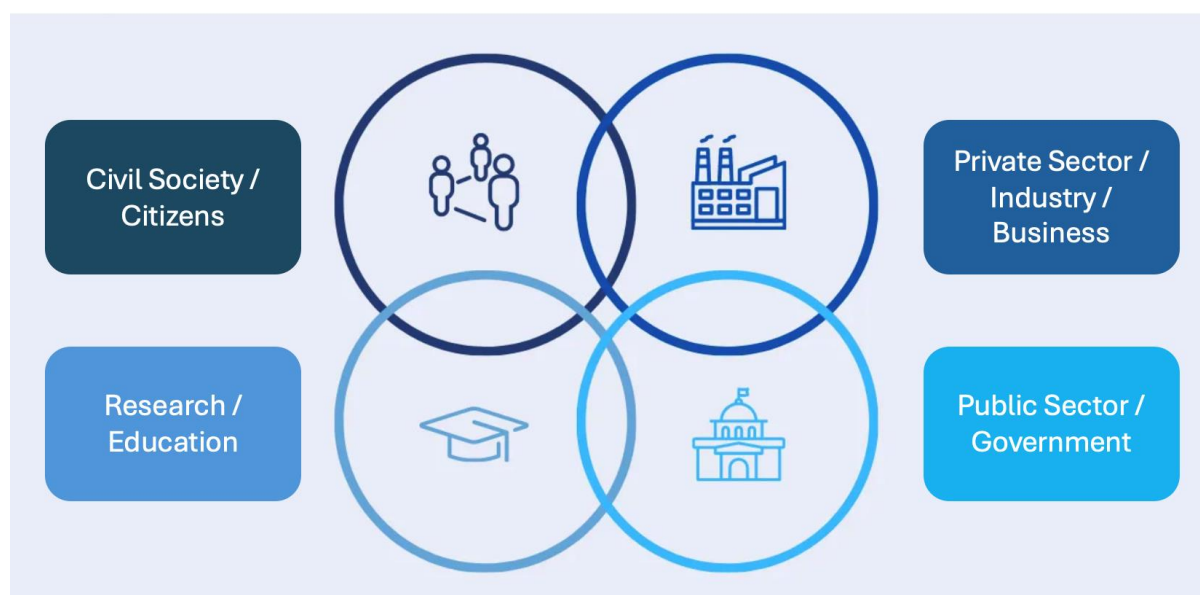


Figure 1. Quadruple Helix

When using the quadruple helix framework to the food system, you may consider the following stakeholder categories:

- **Public sector and Government:** including politicians and civil servants (e.g., in spatial planning, health programmes) on municipal and provincial scales as well as ministerial offices that have substantial power over the food system – ministry of environment, agriculture, health, immigration etc.; municipalities, distinct departments or directorates within municipalities, municipal service providers, ministries, etc.).

- **Research and Education:** including universities, colleges, research organisations, think tanks and other knowledge institutes. Try to have representation across multiple disciplines (e.g., urban planning, public health, sociology, environmental science, political science, etc.) with relevant specialisations and city-region experiences. (e.g., research organisations, schools, higher education institutions (HEIs), such as universities (of applied science), etc.
- **Civil society and Citizens:** including diverse groups with different perspectives on food system transformation, like social movements, Non-Governmental Organizations (NGOs), community-based organisations (CBOs), faith-based organisations (FBOs) as well as media, art and cultural organizations/institutions who engage with food to improve wellbeing, health sustainability and generate systemic changes. It is also important to include diverse groups of citizens, like food-deprived people, young people, elderly people, etc.
- **Private sector, Business and Industry:** including agri-food and retail corporations, food consumer cooperatives, small and medium-sized enterprises, industrial or sustainable farms (e.g. (local) corporations, food entrepreneurs, farmers, etc.).

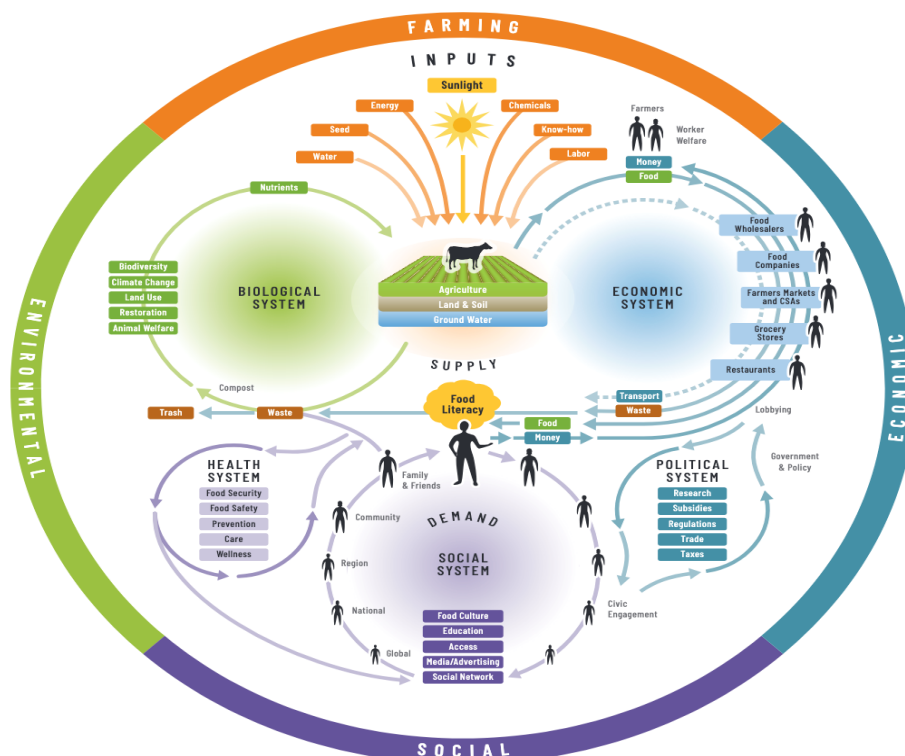


Figure 2. Visualisation of the food system (www.nourishlife.org)

For the interviews the following questions are relevant: What activities and initiatives are stakeholders already engaged in? Who are the most essential stakeholders for realizing a transformation in the food system (in your country/region)? Answers to the latter question can help gain insight into each stakeholder's importance and/or power in (transforming) the food system.

STEP 2

It is crucial to discuss the (in-between) results of step 1 with others, either to see whether particular stakeholders are overlooked or to verify assumptions taken regarding their characteristics. One option is a stakeholder brainstorm session; 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 to fill in a stakeholder analysis template (e.g., see Figure 5).
- Compare the outcomes to the content of your database and add, change, or delete stakeholders and/or descriptions if possible or required.

Stakeholder Brainstorming Session

Duration: 2-4 hours workshop plus preparation time and processing of results

Objective: To expand the initial stakeholder inventory and deepen understanding of each stakeholder regarding the to-be-created platform, network, or lab for food system transformation.

Process:

1. Use the separate tool on '[Designing multi-stakeholder events](#)' to organise the workshop
2. Prepare **cards** for each stakeholder with details such as name, logo, description, mission, category, and networks (see for an example Figure 3).
3. Display the cards in a physical or digital space.
4. Invite **4-6 key stakeholders** with a good overview of the food system to brainstorm on the following:
 - How would you categorize these stakeholders?
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 3).
 - Looking at these stakeholders, how wide can we establish a platform, network, or lab for food system transformation?
 - What can each stakeholder possibly contribute to the platform, network, or lab?
 - How should we approach the different stakeholders?

It is advised to use a mapping method (visualisation) to collect the data (see for an example Figure 4). How to do a visual mapping of stakeholders is explained in the next section.

5. Post-brainstorm, digitalize the materials produced, write a summary of the results, and update the stakeholder overview.



Figure 3: Example stakeholder card for brainstorming (FIT4FOOD2030)



Figure 4: Photo of a brainstorm about food-related stakeholders in Amsterdam (FIT4FOOD2030)

Stakeholder Mapping

Duration: Approximately 2 days

Objective: To create a stakeholder map (or maps) as a basis for further actions.

There are various methods to map stakeholders. We will describe below the mapping of stakeholders by (1) listing the stakeholders, (2) visually mapping stakeholders according to the quadruple helix, or (3) placing stakeholders on a power-interest grid.

List of stakeholders

The most easy and straightforward way is to develop a template to list the identified stakeholders. You may create a an Excel sheet or, if possible, use a customer relationship management system (CMS).

1. For each stakeholder, note down the following:

- Name/contact person
- Organization
- Organization's (or personal) website
- Email address (preferably personal, not generic like info@xxx.xx)
- Gender
- Classification
- Stakeholder category:
 - NGO/CSO
 - Businesses
 - Policymakers
 - Knowledge and education centers
 - Funding agencies
 - Other
- Area of activity:
 - Agriculture
 - Aquaculture
 - Health
 - Environment
 - Other
- Contact person and their connection to the stakeholder
- Optional/confidential: A short note on why the stakeholder was included
- Additional comments or notes
- Latest contact moment (or maintain separate tabs for active and potential stakeholders).

Within the FoodCLIC project the template was used as shown in Figure 8.

For each of the stakeholder you may fill the template bellow that may be adjusted according to your specific context and needs. Try to identify at least 4 relevant stakeholders of each segment of the quadruple helix:

Template for Stakeholders' mapping

Stakeholder's Name	Main Activity (by each Quadruple Helix Group)	Scale of Action (Regional, Municipal, Neighbourhoods)	Way of Acting (Network, Community, Independently, Other)
Stakeholder a)			
Stakeholder b)			
(...)			

Figure 5: Example of a template for stakeholder mapping used by the Living Labs of the FoodCLIC project

Stakeholder map using the quadruple helix

As mentioned in the previous section, it is helpful to use the quadruple helix in the identification of stakeholders. You can visualize this, by using pen, post-its and paper or a computer, or both consecutively. You can do this in your team or with stakeholders during a stakeholder brainstorming (see previous section). Figure 6 gives an example from the FIT4FOOD2030 project.

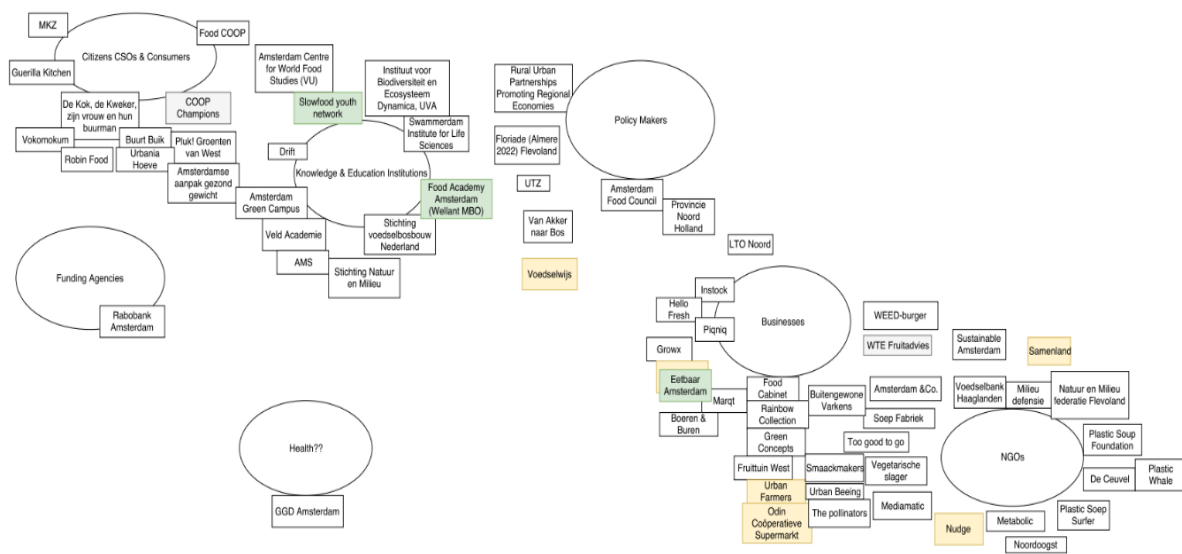


Figure 6: Example from FIT4FOOD2030 of a digital version of map based on the quadruple helix, which resulted from a stakeholder brainstorming session (Food Lab Amsterdam)

Stakeholder map: power-interest grid

You can also plot your stakeholders on a power/interest grid. This implies you need to determine for each of your stakeholders whether they have high or low power to affect your project or living lab, and whether their interest in your initiative is high or low. The power/interest grid has an x-axis for interest and y-axis for power. A power-interest grid is used to determine the interaction that your project may have with each of the stakeholders (Figure 7). To that end, the grid is divided into four quadrants determining which stakeholder to keep informed, maintain interest, actively consult or regularly engage. It is often used to develop a stakeholder engagement plan ([see separate tool](#)) and communication strategy ([see separate tool](#)).

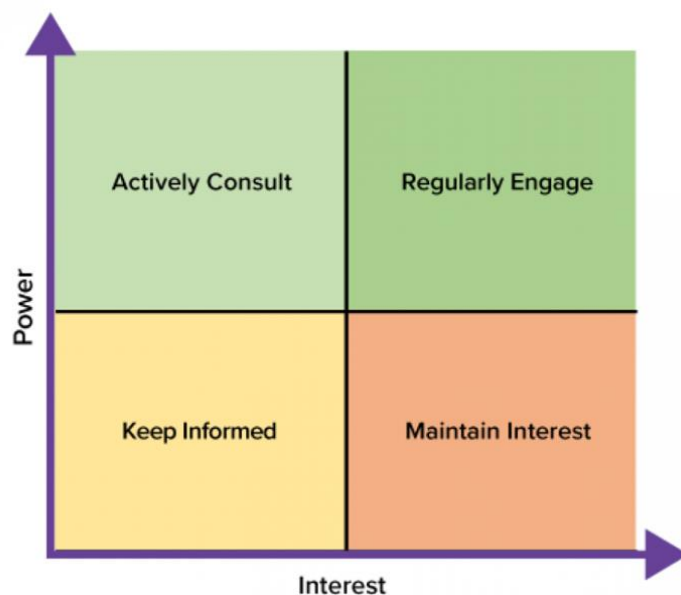


Figure 7: Power-interest grid (www.improvementservice.org.uk)

Within FIT4FOOD2030 a template for a table was created which mixed various of the methods presented above (see Figure 8).

Stakeholder:							
Stakeholder category		Power		High Low	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 8: Stakeholder analysis template developed by FIT4FOOD2030.