

## Tool 10: Stakeholder Characteristics and Roles Matrix

### Aim of the tool

Analyse the most important stakeholders by focusing on their characteristics and roles.

### When to use it?

Issue exploration and shared language stage, to foster a better understanding of the issue at stake.

### What is a Stakeholder Characteristics and Roles Matrix?

Already at the early stages of an MSP, stakeholder analysis is key. Once the issue at stake is clear, making a Stakeholder Characteristics & Roles Matrix helps to map all relevant stakeholders and how they relate to the issue. It reveals whose interests need to be taken into account as well as their potential influence and contributions to the MSP. Used in combination with the Importance and Influence Matrix, the outcomes of this systematic stakeholder analysis enables a stakeholder-specific approach and strategy.

### Step by step

The Stakeholder and Characteristics Matrix can be used with groups, or for a research team to synthesize findings, for example, from semi-structured interviews. It consists of two steps, but these can be done separately if required.

#### Step 1 – Stakeholder characteristics

For each stakeholder, try to find this information and fill the matrix.

Stakeholders	Interests – stakes in MSP	Contributions to successful outcomes of MSP (knowledge, money, time, labor)	Decision-making power (influential or not)
1			
2			
3			
4			

#### Step 2 – Roles and levels of engagement

This step requires you to name the stakeholders of Step 1 in the cells with corresponding roles. It will help you to get a bit more specific than just calling somebody/organisation a 'stakeholder'. Remember that roles may change over time as an MSP develops and relationships are built – or turn sour.

<i><b>Role</b></i>	<i><b>Stakeholder</b></i>
Partner	
Contractor	
Influencer / Champion	

Disseminator	
Funder	
Informer / Consultation	
Knowledge provider	
Regulator	
Beneficiary	
Other	

## Learn more

Step 1 is based on the RAAKS methodology. Paul Engel & Monique Salomon (1997) Networking for innovation: A participatory actor-oriented methodology. See [here](#)

Step 2 is adapted from Tennyson, R. (2011). [The Partnering Toolkit](#); and WCDI course materials.

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