

Stakeholder mapping

Use: To identify the organisations and individuals to be engaged in / taken account of by a potential partnership project

Partnering phase: Early in the scoping phase

Introduction

Stakeholders can be defined as (UN HABITAT):

- those whose interests are affected by the issue or those whose activities strongly affect the issue;
- those who possess resources of all kinds (financial, influence, expertise) needed for strategy formulation and implementation;
- those who control relevant implementation "instruments" (usually the public sector).

The stakeholder mapping exercise provides a systematic approach to identifying all interested / interesting parties and begins to help to distinguish the roles each of these might take in relation to a new partnership project.

Initially, the information available will be limited and the mappings will need to be adjusted as more intelligence comes in.

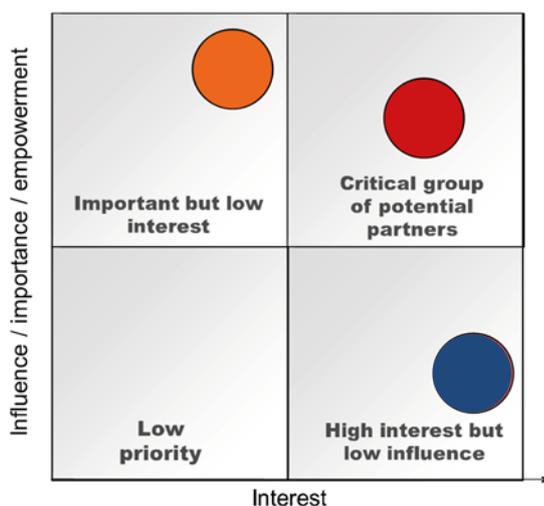
Mapping 1: Initial sweep

In the first stage, organisations and individuals from across the sectors are identified and mapped in a grid similar to that below, with their specific interest detailed in the relevant box:

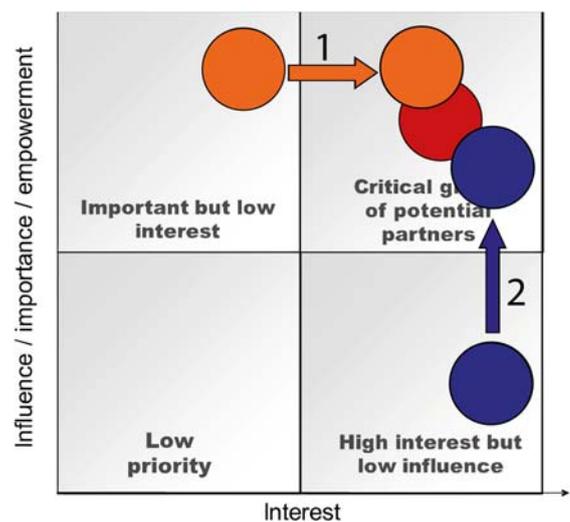
Stakeholder	Affecting	Affected	Resources	Instrument
Name 1				
Name 2				
Name 3				

Mapping 2: Influence against interest

Stakeholders are mapped within a 'Boston Square' to capture the degree to which each stakeholder has influence over the relevant issues and level of interest.



Ideal partners will have both a strong influence over and high interest in the objectives of the partnership. However, it is rarely so clear cut. By classifying stakeholders in this way, one can determine cases where: 1) significant awareness-raising is required to turn a highly-influential but low-interest stakeholder into an interested potential partner or 2) significant capacity development is required to turn a stakeholder with high interest but low influence into a stronger partner.



Mapping 3: Roles and degree of engagement

Multiple different organisations and individuals might play roles in a partnership project, but not necessarily as partners. This mapping of stakeholders, begins to outline the roles / engagement of the various stakeholders.

As the partnership is developed and relationships are built, stakeholders might well change their roles.

Role	Stakeholders
Partner	
Contractor	
Influencer / champion	
Disseminator	
Funder	
Informer / consultation	
Knowledge provider	
Regulator	
Beneficiary	
Potential inhibitor	
Other	