

STAKEHOLDER MAPPING

Determining who matters and why

Use: To identify all the organisations and individuals who need to be taken account of by a potential partnership project and who might play some role in the partnership

Partnering phase: Early scoping phase

Introduction

Stakeholders can be defined as¹:

- 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.

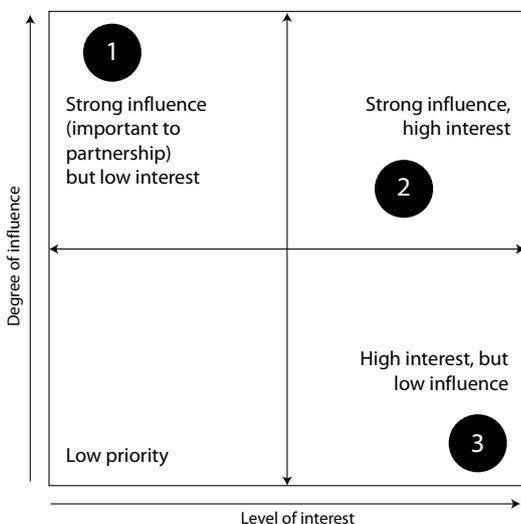
Mapping 1: Initial sweep

In the first stage, as many 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:

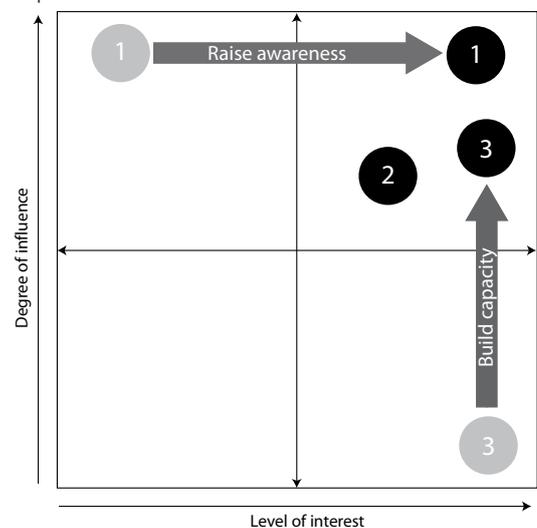
Stakeholder	Affecting	Affected by	Resources	Instrument
Name 1				
Name 2				
Name 3				

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 / possible partnership objectives, and their 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 potential 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 and level of 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	
Other	

¹ Definition is adapted from Urban Governance Toolkit Series - UN-HABITAT