Stakeholder Mapping

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About Us

Our Research Purpose & Methodology

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You've got questions? We've got answers!

01

Background

What is stakeholder mapping?

Importance of Vocabulary

- Stakeholder vs. Partner

- Disinvested communities

- Equity

- Power

- Sustainability

- Performance Measure(s)

Stakeholder Mapping

What is stakeholder mapping?

A process by which stakeholders are identified, categorized, and visualized in order to convey their involvement/ roles/ power/ influence/ stakes in relation to a project

Why use stakeholder mapping?

There are many uses and outcomes of stakeholder mapping that make it a helpful tool to organizations

- Understand those affected by and who may impact the project
- Engage stakeholders at each step of the process
- Inform future strategies
- Identify risks to the project
- Ensure the project's end results are successful and perceived so amongst key players

Case studies from **regional-level international development**

KYRGYZ REPUBLIC

REGIONAL ECONOMIC DEVELOPMENT PROJECT

II VOLUNTARY NATIONAL REVIEW

SUSTAINABLE DEVELOPMENT GOALS COSTA RICA 2020
"Sustainable Development in Action: The Route to Sustainability"

Approaches

Conventional

Mapping stakeholders based on their power and influence to determine who gets a seat at the table

Transformative

Gaining a comprehensive understanding of the impacted and impacting entities involved, directly or indirectly in a project, and engaging them throughout the process
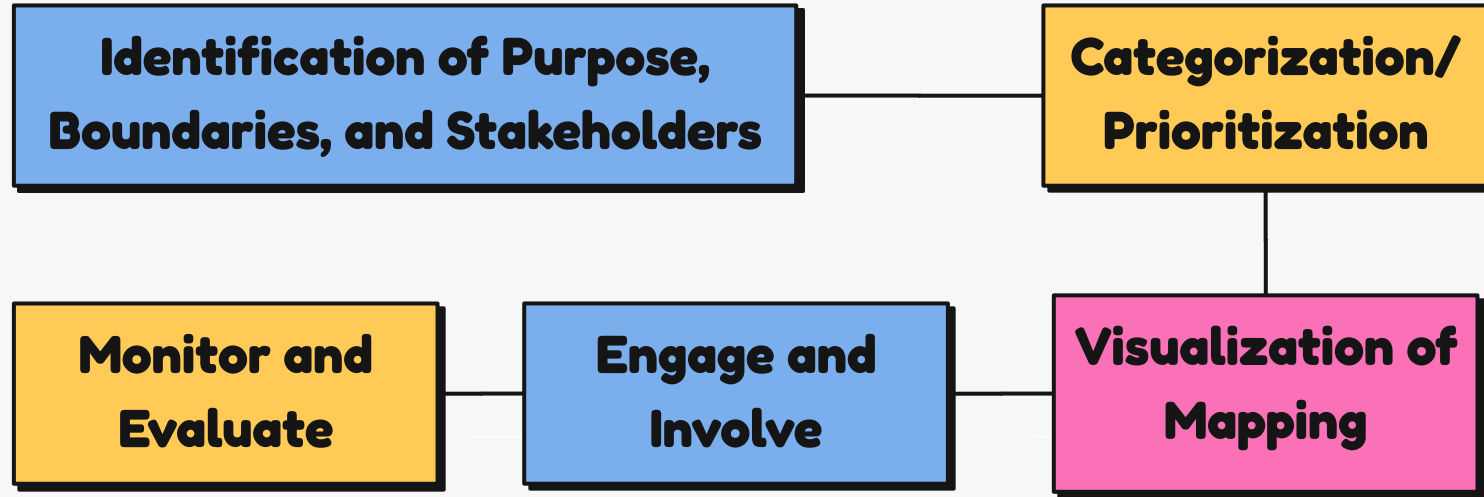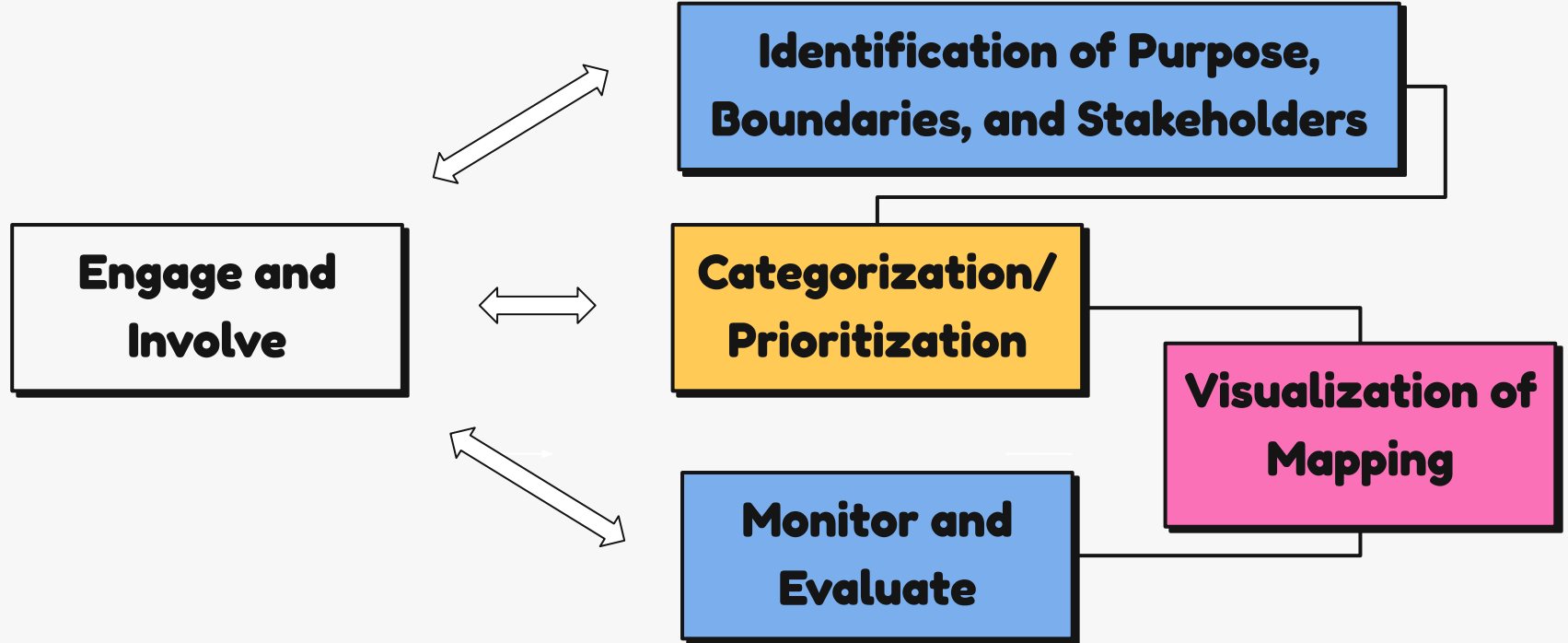
02

Process & Visualizations

How can one conduct stakeholder mapping?

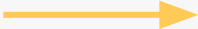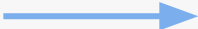# Steps of conventional stakeholder mapping

Identification of Purpose, Boundaries, and Stakeholders

Categorization/ Prioritization

Monitor and Evaluate

Engage and Involve

Visualization of Mapping

Transformative stakeholder mapping

Identification of Purpose, Boundaries, and Stakeholders

Engage and Involve

Categorization/ Prioritization

Visualization of Mapping

Monitor and Evaluate

Identification of Purpose, Boundaries, and Stakeholders

1. Determine the Purpose of the Map

   →

   - Determines the visualization outcome
   - Helps guide the process

2. Establish the Boundaries of the System

   →

   - Narrows the focus of the mapping process
   - Geographic, population targeted, etc.

3. Collect a Comprehensive List of Stakeholders

   →

   - Can help identify gaps in representation
   - One stakeholder can be = a group that is represented by one category

Categorization and Prioritization of Stakeholders

Power/ Proximity/ Urgency

Utilized to create the stakeholder circle

Power/ Legitimacy/ Urgency

Typically represented as a venn diagram

Segmentation by Industry

Based on industry affiliations w/ emphasis on interests, concerns, and function in a specific sector

Types of Initiatives

Structural interventions / Information and awareness-raising / Capacity building / Direct action

Categorization and Prioritization of Stakeholders

Key Stakeholders + Disinvested Communities

Segment Key Stakeholders & Disinvested Communities in Two Separate Maps

Affected/ Affecting

May further categorize based on the degree to which they are affected/ affecting the project
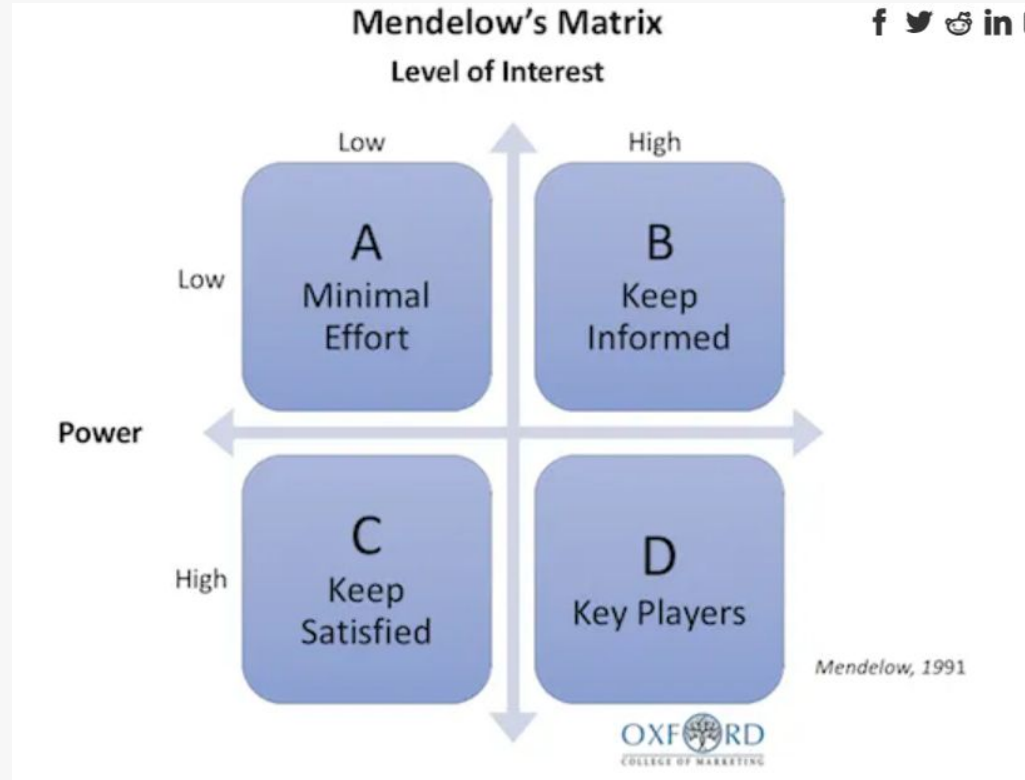
Flows

Upstream/ Downstream stakeholders / Downstream supply chain partners / Project team stakeholder group
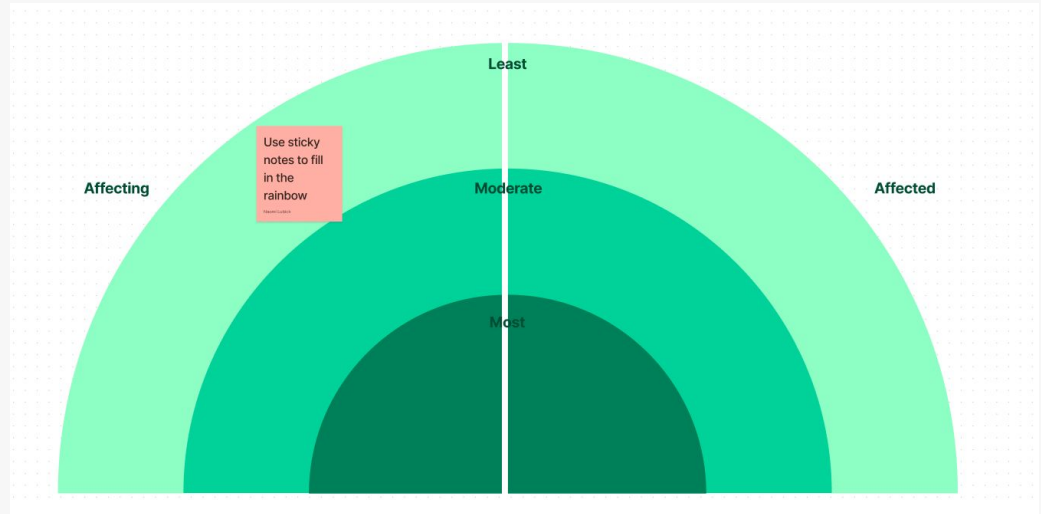
Visualization

Mendelow's Matrix is likely the most common, conventional means of mapping stakeholders utilizing power/ influence, or in this case power/ level of interest, as the means of categorizing stakeholders
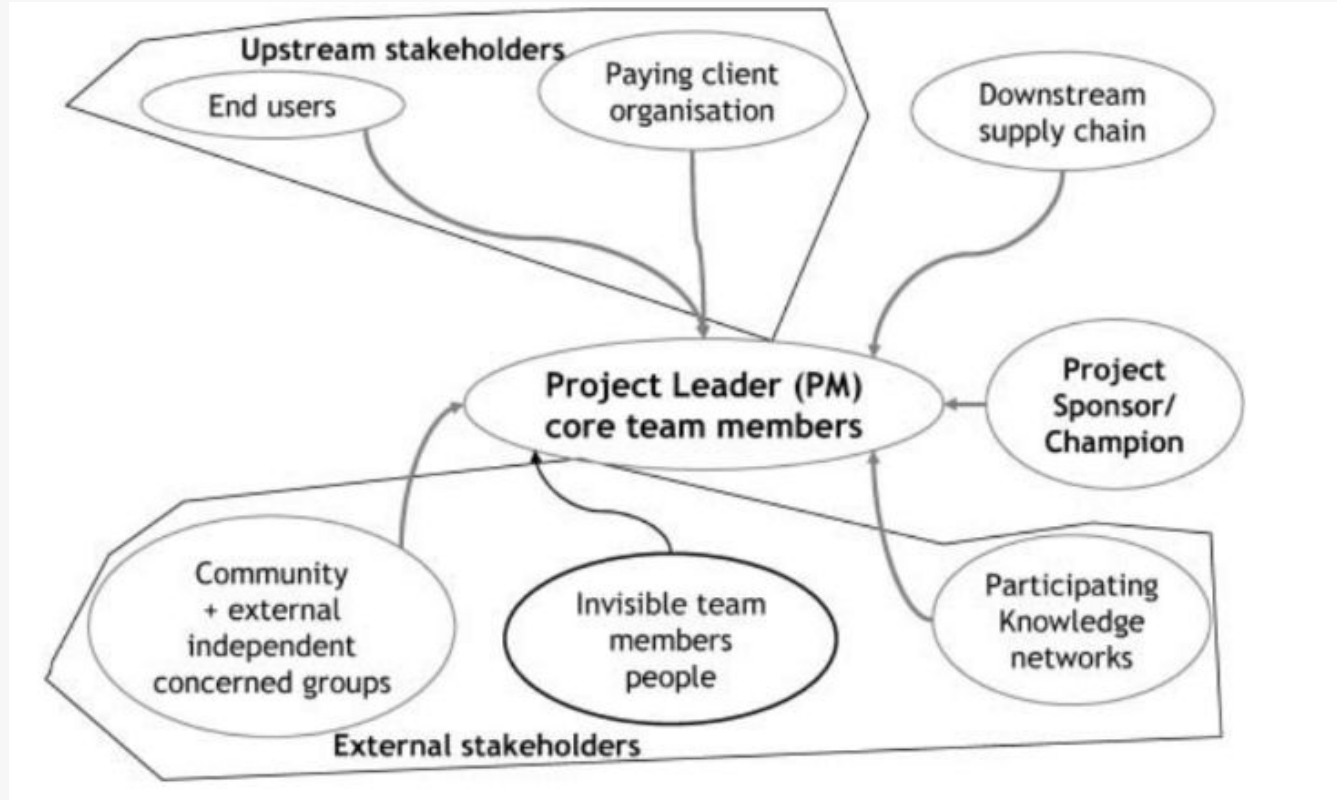
Visualization

The **rainbow diagram** to the right is representative of "Affected/ Affecting" categorization methodology
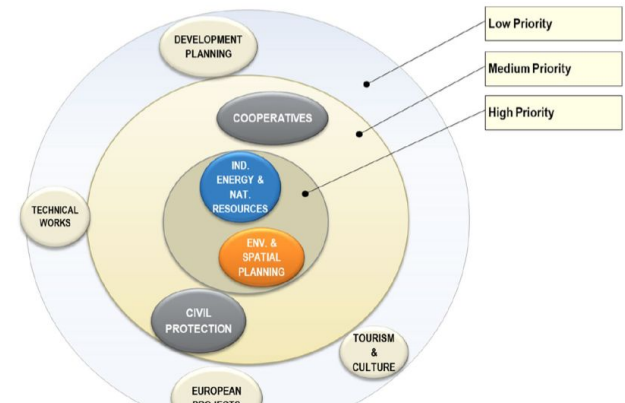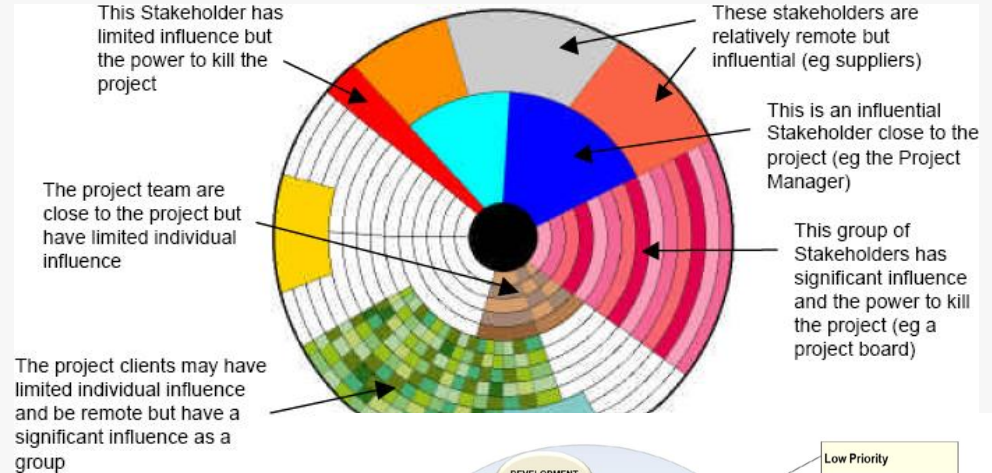
Visualization

Flows categorization method

Visualization

The **stakeholder circle** is a commonly used visualization tool that can be most helpful when attempting to map a smaller network (~15) of stakeholders. This may be impactful at the sub-regional hub level.

These visualizations can capture proximity to the project, influence, and "power"

This Stakeholder has limited influence but the power to kill the project

These stakeholders are relatively remote but influential (eg suppliers)

The project team are close to the project but have limited individual influence

This is an influential Stakeholder close to the project (eg the Project Manager)

The project clients may have limited individual influence and be remote but have a significant influence as a group

This group of Stakeholders has significant influence and the power to kill the project (eg a project board)

DEVELOPMENT PLANNING
COOPERATIVES
IND. ENERGY & NAT. RESOURCES
TECHNICAL WORKS
ENV. & SPATIAL PLANNING
CIVIL PROTECTION
TOURISM & CULTURE
EUROPEAN

Low Priority
Medium Priority
High Priority

Monitor and Evaluate

RILEC (relevance, inclusion, learning, effectiveness, and credibility) for co-creation

- Create mechanisms for feedback about the engagement process
  - ie. suggestion boxes, dedicated email addresses, or online form

- Track engagement via attendance & participation metrics

- Share case studies or success stories

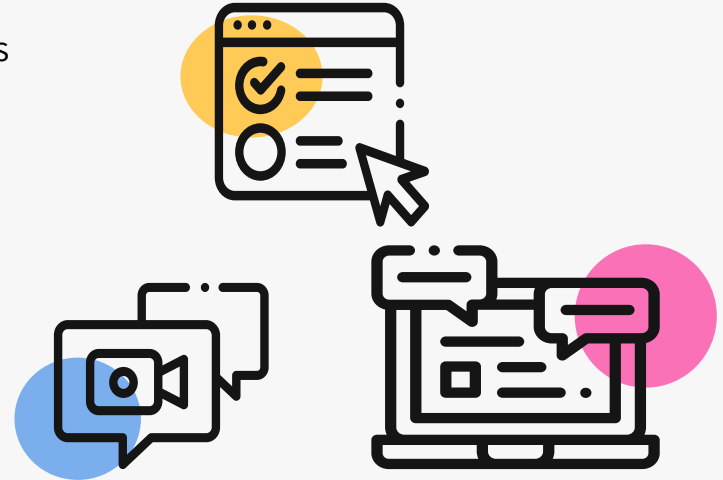- Request external feedback and validation from other regional or subject matter experts

Engage and Involve

This step is one that may take place post-mapping in a conventional setting, or an essential piece of a transformational mapping process at every step along the way. Below are examples of stakeholder engagement, some of which Valley Vision already utilizes:

- Workshops/ Learning Collaborative Sessions

- Online Surveys

- Participatory Mapping

- Stakeholder Interviews

03

Application

What can stakeholder mapping look like?

Ongoing Strategies

Mutuality
Shared understanding

Listening
Learning from one another

Transparency
With all involved entities and the public

Co-create
Collaboration at all levels possible

Question & Answer

04

You've got questions? We've got answers!

Question and Answer

Question

Any questions, thoughts, comments?

Answer

We are here to provide answers! And if we can't immediately, we can find you an answer

References

International
- Common Minimum Standards for Multi-Stakeholder Engagement in the UN Development Assistance Framework
- Kryrgz Republic
- Greece
- Costa Rica

Theory
- A Feminist Reinterpretation of the Stakeholder Concept
- Modeling with Stakeholders for Transformative Change
- Stakeholder Analysis

- Power Analysis
- Influence, stakeholder mapping and visualization

Guides
- Which Stakeholder Mapping Method Should You Use?
- MapStakes
- A guide to stakeholder mapping and engagement
- Washington State University
- Project relationships and the Stakeholder Circle

Thanks!

Do you have any feedback?
We'd love to hear from you!

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