Stakeholder Mapping Guide

*For Conservation International
Country Programs & Partners*

**CONSERVATION
INTERNATIONAL**

TABLE OF CONTENTS

I. INTRODUCTION

What is a stakeholder?

Stakeholders are organizations or social groups of any size that act at various levels (domestic, local, regional, national, international, private and public), have a significant and specific stake in a given set of resources, and can affect or be affected by resource management.

What is stakeholder mapping?

Stakeholder analysis is a process of systematically listing and analyzing information to determine which groups have an interest in a project, which groups are typically included or excluded, whether each group is relevant to include, whether the groups support or oppose the project, or will the groups benefit or be harmed by it. The analysis also includes information on the concerns from various groups.

What needs to be analyzed?

The process of identifying and analyzing key actors in a conservation project allows you to know their interests, positions for or against a given policy, whether they will benefit or be harmed by a project or policy, alliances with other stakeholders, conflicts with other stakeholders, degree of involvement in the policy process, lack of involvement in the policy process, ability or inability to affect policy change.

How is stakeholder mapping helpful?

It is important to carry out the stakeholder listing and analysis before and throughout project implementation in order to facilitate alliance building and to foresee and prevent possible conflicts. A project or program is more likely to succeed if effective stakeholder analysis is done on an ongoing basis.

What are the steps in stakeholder mapping?

1. Planning
2. Identify Stakeholders
3. Gather Information
4. Fill in the Stakeholder Analysis Worksheet
5. Analyze the Worksheet
6. Apply the Results

Methodology

This guide is part of a broader methodology for stakeholder engagement developed by the Social Policy and Practice Department at Conservation International. The approach first assesses the current status of stakeholder engagement in a given country or region and identifies gaps and recommends priorities for building collaboration between otherwise disparate groups. The present Guide falls into the domain of the second phase of this process – that is, the systematic mapping and analyzing of groups in this way is part of defining and executing a comprehensive action plan for stakeholder engagement. The measuring and monitoring the effectiveness of this plan in action is the final component.

SEA — Assess current Stakeholder Engagement processes

SEP — Good Practices for Stakeholder Engagement

SEM — Measure & Monitor the Effectiveness of the Stakeholder Engagement Action Plan

What tools and resources are available for stakeholder analysis?

The tools and resources provided within this guide consist of procedures used by conservation groups, international development organizations, academics, and campaign groups; as well as a list of available stakeholder analysis software, including their function and cost.

Within the Resources Section, you will find an annotated bibliography which lists and describes publications relevant to stakeholder analysis which are available online. Each resource table includes a link, the length of the publication in page numbers, a summary of the document, key points, and the paper's citation.
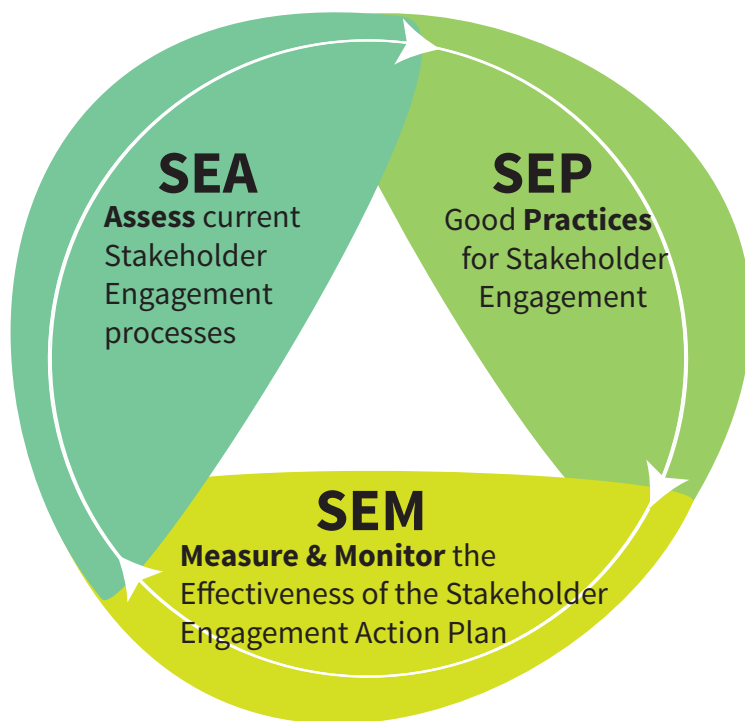
II. STEPS

1. Planning

It is important to start the planning process as early as possible in the project cycle. In fact, identifying stakeholders can begin as early as the concept is formed and the proposal developed. It is also important to define and understand the purpose of listing and analyzing stakeholders. How will the information and findings generated from the analysis be used to benefit the project? How will stakeholders benefit?

Logistics are an important part of the planning process. The following factors need to be considered when planning to conduct an effective stakeholder analysis:

  » **Who will be part of the project team**
  » **Funding**
  » **Timeline**
  » **Travel**
  » **Facilities for meetings**
  » **Meeting materials**
  » **How, when, and where to conduct interviews and focus groups**
  » **Main deliverables**

The most critical part of this step is defining the purpose of doing a stakeholder analysis – what do you want to accomplish, which stakeholders will need to be consulted, what do you need from specific stakeholders, who will use the information, and in which ways they will use it to benefit the project.

2. Identify stakeholders

Initial stakeholder identification consists of listing groups known to influence or be impacted by the project or policy at hand. This process will provide an important basis from which to expand the amount of known stakeholders as well as begin to analyze those listed.

Conduct a literature review which surveys the range of stakeholder involved or impacted by the project or policy. This takes place through searching and reviewing online and print documents related to the issue: websites, media sources, government reports, NGO reports, scholarly reports, legal briefings, company profiles, etc. Similar projects that are already underway will also serve as valuable resources.

The initial listing can be carried out with the help of the Stakeholder Analysis Worksheet Template, which is provided as part of this Guide and is discussed in Step 4. The Worksheet Template is available on the Google Drive (add hyperlink)

At the outset, list all actors with a potential interest in the project without limiting the list based on whether you know the group will have a stake in the project or not. Later, during analysis and stakeholder engagement, you will have the chance to confirm whether groups have a relevant stake or not. Stakeholders can be identified based on the following categories (See Stakeholder Analysis Worksheet): state entities, the private sector, donors, civil society, local NGO's, international NGO's, universities, local leaders or influencers, and others. Ensure that stakeholders who may not typically have a voice in the policy discussions and decisions are included in outreach. These may include minority groups, women, youth, indigenous groups, LGBT and others.

3. Gather information

The lists made through stakeholder identification are based on secondary sources, while further information collection should be done by seeking primary sources. There are three main ways to reach and collect information from the project actors themselves, (1) electronic communication – such as email or online surveys, (2) interviews – by phone or in person, and (3) focus groups of multiple stakeholders.

In conducting an interview, a standard questionnaire can be developed based on the categories of the Stakeholder Analysis Worksheet (see bottom tabs of the Excel Workbook). The type of interview questions formed will depend on the specific project or policy and cultural context (i.e. questions regarding stakeholder positions on the issue at hand, inclusion/exclusion, alliances, conflicts, etc.). It is encouraged to develop a standard interview protocol for each encounter for consistency (i.e. how best to ask questions, how to record the interview - notes or recorded, etc.)

Interviews during outreach can also prove useful in collecting and adding groups to the list of stakeholders by asking each group to identify others who may have interest in or be impacted by the project or policy.

4. Fill in the Stakeholder Mapping Worksheet

The Stakeholder Mapping Worksheet Template is available to all field programs on the CI Google Shared Drive. The purpose of the Worksheet is to provide key questions to stimulate analysis and understanding of stakeholder roles and responsibilities. The questions in the worksheet may be answered by the project implementation team or through stakeholder outreach such as emails, interviews, or focus groups.

Explain the breakdown of your main stakeholder groups in the spreadsheet and the rationale behind selecting them. Include a brief description for each stakeholder group. Some of the questions in the Worksheet require written answers and others require entering a numerical value. The Worksheet Template provides hypothetical content in grey text to represent sample stakeholder groups across all sectors (state entities, private sector, donors, civil society, local NGOs, international NGOs) and illustrative answers to questions. Feel free to breakdown sectors into smaller groups, for example "Donors" can be specified into "multilateral and bilateral", and "Civil Society" into "academics, indigenous peoples, local communities".

Here are some basic instructions for answering each question.

What is the stakeholder's primary interest in the project? Answer this question by describing how this stakeholder group relates to the project or policy at hand; for example, through expertise or knowledge of the area, as a key decision-maker, or by potential direct impact from the project or policy. If the stakeholder has a high degree of interest, give it a rating of 5, if a low interest, a 1.

To what degree is the stakeholder group relevant to the project? Assign a value from 1-5, five being the highest relevance, for each group listed. Within this column you can answer the following questions: What is the current role of the stakeholder? What is the potential role of the stakeholder to the project? What is the potential contribution of the stakeholder to the project?

To what degree is the group involved in the policy-making process? Assign a value from 1-5, five being the highest, and give a written explanation if necessary – taking into account how this group has been involved in decision-making on policy both historically and presently.

Does the stakeholder group support or oppose the project? With this question there is a spectrum of answers that can be provided: Supporter, Moderate Supporter, Neutral, Moderate Opponent, and Opponent.

Will this project benefit or harm the stakeholder group? Answer this question with: Benefit, Harm, Neither and how the groups will be affected.

What alliances exist with other stakeholders? List and describe any collaboration between relevant stakeholders.

What conflicts exist with other stakeholders? Describe any conflicts between stakeholder groups.

5. Analyze the Worksheet

With information entered on as many stakeholders as possible, in this step we again consider each question of the Worksheet, but with the purpose of analyzing the information collected. Analysis is done in order to reach a better understanding of the interests, positions, relevance, partnerships, and conflicts of stakeholder groups.

The scale of 1 to 5 used in the Worksheet is a simple way to assign a number value to a set of criteria based on your judgment of knowing the groups, as well as collaboration and feedback from project actors. Opinions are obviously going to vary, so the most effective way to make a rating is to pose the question to as many project actors as possible, but this is time and resource contingent.

In some forms of stakeholder analysis, the most politically influential or financially endowed decision-makers are considered to be at the center of any analysis. While these stakeholders remain important, in our analysis the goal instead is to consider the entire range of potentially impacted groups, which includes those that have a lack of influence or are excluded.

It is important to analyze the social and environmental barriers to inclusion and how to overcome those challenges. In any context, there are complex social factors that contribute to whether a group is involved, who is not, and why this is.

For instance, during stakeholder identification, you may have noted a lack of women's involvement. What social conditions have produced this and how can this project overcome them? In order to determine which conditions have produced this, one can ask: What is the position of women in this society – in the household, in a work environment, etc? Where are women leaders elsewhere in the community? Where are women not represented? What has been the role of women in decision making, historically?

Take, for example, that the stakeholder listing has revealed there is a lack of low-income communities involved. How does being low-income create a lack of opportunities and how can this project overcome it? The answer may include lack of access to education, basic health care, connections, capital, or a number of other fundamental factors within a given context.

The Worksheet can help to answer some of these underlying questions through comprehensive analysis. Below are ways in which the information collected in the Worksheet can be analyzed.

What is the stakeholder's primary interest? This question is meant to help you further define the way that a group is related to the project, program, or policy at hand and how they might influence it or be affected by it.

To what degree is the stakeholder group relevant to the project? This question is meant to help you think through the relative importance of different groups, but also consider how relevance is defined and who is determining that discussion. The answer to this question will be different depending on who you ask, which is why it is important to analyze for social factors producing relevance/irrelevance.

To what degree is the group involved in the policy-making process? Who is included, who is excluded. Even within a government structure, there may be one agency which is more dominant than others.

Does the stakeholder group support or oppose the project? Depending on whether the group is a supporter, moderate supporter, neutral, moderate opponent, or opponent of the project or policy, analyze for the reasons why this is their position. Often, a certain group is divided on whether to support of oppose a project or policy and the situation is complicated. A short explanation can be useful for involved groups, but a more in-depth investigation of a group's reasons to oppose may be needed.

Will this project benefit or harm the stakeholder group? Depending on whether the project will benefit or harm a given stakeholder, or whether this is unknown, analyze for real or potential harm as well as for benefit, financial or otherwise.

What alliances exist with other stakeholders? Analyzing alliances at once means looking at the way in which collaboration is formed to support a conservation goal, as well as alliances that could threaten it. This question should also lead to alliance building in ways that were not there before.

What conflicts exist with other stakeholders? Describe any conflicts or potential conflicts between stakeholder groups.

6. Apply the Results

It is not enough to collect and analyze information on stakeholder interest; in this section analysis will shape the design of the project or policy to reflect the feedback from stakeholders impacted by it. The project team and the stakeholders involved will benefit from a more extensive and improved understanding of who to involve, their roles, and their interests or concerns. The stakeholder analysis information compiled in the Worksheet can be presented visually in tables and graphs. See the Tools Section below for example of visual ways to display and interpret the data. The information in the Worksheet can also be developed into a narrative and produced as a research piece or white paper (see A Poverty and Social Impact Analysis of Three Reforms in Zambia in the Resources Section). Comparisons can be made in the narrative between: interest vs. involvement, included vs. not included, those who support and those who oppose, This information can be used to shape the project or policy in order to address any concerns that arose during the outreach and to increase probability for success by incorporating any changes from the stakeholders and generating buy-in for the project or policy.

The results of the analysis can also be used to provide input on other projects and programs, increase support for policy reform, guide participatory decision-making, and engage stakeholders.

Generally, the purpose of this analysis is to increase stakeholder engagement and build consensus, therefore the results should be disseminated to all groups involved.

Lastly, it is important to consider that doing a stakeholder analysis is not a one-time job, but should be an exercise that is revisited and revised throughout a project cycle. If it is not updated, the Worksheet and results can become static and even obsolete. Some stakeholders will become less involved and new ones will emerge. Stakeholder interests, positions, alliances, and conflicts evolve over time – thus analysis needs to be an ongoing, dynamic process.

III. TOOLS

The following tools can be used by project implementers and local actors doing stakeholder mapping.

To begin, the results from the collection and analysis of information can be presented in visual ways. The following are visual types of visual representations can be generated from the Worksheet; scatter plots to reflect the degree of impact on a stakeholder group, flow charts to represent alliances between groups, and concentric circle charts to depict those who are directly/indirectly affected as well as degree of outreach.
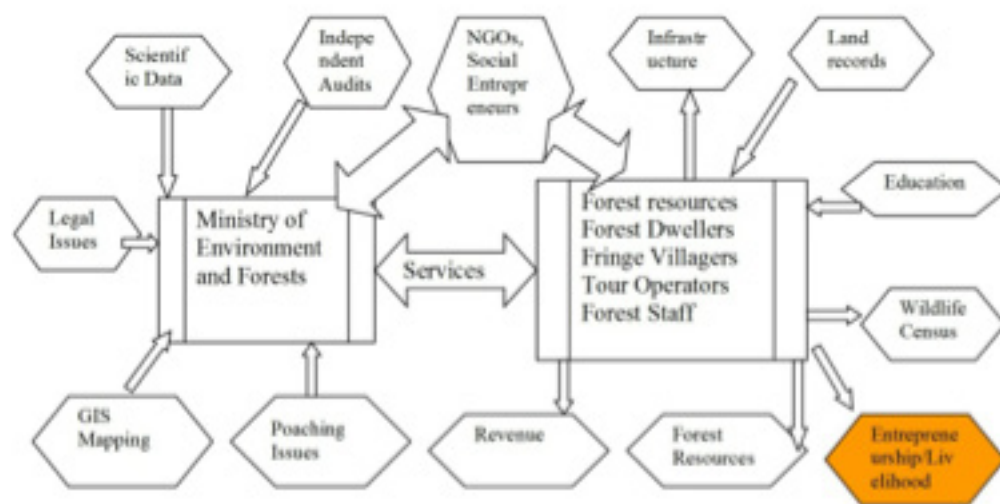
For instance, in order to create a scatter plot, you can analyze stakeholders on a scale and display the results across two axes on a chart. For example you could compare degree of interest (stake) in a project versus degree of actual involvement, degree of inclusion versus exclusion, those who support versus oppose. Below is an example of a scatter plot based on numbered stakeholders who either benefit or are harmed, support or opposed.
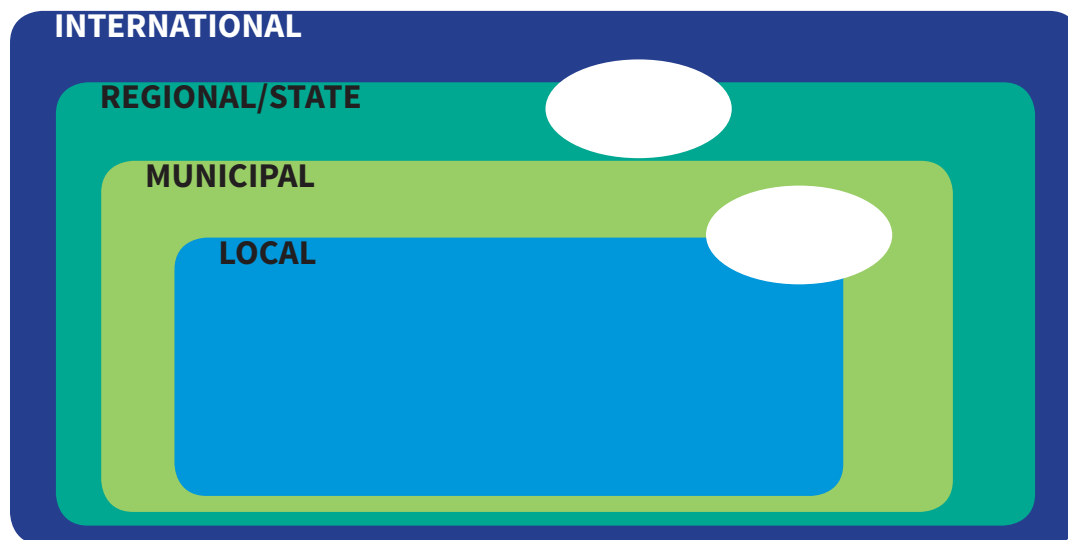
A. Scatter plot:
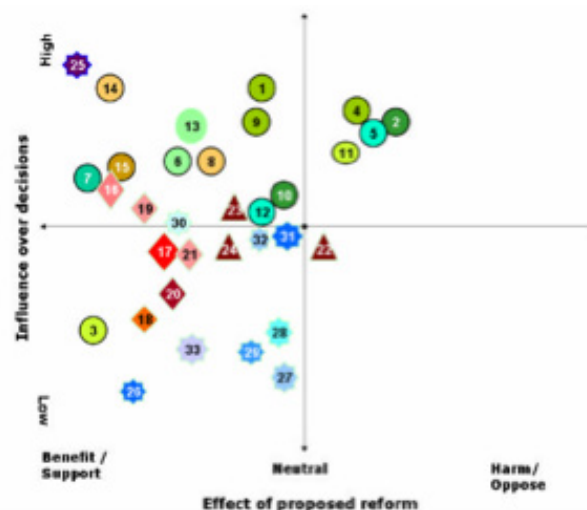
Source: Jorgensen, S. and Loudjeva, Z. (2005). A Poverty and Social Impact Analysis of Three Reforms in Zambia: Land, Fertilizer, and Infrastructure. Social Analysis Paper 49. World Bank: Washington, DC, USA. p. 80

B. Flow chart:

Source: http://www.iimahd.ernet.in/egov/ifip/susan-sharma.htm

C. Concentric Boxes/Circles:

INTERNATIONAL

REGIONAL/STATE

MUNICIPAL

LOCAL

Source: SPP

D. Tools for Social Impact Analysis:

http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTSOCIALDEVELOPMENT/
EXTTOPPSISOU/0,,contentMDK:21421096~menuPK:4028954~pagePK:64168445~piP-
K:64168309~theSitePK:1424003,00.html

This World Bank resource contains links for up to 17 mini tools, many of which are applicable to stakeholder mapping and analysis, here's a sampling:

- » Social Mapping
- » Risk Mapping
- » Community Resource Mapping.
- » Livelihood matrix scoring
- » Institutional Mapping/Venn Diagramming
- » Institutional Perception Mapping
- » Mobility Mapping

E. USAID Collaboration Mapping :

http://usaidlearninglab.org/library/collaboration-mapping

Use these tools to review and help visualize any portfolio of collaborators. At this site you will find resources that include a 24 page presentation about coordinating efforts between partners, how to combine influence, and how to manage stakeholder influence. A webinar presentation is also available as well as a mapping tool.

F. Cross Cutting Tool: World Wide Fund for Nature (WWF) Stakeholder Analysis:

http://www.panda.org/standards/1_1_stakeholder_analysis/

Key questions from WWF for identifying stakeholders and their interests include:

- » How are the threatened project targets being used? By whom? Who is threatening the conservation target?

- » Who is most dependent on the resources at stake? Is this a matter of livelihood or economic advantage? Are these resources replaceable by other resources?

- » Who possesses claims – including legal jurisdiction and customary use – over the resources at stake? Are several government sectors and ministry departments involved? Are there national and/or international bodies involved because of specific laws or treaties?

- » Who are the people or groups most knowledgeable about, and capable of dealing with, the resources at stake? Who is managing these resources? With what results?

- » Are the stakeholders and their interests geographically and seasonally stable, or are there migration patterns?

- » Are there major events or trends currently affecting the stakeholders (e.g., development initiatives, land reforms, migration, and population growth)?

- » Has there been a similar initiative in the region? If so, to what extent did it succeed? Who was in charge and how did local stakeholders respond?

- » What was stakeholder representation in other similar initiatives in the region?

G. WWF Stakeholder Analysis Matrix:

http://www.panda.org/standards/1_1_stakeholder_analysis/

Paraphrased by column: (1) List stakeholders, (2) describe stake or mandate (e.g. livelihoods, profit, lifestyles, cultural values, spiritual values, etc.) as well as the basis of that stake (e.g. customary rights, ownership, administrative or legal responsibilities, intellectual rights, social obligation, etc.), (3) potential role through partnership, thought leadership, action, etc., (4) if the stakeholder is marginalized (e.g. women, indigenous peoples, ethnic minorities, youth, or other impoverished or disenfranchised groups) – particular effort must be made to ensure and enable the participation of marginalized groups as they often lack the recognition or capacity to participate, and (5) decide who are key stakeholders due to claims over or direct dependence on the resources, their power, authority, or responsibility – are central to the initiative at hand.

Stakeholders	Stake/Mandate	Potential Role in Project	Marginalized?	Key

H. Stakeholder Matrix (Chevalier):

http://www1.worldbank.org/publicsector/politicaleconomy/November3Seminar/Stakehlder%20Readings/SA-Chevalier.pdf

This simple yet effective table is a part of the paper summarized and cited in the Annotated Bibliography, Stakeholder Analysis and Natural Resource Management by Jacques Chevalier.

Proposed Action	Positively Affected	Negatively Affected
Directly Affected		
Indirectly Affected		

I. MoveOn.org's Power Mapping/Mapping of Capacities and Competencies:

file:///D:/Documents%20and%20Settings/adolezal/Downloads/GuideToPowerMapping.pdf

Power mapping is s method often used by special interest campaigns and advocacy groups; these practices involve designing a visual representation of those parties in positions of influence. Mapping capacities and competencies can be applied to our work in order to visualize who has what degree of influence and who does not.

The benefit of mapping influence is two-fold: (1) to determine which stakeholders are most important to reach for conservation and human rights purposes and (2) to demonstrate the ways in which some groups are in positions of power and others not – this could in turn lead to improved involvement and engagement of stakeholders in lesser positions of influence.

J. Stakeholder Mapping and Analysis Software and Tools:

Stakeholder Worksheets
Three simple Excel tools ranging from $10-20 USD
http://www.stakeholdermapping.com/stakeholder-management-software-and-tools/

Stakeholder Circle
Full software Project Version, from $1,500 USD (standard version $5,000, corporate version $8,000)
http://www.stakeholder-management.com/shopdisplayproducts.asp?id=12&cat=Software
Free trial available

Stakeholder Management Software – Intelex
http://www.intelex.com/Stakeholder_Management-1006-5product.aspx
Free trial available

IV. RESOURCES

The following annotated bibliography includes descriptions of various publications relevant to stakeholder analysis which are available online. Each resource table contains a summary of the document, key points, a link for accessing the document, the length of the publication in page numbers, and the paper's citation.

Title: *Stakeholder Analysis and Natural Resource Management*

Available at:	Summary/Key Points
http://www1.worldbank.org/publicsector/politicaleconomy/November3Seminar/Stakehlder%20Readings/SA-Chevalier.pdf	**Summary:** Technical-driven development is not enough. Complex interdependent relationships have to be understood in each context-specific case. SE should be focused on the process of social construction, not based on the assumption that social positions are already fixed in place and unmovable (he calls it "post modern" rather than "positivist")
Number of Pages: 14	This tool contains good resources, external sources, and links. It demonstrates that stakeholder analysis and engagement has been seriously considered since the 1990's. Which raises the questions of how well this has been implemented in conservation space? **Key Point:** Participatory action research
Citation: Chevalier, J. (2001). Stakeholder Analysis and Natural Resource Management. Carleton University: Ottawa.	

Title: *Cross-Cutting Tool: Stakeholder Analysis*

Available at:	Summary/Key Points
www.panda.org/standards/1_1_stakeholder_analysis/	**Summary:** This tool is an overview of the definition of a stakeholder, what is stakeholder analysis, why stakeholder analysis is important, when to use stakeholder analysis, how to develop and use stakeholder analysis, identifying the key stakeholders and their interests (positive or negative) in the project, assessing the influence and importance of each stakeholder as well as the potential impact of the project upon each stakeholder, identifying how best to engage stakeholders
Number of Pages: 8	**Key Point:** Identifying stakeholder interest questions and stakeholder and stakeholder analysis matrix (below)
Citation: Golder, B. and Gawler, M. (2005). Cross-Cutting Tool: Stakeholder Analysis. World Wide Fund for Nature (WWF).	

Title: *Business for Social Responsibility's online stakeholder mapping tool*

Available at:	Summary/Key Points
http://www.bsr.org/reports/BSR_Stakeholder_Engagement_Stakeholder_Mapping.final.pdf	**Summary:** This tool outlines the four basic steps to stakeholder mapping as – 1. Identifying: listing relevant groups, organizations, and people 2. Analyzing: understanding stakeholder perspectives and interests 3. Mapping: visualizing relationships to objectives and other stakeholders 4. Prioritizing: ranking stakeholder relevance and identifying issues
Number of Pages: 5	
Citation: Business for Social Responsibility's online stakeholder mapping tool	

Title: *A Poverty and Social Impact Analysis of Three Reforms in Zambia: Land, Fertilizer, and Infrastructure*

Available at:	Summary/Key Points
http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2005/07/05/000012009_20050705151227/Rendered/PDF/32858.pdf Related: http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTSOCIALDEVELOPMENT/ Pp. 69-81	**Summary:** A context-specific stakeholder analysis in Zambia. This is an actual stakeholder map and is a valuable example of analysis and applied results. Stakeholders analyzed and described in depth. This stakeholder list is the basis for the Worksheet Template. Stakeholder breakdown: **State Entities** – the president; ministry of lands, legal affairs, tourism, agriculture, finance, etc…; lands tribunal; the judiciary (supreme court, etc…); office of VP; city, municipal, and district councils; the parliament; the police. The **Private Sector** – commercial farmers, small farmers, surveyors, lawyers, foreign investors, commercial banks. **Donors** – USAID, World Bank, DIFID, GIZ. **Civil Society** – the chiefs, landless households, herders, minority ethnic groups, farmers union. **Local NGO's. International NGO's.** **Key Points:** Annex 3: Stakeholder Analysis of Land Reform is an in-depth analysis with detailed information that can serve as an example of analyzing and getting results from your process.
Resource 4: Jorgensen, S. and Loudjeva, Z. (2005). A Poverty and Social Impact Analysis of Three Reforms in Zambia: Land, Fertilizer, and Infrastructure. Social Analysis Paper 49. World Bank: Washington, DC, USA. (p. 69-81).	

SEP-stakeholder mapping guide | Social Policy & Practice | April 2014   17

Title: *Social Networks and Natural Resource Management – Uncovering the Social Fabric of Environmental Governance*

Available at:	Summary/Key Points
http://www.cambridge.org/us/academic/subjects/life-sciences/natural-resource-management-agriculture-horticulture-and/social-networks-and-natural-resource-management-uncovering-social-fabric-environmental-governance	**Summary:** Social network analysis is a quantitative approach to analyzing social relations and this book applies to conservation and natural resource management. Case studies make the connection between SNA concepts and natural resource governance, adaptive co-management, and social movements theory.
Number of Pages: 59	
Citation: Social Networks and Natural Resource Management – Uncovering the Social Fabric of Environmental Governance. Edited by Crjan Bodin Stockholm University, Sweden Christina Prell University of Maryland, USA. Cambridge University Press.	

Title: *Stakeholder Analysis and Social Network Analysis in Natural Resource Management*

Available at:	Summary/Key Points
http://sustainable-learning.org/wp-content/uploads/2012/01/Stakeholder-Analysis-and-Social-Network-Analysis-in-Natural-Resource-Management.pdf	**Summary:** From Executive Summary: "The increasing use of stakeholder analysis in natural resource management reflects a growing recognition that stakeholders can and should influence environmental decision making. Stakeholder analysis can be used to avoid inflaming conflicts, ensure that the marginalization of certain groups is not reinforced, and fairly represent diverse interests. We present a case study from the Peak District National Park in the United Kingdom, where we used social network analysis to inform stakeholder analysis. This information helped us identify which individuals and categories of stakeholder played more central roles in the network and which were more peripheral…"
Number of Pages: 19	
Citation: CHRISTINA PRELL, KLAUS HUBACEK, AND MARK REED (2009). Stakeholder Analysis and Social Network Analysis in Natural Resource Management. Routlage:	

Title: *Good practices in participatory mapping: A review prepared for the International Fund for Agricultural Development*

Available at:	Summary/Key Points
http://www.ifad.org/pub/map/pm_web.pdf	**Summary:** Participatory mapping connects land and local communities by using the commonly understood language of cartography.
Number of Pages: 59	
Citation: Corbett, J. (2009). Good practices in participatory mapping: A review prepared for the International Fund for Agricultural Development (IFAD). IFAD: Rome, Italy.	