



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

Stakeholders can be defined as:

- 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.

1 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				

2 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.

3 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 potential roles / engagement.

Role	Description
Partner	A formal part of the partnership, bringing their resources to the table (although they could be funded to do so), and part of the co-design and co-decision-making of the partnership. None of the other categories are formally partners.
Contractor	An individual or organisation contracted to provide services.
Influencer / champion	Someone influential who is willing to use their social or political capital to advance the partnership, e.g. through engaging or influencing key stakeholders / partners, making connections to funders, speaking at major events etc.
Amplifier	An organisation with an interest and channels for dissemination of generated learning or knowledge.
Funder	A financial supporter of the partnership
Knowledge / data provider	An organisation that can provide key knowledge, information, insights or data to a partnership.
Regulator	Usually governmental, the regulator sets the rules in which a partnership may operate, and may need to adjust those rules for the partnership to thrive
Beneficiary	Those who benefit from the partnership but not considered as partners. Wherever possible, and almost certainly in system transformation partnerships, ‘beneficiaries’ should be considered as partners and be extensively consulted.
Potential inhibitor	Those who have the power potentially to inhibit a partnership from being effective. This may, for example, be those that risk losing out from the results of transformational development.

