1.1 SCOPING AND BUILDING

Stakeholder mapping

USE IT
To identify the organisations and individuals a potential partnership needs to engage, or take into account

WHEN
Early in the scoping phase, then revisited as the partnership develops

WHO
Partners together, or the organisation leading the scoping

Stakeholders are:

- those whose interests are affected by the issue, or whose activities strongly affect it
- those who hold resources of all kinds (financial, influence, expertise) needed to develop and deliver a strategy
- those who control relevant implementation "instruments", usually the public sector

Stakeholder mapping gives you a systematic way to identify everyone with an interest in the issue, and starts to show the role each might play in a new partnership. At first your information will be limited: adjust the maps as you learn more.

Map 1: Initial sweep

Identify organisations and individuals from across all sectors and record their specific interest in the relevant column.

Stakeholder	Affecting the issue	Affected by the issue	Resources they hold	Instruments they control

Map 2: Influence against interest

Place each stakeholder in the grid according to their influence over the issue and their level of interest in it. Ideal partners have both strong influence and high interest, but it is rarely that clear cut. The grid shows where you need to:

1. raise awareness, to turn a highly influential but uninterested stakeholder into an interested potential partner
2. build capacity, to turn a highly interested stakeholder with little influence into a stronger partner



Map 3: Roles and degree of engagement

Many organisations and individuals can play a role in a partnership without being partners. Use these roles to sketch how each stakeholder might be involved.

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 its co-design and co-decision-making. None of the other roles are formally partners.
Contractor	An individual or organisation contracted to provide services.
Influencer or champion	Someone influential who is willing to use their social or political capital to advance the partnership, for example by engaging key stakeholders, connecting it to funders or speaking at major events.
Amplifier	An organisation with an interest in the issue and channels to share the partnership's learning or knowledge.
Funder	A financial supporter of the partnership.
Knowledge or data provider	An organisation that can provide key knowledge, information, insights or data.
Regulator	Usually governmental: sets the rules within which the partnership operates, and may need to adjust them for it to thrive.

Role	Description
Beneficiary	Those who benefit from the partnership but are not partners. Wherever possible, and almost certainly in system transformation partnerships, "beneficiaries" should be treated as partners and consulted extensively.
Potential inhibitor	Those with the power to stop a partnership being effective, for example those who risk losing out from transformational change.

Stakeholder	Possible role	How and when to engage them

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