

STAKEHOLDER MAPPING

Conservation, Livelihoods and Governance Programme Tools for participatory approaches

February 2013

Stakeholder mapping is a visual method of identifying and representing perceptions of key organisations (both formal and informal) and individuals inside and outside a community, their importance, relationships, and decision making roles.

What is it useful for?

- Understanding the perceived importance, accessibility, and impact of different organisations /actors to local people of different social groups.
- Understanding the interests, participation, and relationships of different social groups in local organisations.
- Understanding access to services for different social groups and availability of social safety nets.
- Identifying potential entry points for strengthening or improving relationships between different actors.
- Understanding the potential role and influence of different stakeholders in equitable benefit sharing mechanisms.
- Assessment and planning for climate change adaptation.

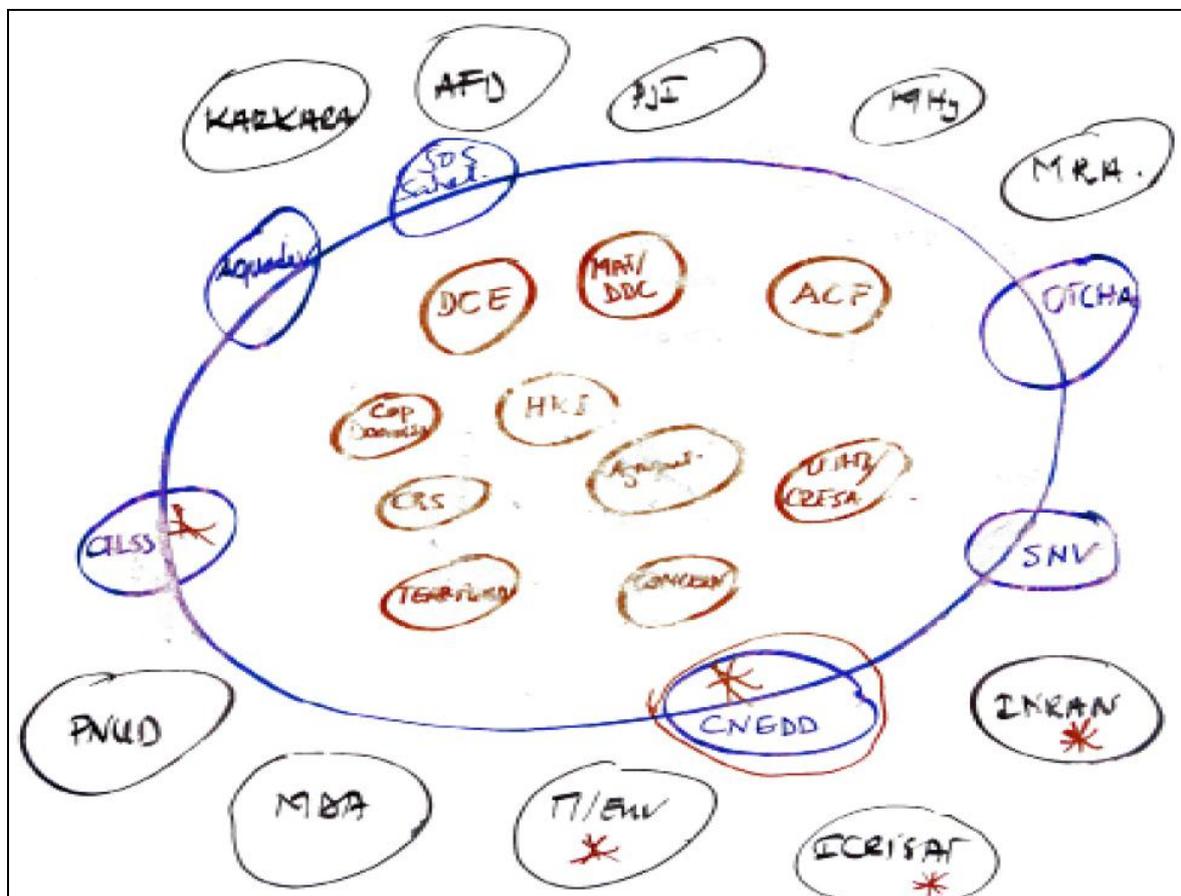
Suggested steps

Allow approximately **2 hours** for this exercise.

- 1) Agree with participants the scope of the exercise e.g. a small village, an area of a large village, a district (or part of) in more urban areas. Ask participants to brainstorm as a group or individually and identify all “actors” with whom they interact (in their economic, social, or political activity). These actors could be physically present in the area or geographically distant, associated directly or indirectly (such as politicians), and could be individuals, groups, or organisations. It is important to include informal groups and community based organisations, as well as more formal groups.
- 2) The actors should be listed, and preferably given a symbol that everyone understands. The importance of each actor can then be discussed. The basis that local participants use for determining importance should be noted.
- 3) One of the most important actors should be chosen, and a large circle drawn or cut out of a card to represent it. A not very important actor should then be chosen, and a small circle drawn or cut out of a card to represent it. Make sure that the circles/cards representing the actors are clearly labelled in writing or with a symbol that everyone can understand. (It may be useful to draw an example of a venn diagram in order to reduce confusion or misunderstanding).

- 4) Circles should then be drawn or cut out of a card for each actor, with the size being based on the relative importance of the actor. Ensure that everyone participates in the discussion regarding the size of circle.
- 5) A large circle should be drawn on a large sheet of paper to represent the local participants' community or the area under consideration. It is a good idea to use a pencil first so that changes can be made as the map develops.
- 6) The cards representing the actors can now be placed (or drawn) on the large circle. The placement of the cards in relation to the large circle and each other should reflect the degree of cooperation, contact and accessibility between the actors and local people. For example, actors that are felt to be very inaccessible and with which there is little contact should be placed farther away outside the circle. Those actors that are felt to be very accessible, and with whom there is a greater degree of contact and cooperation can be placed inside the big circle. It must be emphasized that the distance of a circle from the circle that represents the village does *not* mean geographical distance.
- 7) The actors can be related to each other through overlaps where these exist, as follows.
 - separate circles = no contact
 - touching circles = information exchange
 - small overlap = some cooperation
 - large overlap = high degree of cooperation
- 8) Local participants should discuss the positioning of the circles and make changes until a consensus is reached. If necessary, a clean version can be reproduced on another sheet of paper or glue/blutack the cards onto the paper.

Figure 1: Example of a stakeholder map created during a climate vulnerability and capacity analysis, Niger (CARE, 2009)



- 9) Discuss and analyse the diagram. If there are several different groups of participants, each group can present its map to the others for their reactions and comments. Are there any serious disagreements? If so, these should be noted and where a consensus is or is not reached.

Questions to guide discussion and analysis

Many aspects of the relationships between actors and community members can be explored using the map (for example, power and influence, flows of money or information, social or cultural bonds or constraints, legal or institutional mandate, fear, mutually beneficial collaboration, altruism). Exploring the basis of each relationship can lead to a discussion regarding how these relationships can be changed or improved, including possible opportunities and constraints.

Specific questions can also be explored to gain more focused information. For example, stakeholder mapping could be used in an analysis of risk and vulnerability through questions regarding the social networks/groups/institutions that help people to best deal with risk and vulnerability; those that are most important in times of risk and vulnerability; and perceptions about the help from government services in helping people to cope with risk and vulnerability.

The following questions can be used to guide the discussion but should be adopted and/or adapted according to the focus of the exercise.

- Are there local groups organised around environmental issues? E.g. forest users group, water users group.
- Are there local groups organised around economic issues? E.g. credit, agriculture production.
- Are there local groups organised around social issues? E.g. health, literacy, religion.
- Who benefits from which organisations? In what way?
- Are there any organisations shown only open to membership of men or women? Do any offer services only to men or women? Why?
- What do the women or men lose due to their lack of participation?
- Are there other groups that are excluded from membership or services of the organisations identified?
- Are the poor excluded from any of the local groups? Which ones? Why? What do the poor lose due to their lack of participation?
- Are there groups exclusively for women? If so, what is the focus of these groups? What do women gain from them?
- Do any of the organisations offer support in times of crisis?
- How do people receive information from the organisations?
- How do people communicate information to the organisations?
- What are the links between local groups or organisations and outside organisations? E.g. NGOs, political parties, government agencies.

Points to remember:

- ❖ A partial or even inaccurate view of reality might be expressed in the map and analysis, for example there might be hidden power relationships that some would prefer not to reveal. It may be necessary to compare a range of maps and analysis.
- ❖ Political or social relationships, which might not be obvious to an outsider, might influence group discussions and consensus.
- ❖ Care should be taken when facilitating discussions around potentially sensitive issues to ensure that conflicts or disagreements are not inflamed further.
- ❖ Local participants should be encouraged to build as much of the diagram as possible without interruption and to suggest anything else that should be recorded.
- ❖ Before using this tool read the accompanying document, *A guide to using tools for participatory approaches*.

For further information

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CARE (2009) *Climate Vulnerability and Capacity Analysis Handbook*

<http://www.careclimatechange.org/tools>

FAO (2001) *Field Level Handbook (Socio-Economic and Gender Analysis Programme)*

http://www.fao.org/sd/SEAGA/1_en.htm

World Bank (2005) *Poverty and Social Impact Analysis Sourcebook*

<http://go.worldbank.org/ZGZHJEDBZ0>

This tool is based on *Institutional mapping* in the World Bank (2005) *Poverty and Social Impact Analysis Sourcebook*



FFI's Conservation, Livelihoods and Governance programme is financially supported by Anglo American.



The development and public dissemination of this tool has been co-funded by the British American Tobacco Biodiversity Partnership.



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