



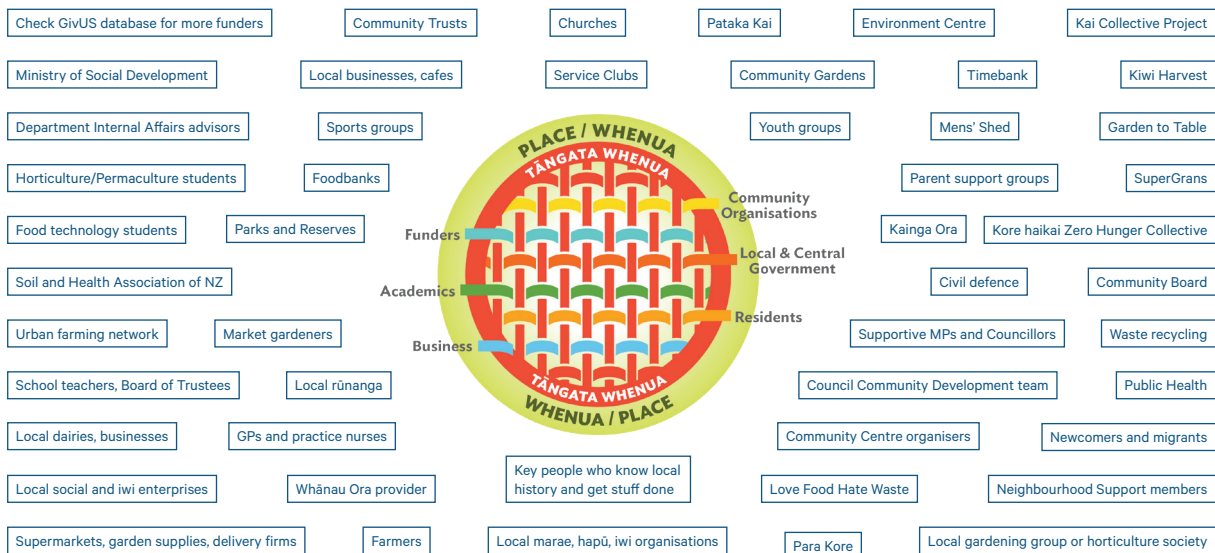
Stakeholder mapping.

Stakeholder mapping is the collaborative process of identifying a list of key people within your community (and beyond) and organising who/why/how/when you might engage them. This tool will help you identify these key people, consider what interest/influence they are likely to have on your project, and how you might start to engage with them.

A stakeholder is any person or organisation that has an interest or influence in what you want to achieve. Once you have identified your purpose or outcome, it's useful to think about who might be useful to engage with, to support your community-led change efforts. So let's get started!

There are many different ways that stakeholder mapping can be approached. They generally involve a mix of:

Identifying: listing the relevant groups, organisations and people who will have an interest in or connection to the outcome or purpose you are interested in. Here's an example of a very rough braindump you might do for starters, if Food Resilience was your focus. It won't be at all perfect (as our example isn't!), but rather it's a base from which you can then start analysing and mapping more specific priority links and connections in light of your objectives and outcomes.



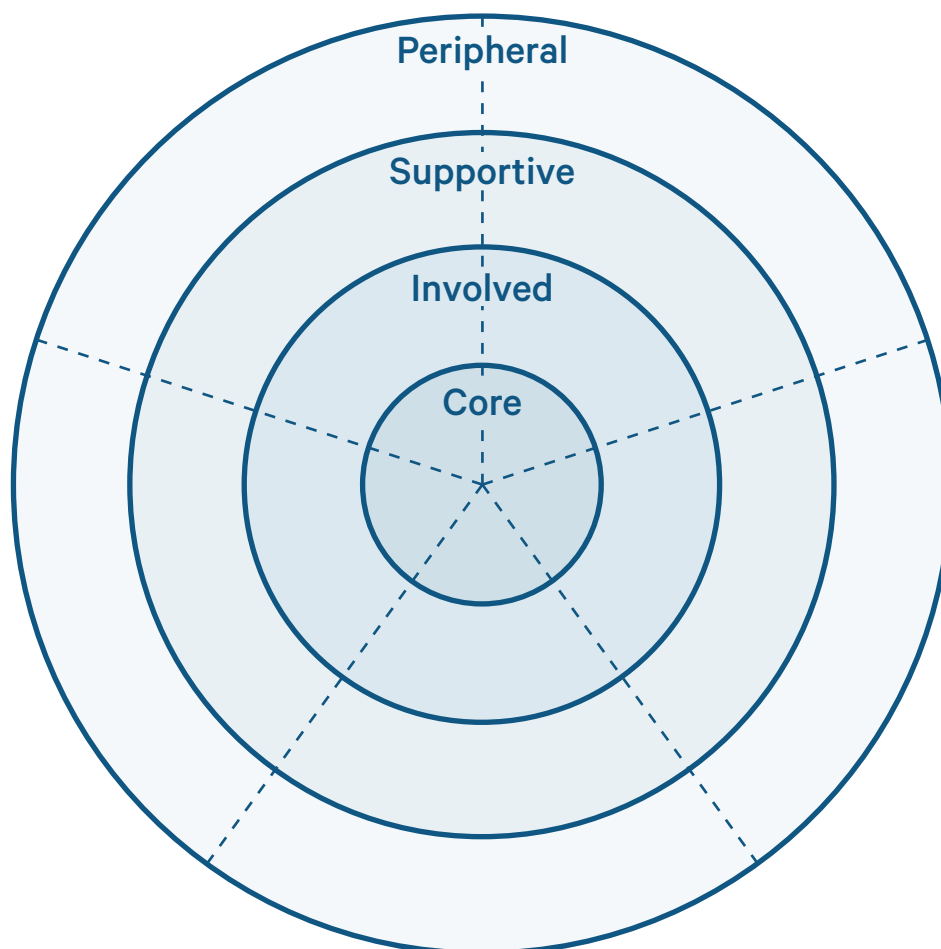
Analysing: going deeper to understand these stakeholders' perspectives and interests. This can be done informally (e.g. through brainstorming and conversations) or more formally (e.g. through surveying, structured meetings/engagement processes).

Mapping: visualising how particular stakeholder relationships might link and connect with the objectives and outcomes you are seeking.

Prioritising: ranking stakeholder connections and interests to help work out **who** else to engage or involve, **when** timing might be significant and **how** or how deeply.

It's useful to intentionally think about **who** to work with in terms of their:

- Stake in the issue/vision/project – why and how much it would matter to them
- Possible influence on the outcome – who/how, what can they do that you or others can't?
- Willingness to be involved – how does it fit with their priorities, what's in it for them
- Potential contribution (funds, information, land, mana, networks)

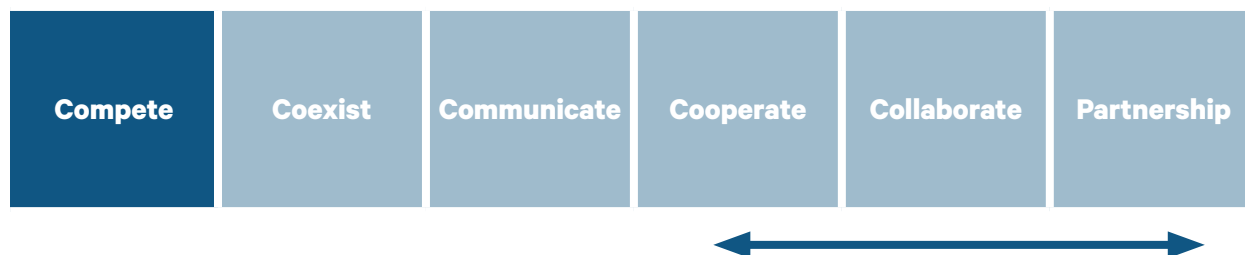


Source: **The Tamarack Community Engagement Wheel**. This resource includes a mapping exercise for when you have key stakeholders in the room, that can be adapted for other purposes too.

One way to use the wheel is to take the key stakeholders you have identified and plot where your relationships with each are now and where you would ideally like them to be. You could have fun doing this as a human sculpture where different people pretend to be each stakeholder. Ask people to stand where they feel the relationship is now, then ask them what it would take to get them to move to where you would like them to be?

The different levels of collaboration

Stakeholders can collaborate with you at varying levels. Some will want or be able to be more involved than others. Everyone has different capacity, timing and resourcing constraints. Increasing levels of interaction and commitment are needed the further along the right hand side of the 'working together continuum' you go – and power, resources, risks, successes and accountabilities are increasingly shared. Yet partnership isn't 'nirvana'! What matters is being clear about where different stakeholder relationships are now, what kind of working relationship best suits your purpose and needs at this time – and investing your energy accordingly.



Source: [The Working Together Continuum](#) explains more about these different levels of collaboration. For now, think about how this relates to your stakeholder map:

Core to Success:

This initiative won't happen without them. Their active participation in solution-making and decision-taking is critical. (Partnership/integration/strong collaboration)

Involved:

They have a direct stake in the outcome and should be linked to and contributing to what's happening. (Collaboration)

Supportive:

They care about the vision and need to stay lightly engaged, receive updates, etc. They are willing to help if called on. (Co-operation)

Peripheral:

They receive information and know what's happening, but don't need to be directly involved. (Communication)

When you are ready to explore this whole question of collaboration further, go to

<https://inspiringcommunities.org.nz/resources/approaches/work-with-diverse-people-and-sectors/> for more resources.

For now, to bring your stakeholder mapping work together, use the template below for prioritising key stakeholders to engage and involve:

Our Purpose/Outcome is		
Who?	Why?	How?
Person, group, organisation	Why would they want to engage? What influence do they have? What's their contribution? What's their willingness to be involved?	<u>Level of participation required?</u> Core, Involved? Supportive? Peripheral? <u>How will we engage?</u> Processes, protocols/tikanga, timing, who is most appropriate to connect with who?

A final check

- Who else might have a stake in the outcomes but not have influence, money or an initial desire to be involved? What else can you do to engage with and involve them?
- Remember that all relationships are about respect and reciprocity. Rather than assume, it's important to ask about participation and involvement in an ongoing way – capacity, timing, history, resources and competing priorities may mean that while you're ready to partner, others may not be.
- Know that your community is a living eco-system, so revisit these questions regularly. Work with whoever is showing an interest in being involved. Work with where the energy is and your influence will grow!

Join our network to keep up to date with further resources and Inspiring Communities CLD training and events.

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