

Tool: Stakeholder Map

Tool Description

This tool helps identifying and visualising the relevant project actors and their relationships. It facilitates discussions respective influence of the various actors on the development and implementation of a Mitigation Action. Discussion of the stakeholder map can be used to help formulate strategic options and actor-specific actions and scenarios. The stakeholder map usually also exposes information gaps and participation.

General Information of this Tool

Objective / function

This tool helps identify and visualise the relevant stakeholders and their relationships, thereby facilitating a discussion on roles and responsibilities.

Tool developer & weblink

GIZ: www.transport-namas.org/resources/toolbox

Area of application

- Designing mitigation actions
- Strategy or plan
- Policy
- Program
- Project

Setting

Suitable for working in small groups (up to 15) or completed draft map suitable as a basis for discussion in larger groups. Needs a few experts, key stakeholders and a person / moderator that has a good understanding of the tool.

Level of complexity: Low

Required data / information: One or multiple Mitigation Actions broadly defined, insight in who are the stakeholders

Cost: Free of charge

Time needed: 1-2 hours

- **Equipment needed:** Pin boards, workshop materials (marker, cards, ect.)
- Blank visualisation card on pin board
- Document handouts

Observations: Appropriate in any context, setting can be adapted as appropriate

Definitions

Different kinds of stakeholders are distinguished based on their level of influence:

- **“Key stakeholders”** are actors who are able to use their skills, knowledge or position of power to significantly influence a project or programme. Key stakeholders are those actors without whose support and participation the targeted results of a project normally cannot be achieved. In the case of transport Mitigation Actions, these are often Transport and Environmental Ministries, and sometimes also private sector actors such as business associations. Some stakeholders may even be able to veto the project, in which case they are termed **“veto players”**.
- **“Primary stakeholders”** are also important, however less than the key stakeholders.
- **“Secondary stakeholders”** are actors whose involvement in the project is only indirect or temporary, as is the case for instance with intermediary service organisations.

The Mitigation Action development process should be based on a broad coalition of key stakeholders including public sector, private sector and specialised experts from academia, consultancies and NGOs.

Application step-by-step

Step 1: Get prepared

To prepare an accurate stakeholder map you need to clarify the following:

- **Define the key objective and scope:** In order to circumscribe the area to be mapped and determine clearly the number of actors to be included, it is necessary first of all to formulate clearly the key question or objective (e.g. successful implementation of a transport-Mitigation Action).
- **Define the point in time:** The actors form a dynamic system of mutual interdependencies. This web of relationships can change very quickly. It is therefore important to note the point in time to which the analysis of these relationships refers to.
- **Define whom to involve and decide the setting:** You need to discuss whom to involve in the mapping exercise. To the extent possible, it is useful to include a broad variety of different stakeholder groups in order to capture and clarify diverse perspectives. The setting can be a small room with or without tables, organised in a (semi) circle.

Step 2: Identify the actors

First of all, it is necessary to identify all the actors relevant in the context of the Mitigation Action. These should then each be assigned to one of three groups, namely key stakeholders, primary stakeholders and secondary stakeholders and eventually veto.

Step 3: Select the visualisation option

The stakeholder map can be visualised in either of two forms, the onion or the rainbow.

The onion has the advantage that the actors can be clearly assigned to one of the three sectors (public sector; civil society; private sector).

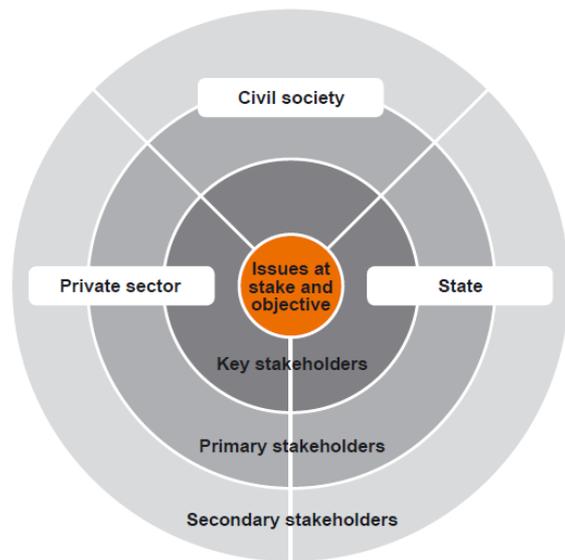


Figure 1: Stakeholder map – the onion

The rainbow has the advantage of a more systematic architecture. The actors can also be assigned to the three sectors in three rainbows. This generates a networked architecture, and the question of interfaces the sectors is raised explicitly.

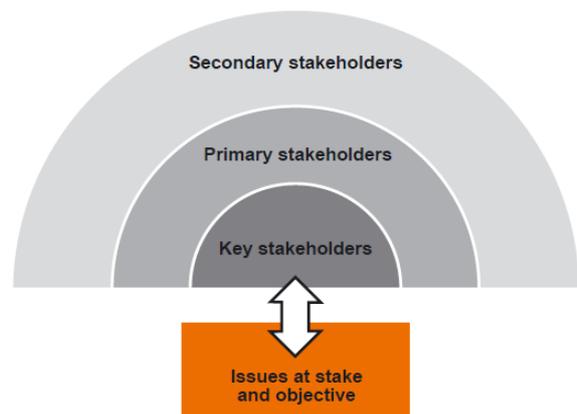


Figure 2: Stakeholder map – the rainbow

Step 4: Put in the actors

To visualise the key stakeholders and primary stakeholders (both of which directly influence the project) we recommend using circles or round cards. The size or colour of the circle could represent the actor's influence with respect to the issues at stake and the objective, or the stakeholder sector (see example below). If the actor is a veto player, this can be shown by placing a letter 'V' inside the actor's circle. The actors can now be positioned accordingly against the selected background (onion or rainbow). At this point it is helpful to position actors between whom a relationship exists (see step 5) close to each other.

Step 5: Visualise the relationships between actors

The next step is to visualise the relationships between the actors. The different types and qualities of relationships could each be represented by different symbols, e.g.:

- Solid lines symbolise close relationships in terms of information exchange, frequency of contact, overlap of interests, coordination, mutual trust, etc.
- Dotted lines symbolise weaker relationships.
- The question mark is added where the nature of the relationship is not yet clear.
- Double lines symbolise alliances and cooperation that are formalised contractually or institutionally.
- Arrows symbolise the direction of dominant relationships.
- Lines crossed by a bolt of lightning symbolise relationships marked by tension, conflicting interests or other forms of conflict.
- Cross lines symbolise relationships that have been interrupted or damaged.

Example: NAMA SUTRI

In developing the Mitigation Action proposal for the Sustainable Urban Transport Initiative in Indonesia, the onion option was chosen for the stakeholder map and the stakeholders visualised as shown below.

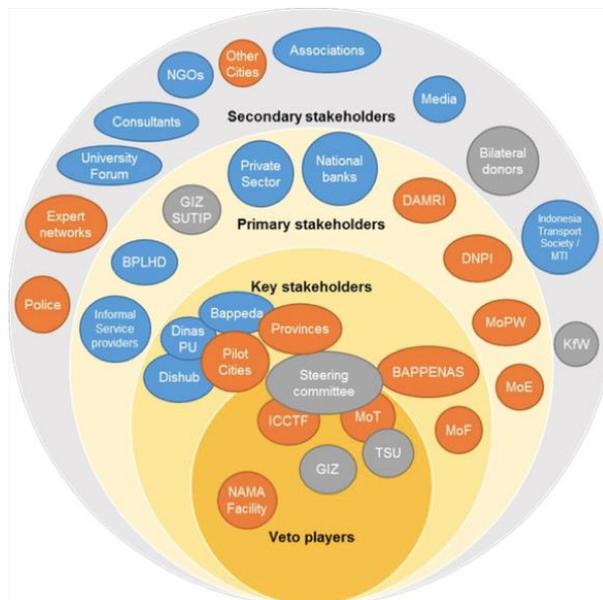


Figure 3: Stakeholder map of NAMA SUTRI in Indonesia
Source: MoT, GIZ (2014). Supported NAMA. Sustainable Phase.

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