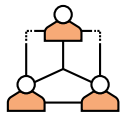


STAKEHOLDER MAP

A GUIDE FOR NONPROFIT ORGANIZATIONS



WHO ARE OUR STAKEHOLDERS?

Stakeholders are individuals, groups, organizations, institutions, or other bodies that are affected by the work of our organization, and that affect our organization. There are **external and internal** stakeholders; external could be members of our target audience, political decision-makers, and partner organizations, while internal could be a unit or group of our organization. The stakeholder approach primarily helps to develop and improve relationships.



STAKEHOLDER APPROACH AS AN IMPORTANT ELEMENT OF STRATEGIC AND LONG-TERM THINKING

- Stakeholder approach recognizes that our **organization affects more than just our primary target audience** and stakeholder groups have an affect on each other and our organization as well.
- Stakeholder approach helps our organization achieve **greater impact**.
- With an understanding of our stakeholders, **we can better understand the environment** in which we operate.
- The stakeholder approach creates an opportunity to **more effectively involve our target audiences**.
- Interaction with our stakeholders helps us **better understand the problem, need, or desire** that we want to address as an organization.
- By thinking in terms of stakeholders and not just target audiences, we can conduct **more effective and efficient internal and external communication**.
- By reaching and involving new stakeholders, we can contribute to the organization's **capacity building** efforts and thus to the organization's sustainability.

THE STAKEHOLDER MAP

The stakeholder approach can be useful for both organizational and project contexts. Below we will introduce the **stakeholder map** and a stakeholder **analysis tool**. With these tools, we can effectively assess our stakeholders and plan and implement communication and engagement with them.

STAKEHOLDER MAP – SAMPLE

	Name	Contact (of representative)	Impact 1.	Impact 2.	What is important to them?	How can they contribute?	How can they hold you back?	Outreach, relationship
GROUP		<i>Phone number, E-mail, Website</i>	<i>How does our organization affect them?</i>	<i>How do they affect us?</i>	<i>What does motivate or interest them?</i>			<i>How? Who is responsible for it?</i>
Compass*								
Pedal*								
Primary								
Supporter								
Expert								
Opponent								
Other								

* The compass and pedal stakeholders can sometimes form a larger group. This group can be called the engine stakeholders of the organization. There are countless other methods and systems for grouping stakeholders and creating a stakeholder map, this is just the one we suggest.

HOW TO CREATE A STAKEHOLDER MAP?

1

LET'S GATHER ALL THE STAKEHOLDERS OF THE ORGANIZATION TOGETHER ACCORDING TO THE FOLLOWING GROUPS

- ▶ **Compass:** those involved in strategic decision-making, can be board members, other representative bodies, professional leaders, volunteers, members, etc.
- ▶ **Pedal:** key individuals who operate and drive the organization or project
- ▶ **Primary:** members of our target audience
- ▶ **Supporter:** financial supporters, professional supporters, partners
- ▶ **Expert:** experts related to target audience, core activities, areas of operation
- ▶ **Opponent:** organizations, groups, decision makers, in opposition to our activities or mission
- ▶ **Other:** a specific stakeholder group or one resulting from the nature of our organization's operations

In larger groups, there are always **several actors or several subgroups**. It is important to define and record these actors as specifically as possible. For example: pedal stakeholders can be professional management (paid employees), volunteers or membership, etc. These are all separate stakeholder groups that are affected differently by our organization, and this is also true vice versa, they also have different effects on our organization.

The primary grouping mostly helps to recognize and internalize stakeholders. **There are a dynamic relationship and movement between the individual groups** (depending on the organizational culture). The emphasis is not on the static role played at a given moment, since in many cases this is exactly what we want to change and influence.

2

AFTER GATHERING THE INDIVIDUAL STAKEHOLDERS, LET'S TRY TO ANSWER THE QUESTIONS AT THE TABLE

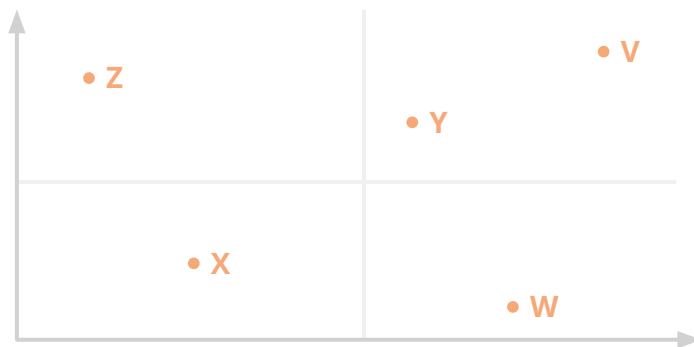
It is important to note that **some of the information in the map may be sensitive and/or confidential**. It is therefore worth treating the completed stakeholder map as internal material with limited access. However, it can be a positive indicator of our organizational culture if we can also talk openly about issues such as opposition to our work.

HOW DO WE ANALYZE STAKEHOLDERS?

3

ONCE WE HAVE GATHERED OUR STAKEHOLDER GROUPS, LET'S CONTINUE OUR ANALYSIS BASED ON TWO MORE CRITERIA

Let's try to place them on two scales, where one axis is influence and the other is importance. In the sample below, we have marked 5 different stakeholder groups (v-z).



Influence: The influence of the given stakeholder on the organization's planning processes / the planning or implementation of the specific project.

Importance: The importance of the effort to satisfy the needs of a given stakeholder. In other words: How high a priority is it to meet the needs of this particular stakeholder?

- *In the upper right corner:* The stakeholders (y, v) are key contributors, partners, individuals and groups to the organization or project. Dialogue and cooperation with them are of paramount importance, therefore it is worth establishing and maintaining the closest relationship with them. Keywords: **continuous consultation, involvement, information**
- *In the upper left corner:* It is worth keeping the motivation and interests of the stakeholders (z) in mind during planning. Keywords: **consultation, information**
- *For those in the lower corners,* the key words are: **inform and in some cases consult**

Like the map, the analysis also captures a moment in time. However, it is important to realize that this is not a static state, and that these two tools are worth using to help engage and improve our relationships with stakeholders.

To ensure that our stakeholder map and stakeholder analysis truly contribute to nurturing and improving our relationships with our stakeholders, we should formulate **specific steps for each stakeholder group to establish or maintain contact, and for new or different ways of involvement**. Based on these, we can even complete the last column of our stakeholder map.