Stakeholder Mapping

DEEP DIVE

NOTE: This document is an accompanying resource to the Watershed Investment Program How-To Guide. Readers are strongly encouraged to review the guidance in its entirety before delving into any accompanying subject-matter "Deep Dives", including this document.

To effectively establish Watershed Investment Programs (WIP), you need to engage with stakeholders responsible for, benefiting from and funding watershed stewardship and water management in your area of focus. Mapping these stakeholders and analysing their mandates and priorities needs to be undertaken in the pre-feasibility phase to determine which stakeholders matter to the NbS process and how to engage them. The process to do this entails six steps. These are outlined below.

> **Hint**
>
> This deep dive provides guidance to a way of thinking about stakeholder mapping. It does not have to be followed meticulously. As each reader will be at a different stage of the WIP process, the tools presented here are to be used as far as the reader needs.

STEP 1: DEFINE the scope of your analysis.

Before identifying stakeholders relevant to the project, the water security challenge and target location need to be defined, so that the framing questions are made very clear. When mapping your stakeholders, you need to first understand:

- What is the water security issue at stake?
- What is the change objective?
- Where are the proposed NbS interventions taking place?

Answering these questions will enable you to understand your starting point, avoid potentially ending up with too many stakeholders, and ultimately engage the right stakeholders for your project. These hypotheses will change and become more concrete along the WIP journey, particularly as you create ever-tightening theories of change throughout the project.

STEP 2: IDENTIFY the relevant actors and set up their basic profiles.

It is necessary to identify and list all actors relevant to the WIP. Potential beneficiaries of the WIP, as identified in this Sustainable Funding Deep Dive, and their linkages to water security challenges, associated co-benefits and opportunities for funding and aligned interventions are outlined in Figure 1.

		PRIORITY WATER SECURITY BENEFITS			PRIORITY CO-BENEFITS			RESOURCING METHOD	
		Water Availability	Water Quality	Disaster Risk	Biodiversity	Carbon	Sustainable Livelihoods	Funding Provider	Alignment Opportunity
Public	Basin authority	X	X	X	X				X
	Environmental authority				X				X
	Local government	X	X	X	X	X	X	X	
	Water regulator	X	X						
Public/Private (depending)	Hydropwer	X	X					X	
	Irrigation board	X	X					X	
	Water allocator/ utility	X	X					X	
Private	Agricultural association	X					X	X	
	Insurers			X				X	
	Corporations	X				X		X	X
	Residents & small business	X	X	X	X	X	X		
International Cooperation	Bilateral & donor agencies	X	X	X	X	X	X	X	
	Dev. Finance Institutions	X	X	X	X	X	X	X	
	Non-profits & NGOs	X	X	X	X	X	X	X	X
	Private philanthropy				X	X	X	X	X

FIGURE 1. Identifying beneficiaries and linking these to Water Security Challenges, associated co-benefits and opportunities for funding/aligning interventions

To get a detailed overview of the different actors, you can apply the method of the four As to draw up their profiles: actor, agenda, arena, and alliances (Figure 2).

ACTOR (Name, function)	AGENDA (Mandate/mission, strategic objectives)	ARENA (Field of action, outreach)	ALLIANCES (Relations with other actors)
Actor 1			
Actor 2			
Actor 3			

FIGURE 2. Stakeholder identification using "four As" method

When assessing **actors**, ensure that you identify who can positively or negatively impact the project's funding, implementation and maintenance both upstream and downstream, and who has the responsibility to enact change. Figure 3 illustrates the types of actors relevant to this. It is also important to understand who is already working on the issue and who is facing similar water security issues.
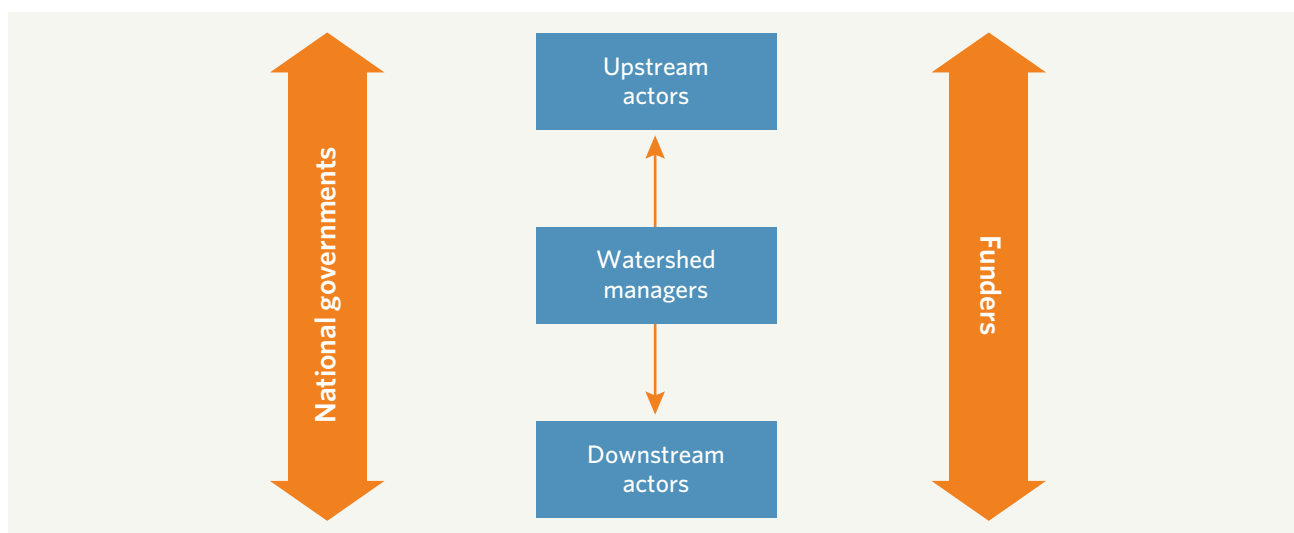

FIGURE 3. Relevant actors to NbS projects

Ensure that you identify both upstream and downstream actors relevant to your program. The engagement of both of these groups will be integral to the successful implementation of your WIP and NbS interventions.

- **Downstream actors:** Identify who is located downstream in the catchment. This includes those who will benefit from the portfolio of interventions and those who could contribute financially to them.
  - Example: utilities supplying water, industry, largest downstream water users
- **Upstream actors:** Understand who, upstream, has the responsibility to implement your NbS and whose support you need to get the project off the ground. These are stakeholders who could negatively or positively impact the success of the project. Issues of land access, land ownership and project implementation are important to examine here.
  - Example: landowners, organisations already working on the issue, communities, farmers
- **Catchment managers:** Include those with the mandate and/or responsibility across the watershed to manage the environment both upstream and downstream.
  - Example: environmental managers, catchment agency, river basin authority, national/local government agencies

- **Impartial actors with influence:** Consider who else, not directly in the service area, could influence the outcome of the WIP. This includes those interested in contributing to the project or supporting it in other ways, such as funders that have contributed to similar water projects in the past.
  - Example: corporations, NGOs, philanthropic organisations, DFIs

Once you have identified your relevant actors, note their **agendas** including their water security mandate, their mission, their strategic objectives and their interests. The aim here is to decipher stakeholders' motivation and priorities.

Next, outline each stakeholders' **arena** of work. Detail their area of work, knowledge of water security challenges and outreach capabilities.

Finally, determine stakeholders' **alliances** with other actors. Determine if there is existing coordination between actors or if there are conflicts between actors that could impact the project's success.

STEP 3: ANALYSE the actors' interest and influence.

Once you have identified the relevant actors, you need to analyse their interest in the project's purpose and their influence on the project's success. This can be done using an influence-interest matrix (Figure 4). This matrix helps illustrate who your key stakeholders are and how to engage them.
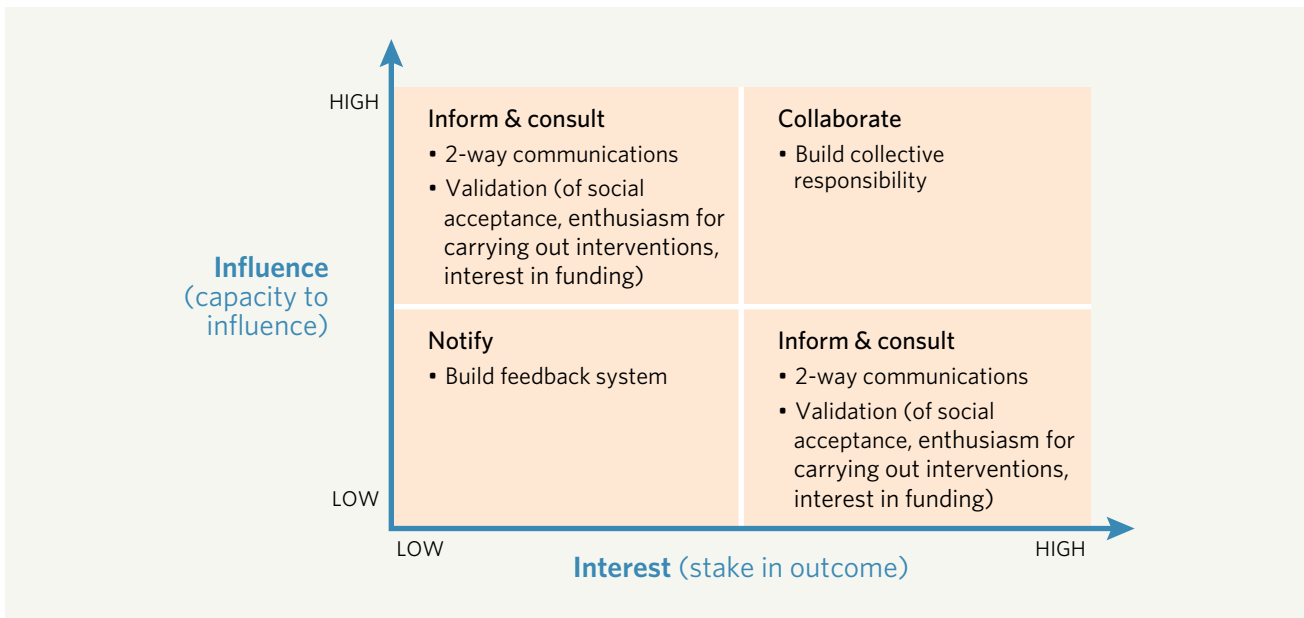

FIGURE 4. Stakeholder influence-interest matrix

Questions to ask yourself when analysing each actor and plotting this matrix include the following:

INFLUENCE	INTEREST
Does the stakeholder have the power to make decisions that could impact the success of the WIP?	Is the stakeholder supportive of the WIP and its portfolio of interventions?
Does the stakeholder need to have a say in key aspects of the WIP (e.g., objectives of the program, nature-based solutions under consideration, extent of the investment area, etc.)?	Does the WIP involve or impact Indigenous peoples or local communities? If so, how are they integrated into the program's decision-making/consultative/consent process?

Once you have analysed your stakeholders' interest and influence, you will be able to distinguish your stakeholders into various levels of importance (Figure 5).

- *Veto stakeholders* are those actors who may be able to veto the project.
- *Key stakeholders* are those actors without whose support and participation the targeted and sustainable results of a WIP normally cannot be achieved.
- *Primary stakeholders* are usually those actors who are directly affected by the WIP, either as designated project beneficiaries or because they stand to gain (or lose) power, economic resources and privilege, or because they are negatively affected by the project in some other way.
- *Secondary stakeholders* are those actors whose involvement in the programme is only indirect or temporary.
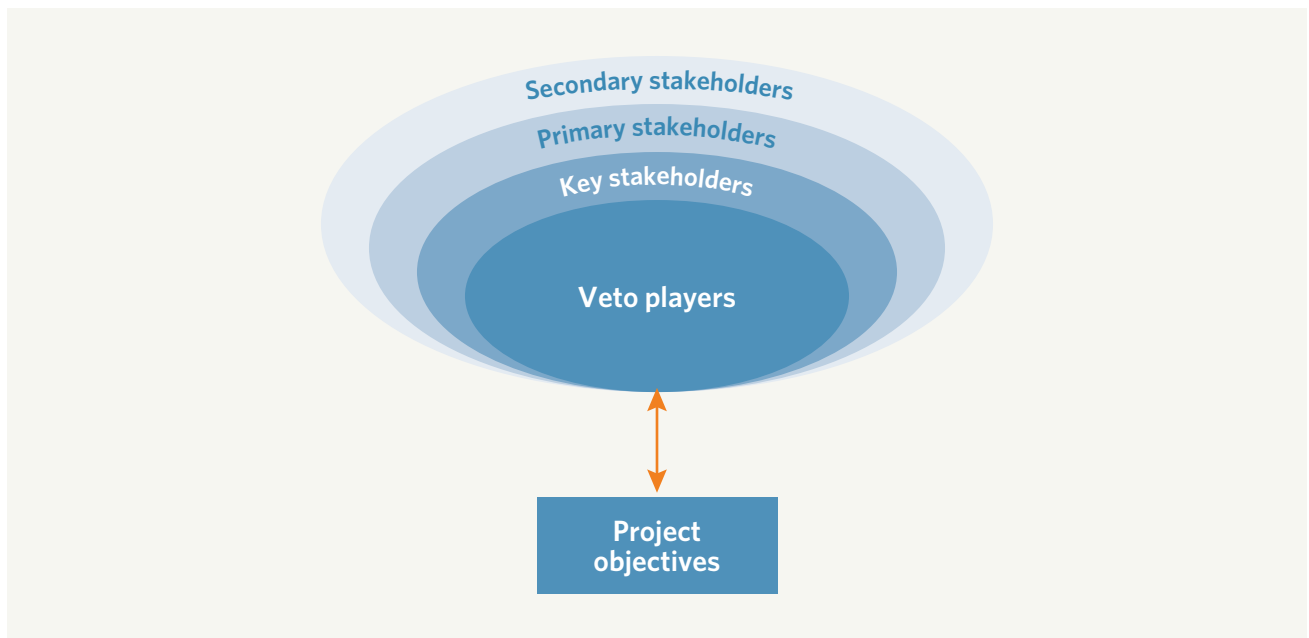

FIGURE 5. Stakeholder levels

STEP 4: MAP the analysis of your stakeholders.

Create a stakeholder map to visualise your analysis. This map is useful to understand relationships and to analyse the nature of engagements. First, plot your actors based on their sector, importance and level of influence (Figure 6). Stakeholders are represented by circles: the bigger the circle, the bigger the influence of the actor in the water security challenge at stake.

Hint

Step 4 is optional, though you should start thinking about it even if not completing it. This is a great tool if you have a difficult context and wish to understand your stakeholders better. For those in the implementation phase of a WIP, this is a good way of assessing how your stakeholders align or conflict.
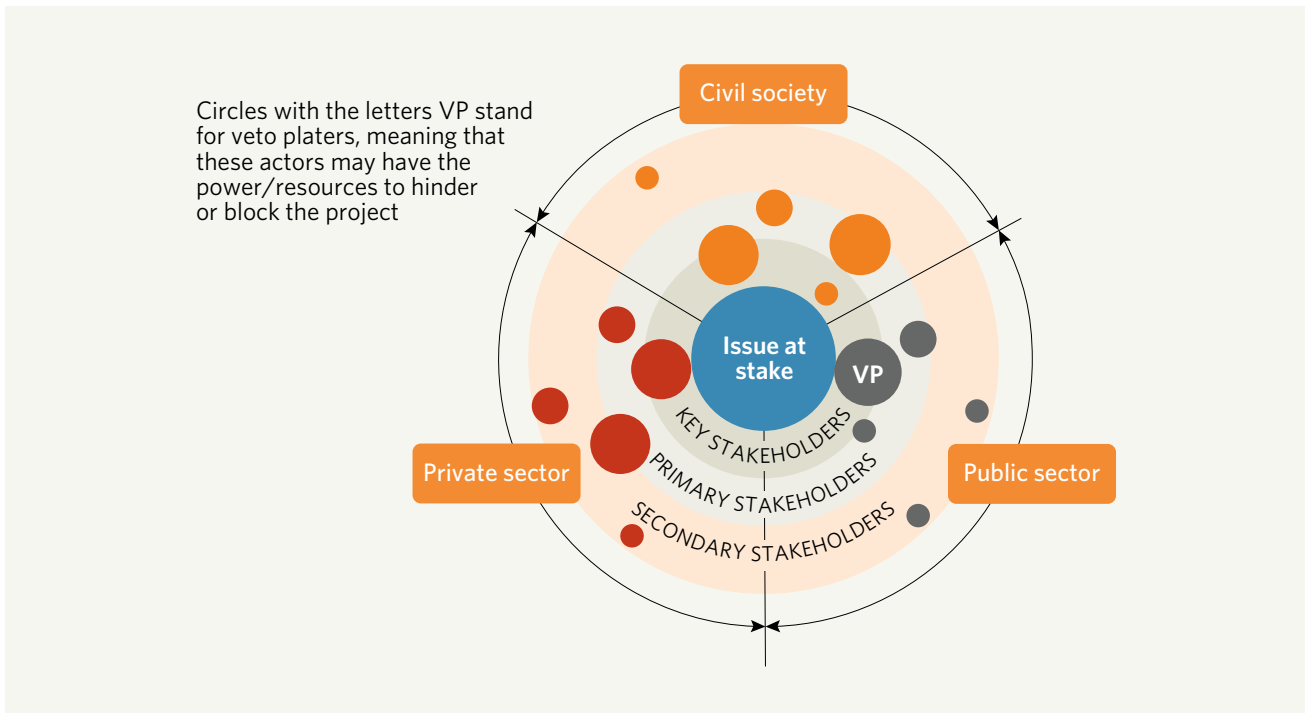
Circles with the letters VP stand for veto platers, meaning that these actors may have the power/resources to hinder or block the project

FIGURE 6. Stakeholder map

Next, build graphical elements on your map to reflect stakeholder relationships (Figure 7).
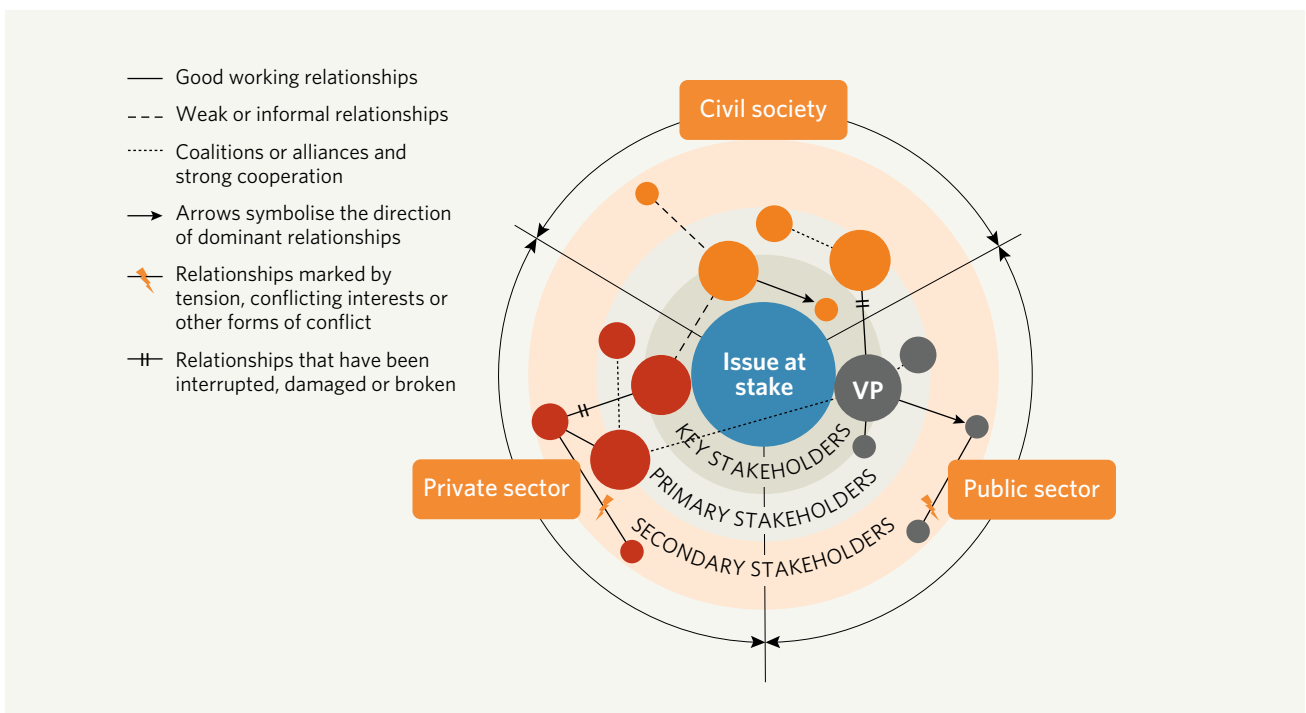

FIGURE 7. Stakeholder relationship map

STEP 5: TABULATE your analysis.

A stakeholder map is useful to understand relationships and to analyse the nature of engagements. Equally useful and imperative is to tabulate this information in the form of a stakeholder database, using the key, primary and secondary stakeholder categorisations. Figure 8 shows an example of how this can be done.

STAKEHOLDER ORGANISATION	Dept. of Water Affairs
CONTACT PERSONS (Contact details)	Mr. S. Mkhize D: WR Regulations MhizeS@dwa.gov.za, +27 12 555 7566
STAKEHOLDER CATEGORY	Key Stakeholder
IMPACT (How much they are impacted: H, M, L)	H
INFLUENCE (How much influence they have: H, M, L)	H
WHAT IS IMPORTANT TO THEM	Adherence to regulations
HOW COULD THEY CONTRIBUTE TO THE PROJECT (Support/finances)	Support in ensuring procedural correctness
HOW COULD THEY BLOCK THE PROJECT	Effectively halt the project without the appropriate authorisations
ENGAGEMENT STRATEGY	Regular collaborative meetings. Send all technical report.

FIGURE 8. Example stakeholder analysis table

STEP 6: ENGAGE your stakeholders.

Stakeholder analysis and mapping can provide invaluable insights into how to engage with the various stakeholders involved in watershed management. As a final step, building on the analysis from the stakeholder interest-impact matrix (Figure 4), engage your stakeholders in different ways based on their needs. This engagement will vary depending on where you are in the WIP process. The International Association for Public Participation has developed a well-known spectrum for engagement that reflects how the nature of stakeholder engagement varies, as shown in Figure 9.

	INFORM	**CONSULT**	**INVOLVE**	**COLLABORATE**	**EMPOWER**
Goal	To provide the public with balanced and objective information to assist them in alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	To place final decision making in the hands of the public.
Promise	We will keep you informed.	We will keep you informed, listen to, and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

FIGURE 9. Levels of stakeholder engagement[1]

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1   International Association for Public Participation www.iap2.org.

Create an action diagram for your stakeholders that indicates how you will engage stakeholders using these varied levels (Figure 10). Indicate whether this engagement will change depending on the workstream area of focus. For example, some stakeholders may need to be more engaged than others in relation to funding. This recommended output should first be developed during the Pre-Feasibility phase of your WIP, and then revisited in Feasibility and Design.

STAKEHOLDER ENGAGEMENT ACTION PLAN				
WIP WORKSTREAM	STAKEHOLDER 1	STAKEHOLDER 2	STAKEHOLDER 3	STAKEHOLDER 4
Science	Inform	Involve	Consult	Involve
Funding and Financing	Inform	Involve	Inform	Involve
Governance	Collaborate	Consult	Involve	Collaborate
Implementation	Involve	Involve	Collaborate	Consult

FIGURE 10. Stakeholder engagement action plan