Makerere University Business School

MBA, Project Planning and Design Course
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STAKEHOLDER MAPPING

Projects work with several stakeholders, and this implies the need for strengthening stakeholder collaboration and enhancing beneficiary value. Stakeholder mapping involves a comprehensive exercise which is focused on identifying key stakeholders, assessing their roles and needs, and recommending effective engagement approaches tailored to each stakeholder category to optimise impact and collaboration. This enables the development of a proactive approach to ensure that stakeholder needs and expectations are understood and addressed, leading to better service outcomes, improved quality management, and enhanced overall organisational performance.

Figure 1: Importance of stakeholder mapping

Specific objectives of SH Mapping

The stakeholder mapping exercise are to;

i. Identify and profile key stakeholders involved in the project.
ii. Assess the relevance and specific needs of each stakeholder group in relation to project activities.
iii. Recommend appropriate and effective engagement strategies for each stakeholder category.
iv. Provide actionable insights and recommendations to guide future stakeholder engagement initiatives.

METHODOLOGY FOR CONDUCTING STAKEHOLDER MAPPING

There is a need to follow an interactive process in order to generate an up-to-date list of all stakeholders and how to manage them, hence adopting a mixed methods approach. This approach includes desk review and primary data collection. In order to generate relevant and strategic recommendations, you can use multiple tools to analyse and map out the stakeholders. The iterative process can be as follows;

1. **Step 1:** Stakeholder identification
2. **Step 2:** Categorization of stakeholders based on their roles and interests
   a. *Here, you use the Stakeholder Knowledge Base Chart, a quadrant based on stakeholders' level of awareness and attitude towards your project services.*
3. **Step 3:** Stakeholders' needs and role assessment
   a. ***The Power/Interest Grid*** *here, each stakeholder category is mapped on a quadrant based on their degree of power and level of interest in the project mandate and services.*
4. **Step 4:** Stakeholder grading based on their level of impact and strategic interest to the project
   a. ***The Salience Model*** *is used, where each stakeholder category is assigned a level of power, legitimacy, and urgency to determine how priority will be applied during engagements.*
5. **Step 5:** Recommendation to the project on how to engage and manage these different grades and categories of holders.

Sampling Strategy under Stakeholder mapping

Under this aspect, you can adopt multistage cluster sampling with stratification. In order to increase the representativeness of the assessment stakeholders' population across the myriad of stakeholder groups, you can divide the stakeholders into clusters, then further stratify within those clusters before selecting samples in stages. Below is the illustration.

1. **Stage 1: Stratification of the stakeholders**. This involves dividing stakeholders into homogeneous, mutually exclusive subgroups based on relevant characteristics. For the strata, all of them are considered for the stakeholder mapping because they all have a key role in supporting the project to deliver its mandate to the clients. These include;
    a. MDAs
    b. Donors
    c. Private Sector
    d. Civil Society Organisations
    e. Consumer Markets
    f. Innovators and Researchers
    g. Political Leaders
    h. Communities/ Households

2. **Stage 2:Clustering stakeholders.** From each of the strata, a sample is drawn to represent the rest of the stakeholders from *Cluster A1.*

3. **Stage 3: Cluster Selection:** A random sample of clusters is selected from each stratum.
4. **Stage 4:** From each of the clusters, further stakeholders are randomly selected with further stratification within the selected clusters and then randomly selected from those strata in *Cluster A2.*

Stakeholder mapping data collection

Data is collected using both qualitative and quantitative tools. One of the most commonly used methods is the Net-Map method. This involves drawing stakeholder maps on a large sheet of paper while participants discuss the roles, interests and nature of interactions for various stakeholders in the project ecosystem. A facilitator supports a discussion group by following a step-by-step process. From the discussions, insights and action metrics are derived from the information collected from the Net-Map exercise to leverage stakeholder network structures, actor positions, and influence to drive the interests of the project.

Stakeholder mapping data analysis

The analysis is usually based on answering the key stakeholder mapping objectives, which include to;

i. Identify and profile key stakeholders involved in the project.
ii. Assess the relevance and specific needs of each stakeholder group in relation to project activities.
iii. Recommend appropriate and effective engagement strategies for each stakeholder category.

iv. Provide actionable insights and recommendations to guide future stakeholder engagement initiatives.

Further analysis can focus on stakeholder network indicators which include;

i. *Density:* How dense is the project stakeholders' ecosystem network? How well are the stakeholders connected amongst themselves?
ii. *Fluidity:* How are the services offered by the project accessed by stakeholders? How inclusive is the project stakeholders' ecosystem?
iii. *Diversity:* How diverse are the services offered by the project?
iv. *Collaboration:* How much collaborative efforts across the various project stakeholders' ecosystem?

The focus of **ecosystem** *analysis* is to measure "In-degree" *(Identifies connectors by counting the number of connections for a given stakeholder)* "Betweenness" *(how many times a stakeholder lies on the shortest path between two other actors) and "*Closeness*" (a measure of the sum of the length of the shortest paths between a stakeholder and all other stakeholders in the ecosystem).*

Figure 2: Stakeholder network analysis model for project stakeholder mapping

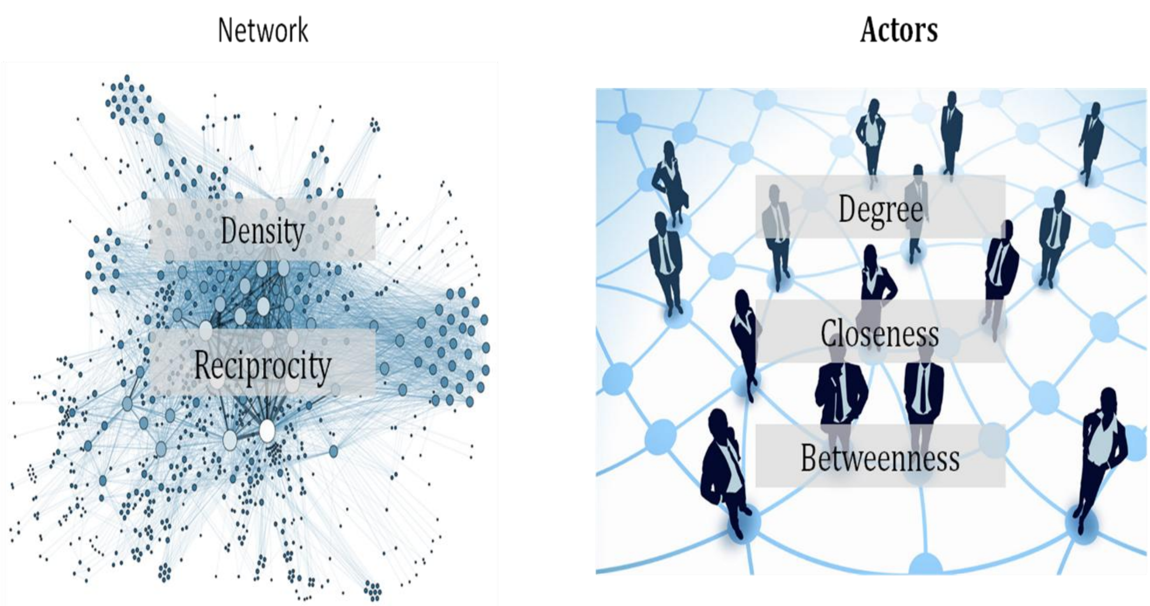

Table 1: Analysis methods based on objectives

Objectives	Type of data	Method of analysis
Identify and profile key stakeholders involved in consumer protection.	1. Qualitative data 2. Quantitative 3. Desk review	1. *Qualitative data;* Emerging themes analysis of stakeholders current engagements in the project supply and value chains. 2. *Quantitative data:* Assessing the number of stakeholders involved in different activities. 3. *Desk review:* Identification and documentation of different stakeholders and their mandates.

Assess the relevance and specific needs of each stakeholder group	1. Qualitative data 2. Quantitative 3. Desk review	*Content analysis of desk information and primary data*. This will lead to cross tabulation and cross mapping of stakeholders roles, current activities in consumer protection and level of knowledge about the project activities.
Recommend appropriate and effective engagement strategies for each stakeholder category.	1. Qualitative data 2. Quantitative 3. Desk review	A communication matrix will be developed indicating the communication needs (*Information needed based on Frequently asked question, communication channels, level of communication engagement, purpose of communication and engagement and an analysis of stakeholders constituencies*). This results into a stakeholders mapping grid (The Illustration is presented below in Table 6.).
Provide actionable insights and recommendations to guide future stakeholder engagement initiatives.	1. Qualitative data 2. Quantitative 3. Desk review	Prioritizing stakeholder engagement is directly informed by the analysis of stakeholders. Therefore, stakeholders with a high level of influence may be prioritized to engage with. All stakeholders contribute to the Strategic plan. However, it is important to consider the level and phase at which they should be engaged in the service delivery process.

Table 2: Stakeholder mapping grid for UCC

Stakeholder category	Role	Type of interest	Nature of engagement	Level of influence	Priority issues	Engagement strategy