

CONTENTS

INTRODUCTION AND CONTEXT

PROCESS OVERVIEW

STAKEHOLDER IDENTIFICATION

STAKEHOLDER ANALYSIS

ENGAGEMENT PLANNING AND IMPLEMENTATION

RISK MANAGEMENT WITHIN STAKEHOLDER RELATIONS

THIS PROCESS AND YOUR WORKFLOWS – HOW TO FIT?

Brief introduction to our imaginary NGO (used for illustration) – Anti-Kidnap International (AKI)

Mission

- **Reduce incidence and severity of kidnapping in countries with high prevalence**
- **Support victims and people at risk of being drawn into kidnapping crime**
- **Premise is partly links between governance, conflict and kidnapping**

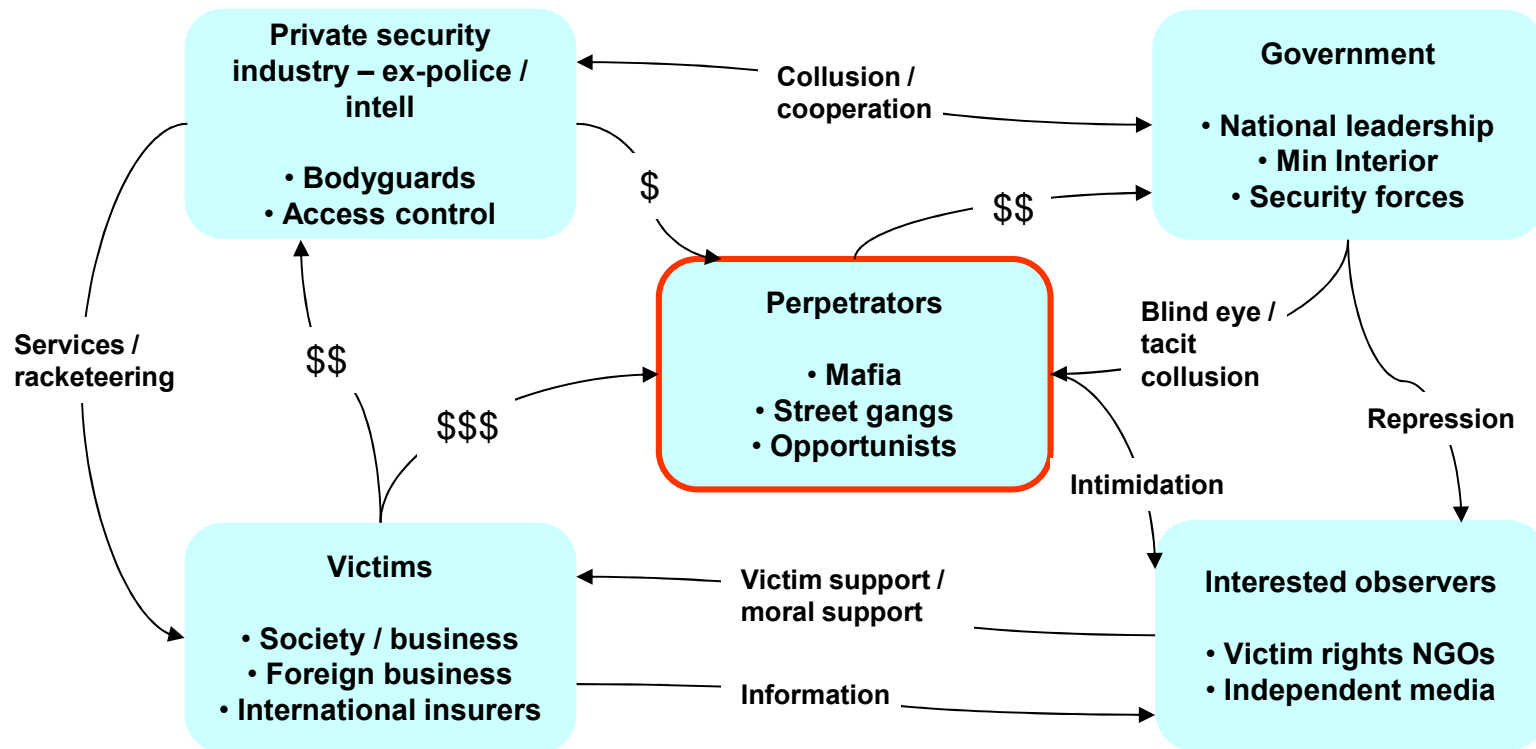
Approach

- **Analyse contexts, identify main drivers of kidnapping, develop mitigation plan and then work with donors and governments to seek relevant reform initiatives**
- **Volunteer network for victim support, local NGO partners to support people at risk of involvement**

Stakeholder analysis purpose

- **Understand actors, motives, drivers of kidnap activity in order to identify optimal points of intervention**
- **For victim support, understand stakeholders involved in a given case to help facilitate resolution**

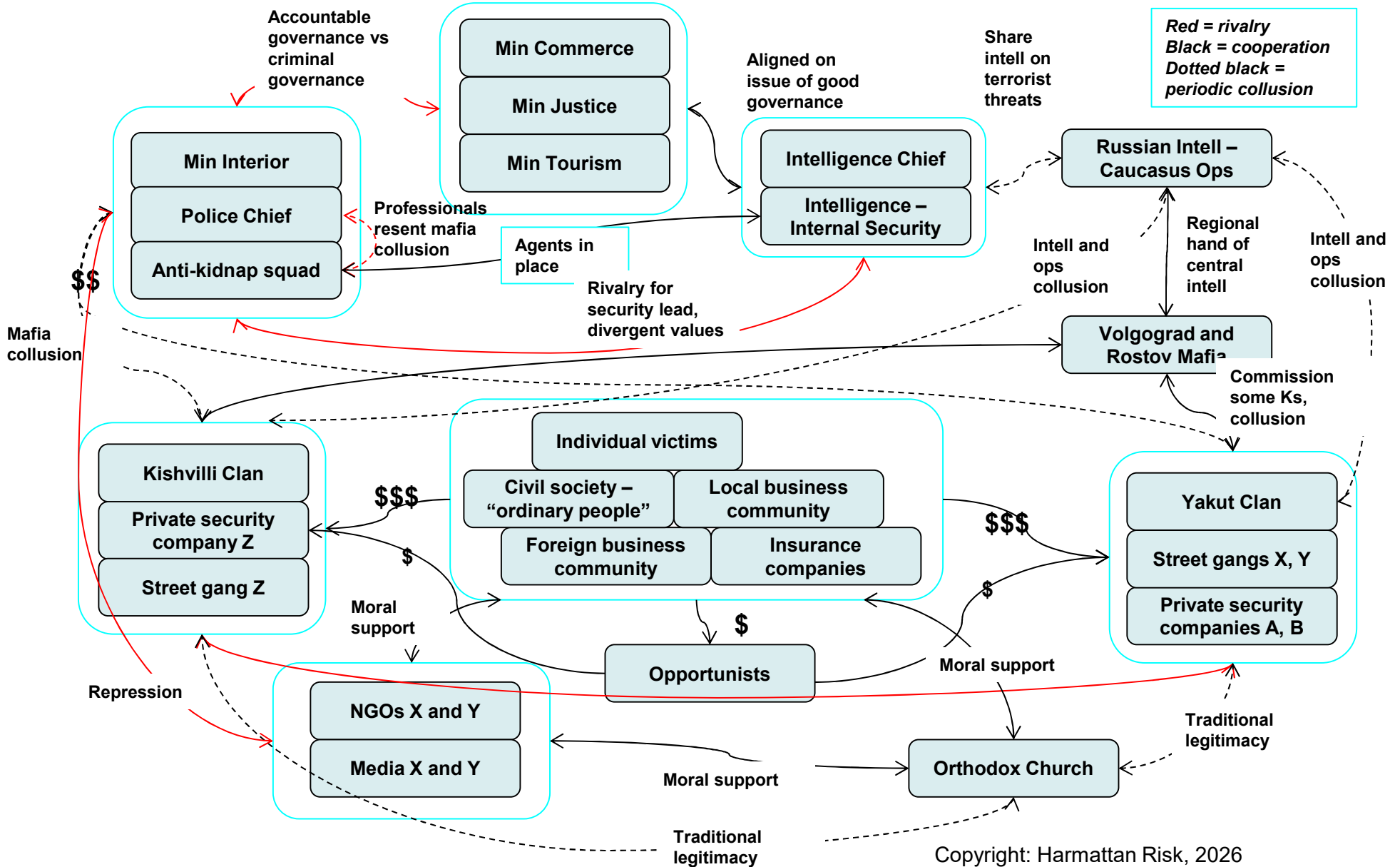
Our imaginary *Anti-Kidnap International* revisits the ecosystem in the capitol city of X, after more (and sound) stakeholder intelligence – this was our preliminary map



Revisit with more information

- What are the key nodes of value exchange?
- Who is at the core of the problem?
- How does this break down?
- We can build on this for a bigger picture

And the map after understanding linkages: which strings are accessible and matter? Does this suggest an approach for AKI?



So what? Make sense of this messy AKI brainstorm – Opportunities to effect change?

20 min

Who sustains the problem?

•

Who might be open to changing it?

•

What / who is our ingress – where do we start?

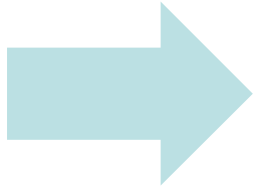
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Is there more we need know (beyond the map?)

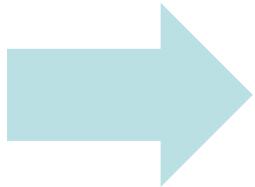
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Case application: What is the ecosystem of the problem? Who gains, who exchanges what with whom, why does it survive and thrive?

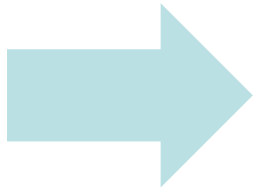
30 min



The problem exists for a reason – someone gains from it, either by selling something or by not having to do anything to change it. Who are the key beneficiaries?



Who do they rely on, and who else sustains the problem system?



How might this system link into others beyond its immediate parameters?

Main outcome: Ecosystem map, ID and explanation of why the problem has continued, key nodes in the system, potential external influences

Assessing influence – what is their capability to affect the problem and / or to affect us?

Direct influence

- Official power – permissions, activation of other official stakeholders, could they arrest us, how could they inhibit or help us, to what extent?
- Unofficial power – traditional authority, community trust, capacity in utilisation of traditional laws, capability to get Us accepted or rejected at community level?
- *Direct = they can do it themselves*

Indirect influence

- Status within / between networks – power to convince or bring on board others?
- Capability to adjust attitudes and the “playing field” – power to extend / call on shared values?
- *Indirect = their capacity to act through networks*

Net influence

- Direct plus indirect – we can affect you ourselves, but maybe we can also call on other forces to support our position and build on our leverage with respect to you
- = Net influence**

Priority mapping – with respect to the problem that we are trying to solve

Concerning the problem that we are trying to solve – alignment with our aims, and power to affect mitigation of the problem – we have a 1 – 4 scale on alignment, 1 – 3 on influence (or more)

Type	Potential stakeholders	Net alignment on issue / case	Potential influence over case	Net positioning
Stakeholder type A	Specific stakeholder X	<ul style="list-style-type: none"> • Reasons to favour our desired change • Reasons to disfavour our desired change <hr/> = Net alignment	<ul style="list-style-type: none"> • To what extent could they impede success? • To what extent could they enable success? = How powerful / influential?	<ul style="list-style-type: none"> • Favour: Aligned, okay, indifferent, facing disruption, antithetical • Influence: High / moderate / low
	Specific stakeholder Y	<ul style="list-style-type: none"> • Reasons to favour our desired change • Reasons to disfavour our desired change <hr/> = Net alignment	<ul style="list-style-type: none"> • To what extent could they impede success? • To what extent could they enable success? = How powerful / influential?	<ul style="list-style-type: none"> • Favour: Aligned, okay, indifferent, facing disruption, antithetical • Influence: High / moderate / low
Type B, etc...				

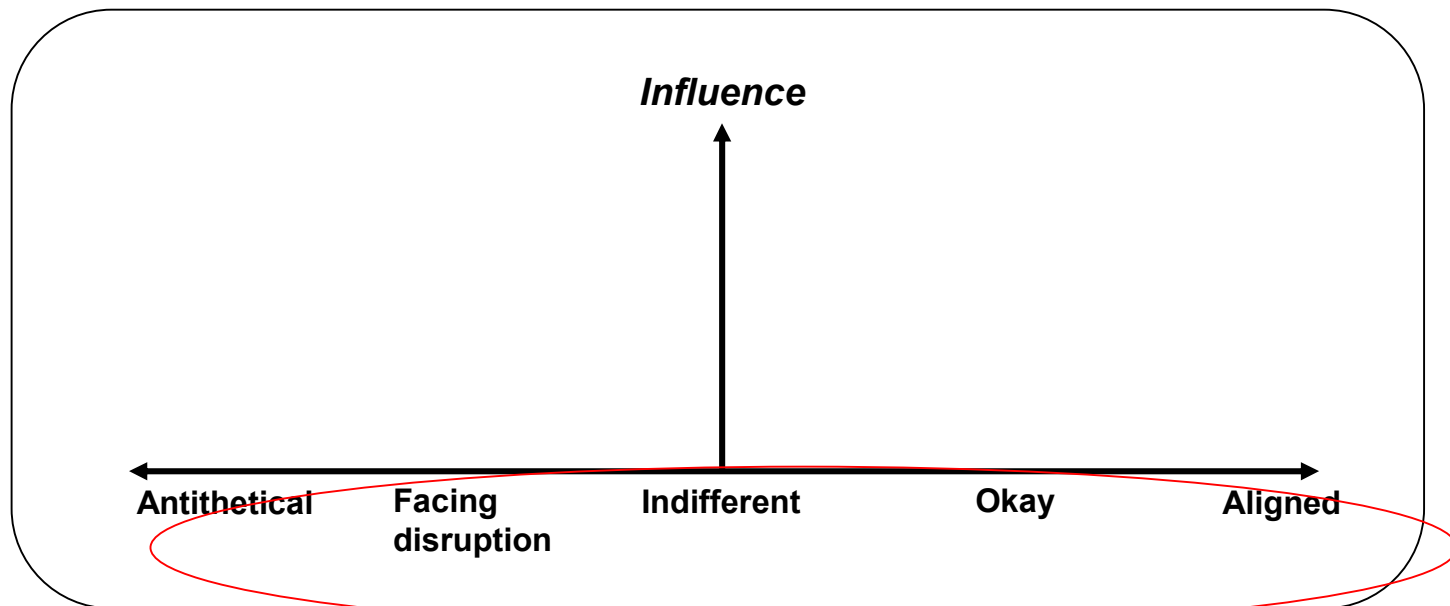
Priority mapping – with respect to our safe and sustainable presence

Concerning our safe and sustainable presence as WSPA – attitude towards us, and power to affect us (people, reputation) – we have a 1 – 4 scale on alignment, 1 – 3 on influence (subject to revision)

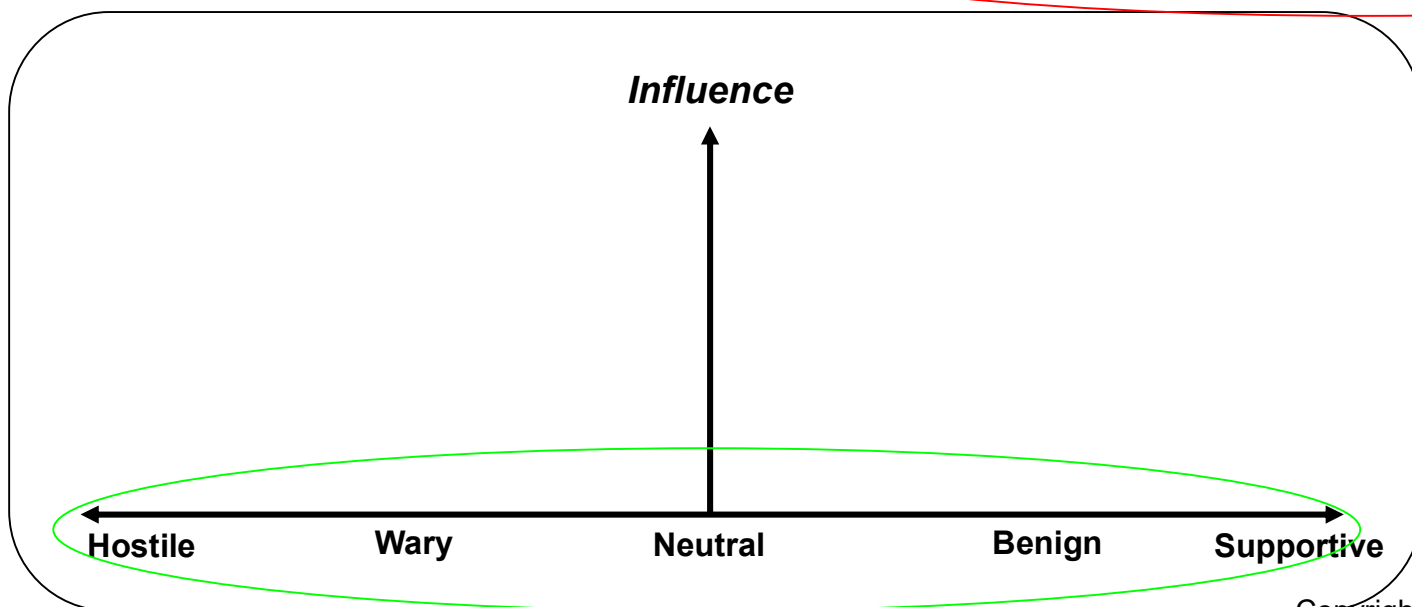
Type	Potential stakeholders	Net attitude towards us	Potential influence over us	Net positioning
Stakeholder type A	Specific stakeholder X	<ul style="list-style-type: none"> • Reasons to like our presence • Reasons to be wary of our presence _____ = Net attitude	<ul style="list-style-type: none"> • To what extent could they harm or impede us – people, reputation? • To what extent could they help sustain us? = How powerful / influential?	<ul style="list-style-type: none"> • Favour: Supportive, benign, neutral, wary, hostile • Influence: High / moderate / low
	Specific stakeholder Y	<ul style="list-style-type: none"> • Reasons to like our presence • Reasons to be wary of our presence _____ = Net attitude	<ul style="list-style-type: none"> • To what extent could they harm or impede us – people, reputation? • To what extent could they help sustain us? = How powerful / influential?	<ul style="list-style-type: none"> • Supportive, benign, neutral, wary, hostile • Influence: High / moderate / low
Type B, etc...				

Resultant maps – outlines

About the problem



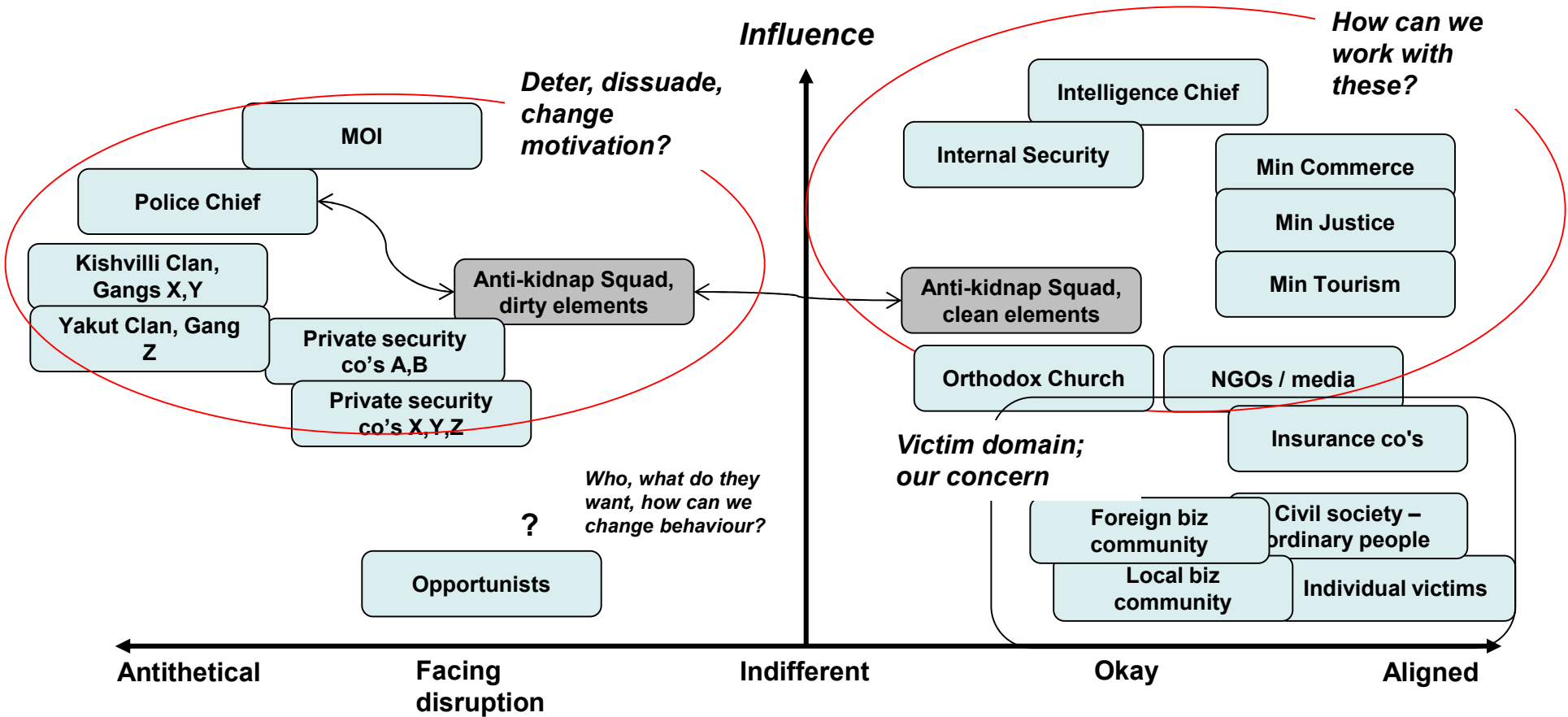
Influence



About our presence

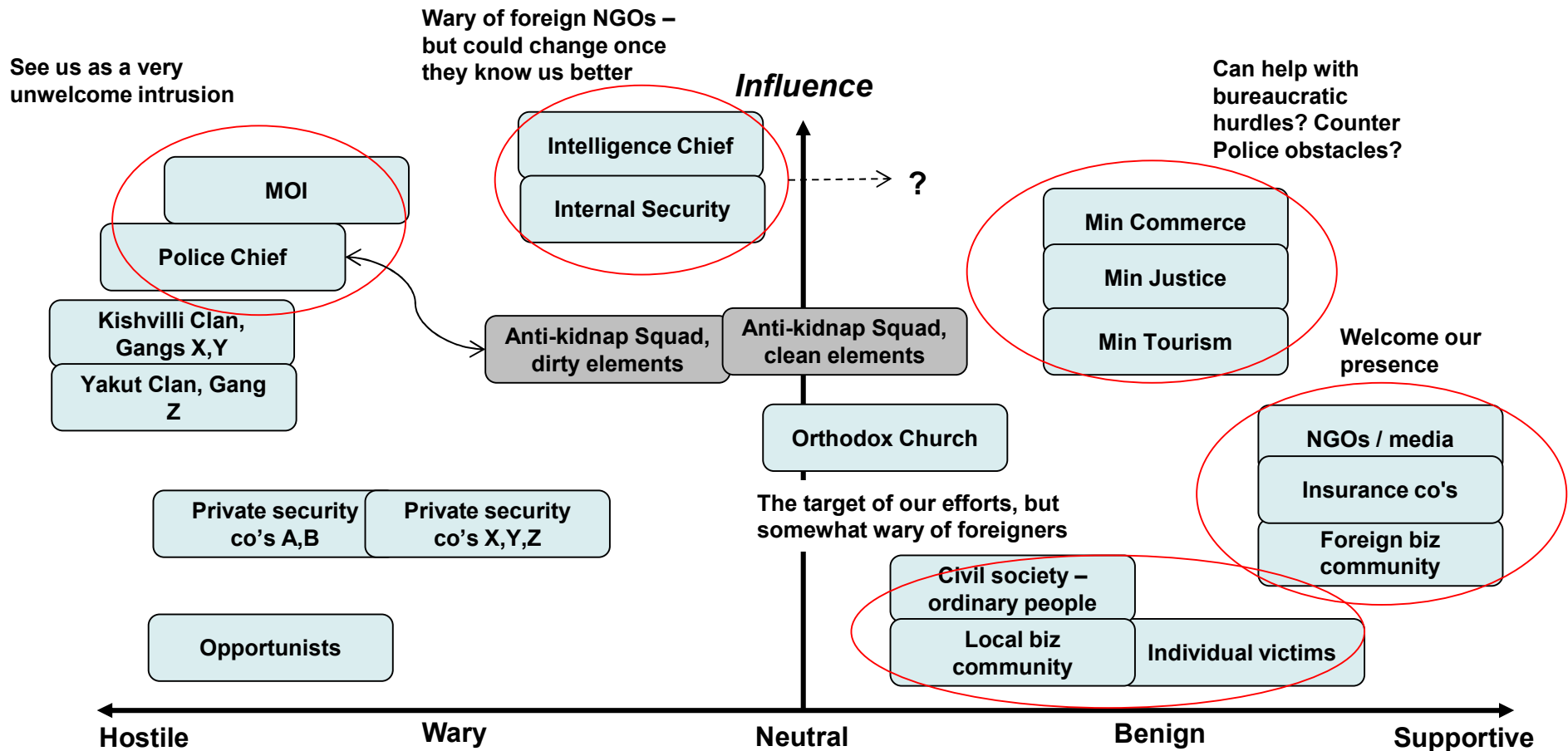
Resultant priority maps – 1) concerning the problem – their stake in it and capability to sustain or undermine it

If we were on track to fix the problem and significantly reduce K&R in the capitol of X (as a starting point), how would they be affected, and what is their capability (influence) to affect the problem, for better or worse? This can define allies and hostiles



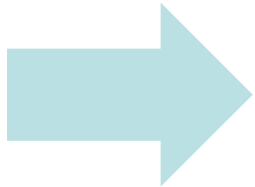
...and 2) in terms of our own sustainability - attitude towards us as a Western international NGO, capability to affect our reputation or personnel security

Influence probably won't change much, but attitude will likely differ between the problem, and us as an entity, with our symbolism and effect on the host community (aside from just the problem) – e.g. while some might share our principles with respect to the problem, they might not like who we are – this can define supportive elements and those we need to be wary of

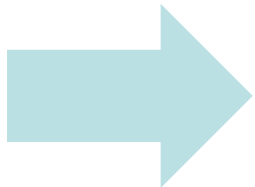


Case application: Prioritise our stakeholders, just with respect to the problem, not with respect towards us (not enough time, but both are important)

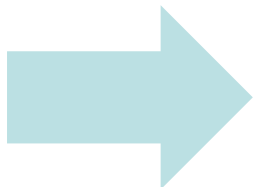
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Stakeholder map with respect to the problem (if time, then move onto a map with respect to our presence)



Who are the priorities, and why? What ranking system did you use and can you explain it?



Did this exercise point to “subterranean” actors? Did we premise our priorities on a wider structure or system? Probably not, but we have the opportunity to think about it

Stakeholder priority map (problem only), explanation, consideration