# Stakeholders identification/mapping – Guideline

The aim of stakeholders' identification and mapping is to get a clear view of all the actors involved on a given topic as well as their relations. Stakeholders mapping is also used to fill potential gaps in our own understanding of involved organisations or networks. The map thus helps the identification of stakeholders outside of our current contacts and professional relations.

This guideline intends to facilitate the identification and mapping of stakeholders who play a role in **aquatic pollutants, at a national scale**.

There are four following steps :

1 **Organisation of the stakeholders' database**
2 **Inventory of stakeholders**
3 **Description of stakeholders**
4 **Mapping of stakeholders**

## <u>Step 1 :</u> Organisation of the stakeholders' database

A stakeholder's database supports the inventory and description of stakeholders. It is developed as a simple Excel sheet, easy to use.

The stakeholders are listed in lines. The descriptors (parameters) are organised in columns.

For the TransNet project, our descriptors are :

- The basic stakeholder information (name of the organisation, name of the department or service within the organisation, contact person and contact details)
- The AP project to which the organisation contributes to (if relevant) as a partner or as a target group
- The status of the organisation (public, private, economic sector, …)
- The type of pollutants on which the organisation (or contact person) is focusing on : CEC, AMR or pathogens; and its role (regulator, emitter, problem owner, surveyor, solution designer or provider)[1]
- The networks in which the organisation is involved and its role
- The organisation end-users or target groups
- The organisation main sources of knowledge

These two descriptors will require interviews to be filled-in. There is no map yet but it is a goal to make one AFTER the interviews.

More columns can be added for comments or specific information relevant for each country.

The stakeholders' database for France is attached to this guideline as a template.

| | Be as specific as possible | Make sure they sti | For interviews or i | nnisation is member ( | | | | | | targetted as end-use | | | | | | Choose organisation's status in the drop-down m | Tick the box if t | | | Choose a role |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Name or organisation | Name of Department/Laborator y/Service | Contact person | Contact details | Project partner | | | | | | Project target | | | | | | Status | | | | |
| | | | | NTACT | REWARN | eenWaterTech | ESAGE | RA | ARE-SEA | NTACT | REWARN | eenWaterTech | ESAGE | RA | ARE-SEA | Public state organisation (government representatives)<br>Public territory organisation (communities, provinces)<br>Public health organisation<br>Public research organisation<br>Private organisation - primary sector (agriculture)<br>Private organisation - secundary sector (industry)<br>Private organisation - tertiary sector (services, studies)<br>Associations & NGOs<br>International organisations | erging Pollutants | :imicrobial resistance | hogens | Role |
| Ecole Centrale de Lyon / Universit | Laboratoire Ampere | | | X | | | | X | | | | | | | | Public research organisation | x | | | |
| ANSES - Agence Nationale de sécu | Laboratoire de sécurité des aliments | | | | X | | | | | | | | | | | Public state organisation (government representatives) | | x | x | |

[1] The term 'decision-maker' is not used. Indeed any stakeholder is making decisions in its own field of activity. The organizations responsible for crafting the laws are the 'regulators'.

## **Step 2 :** Inventory of stakeholders

Three complementary ways can help to **identify** the stakeholders involved on a topic :

- **The snow ball effect :** You know at least a few stakeholders/people to start with, from your own professional relations : pick one as a starting point and follow its links with other stakeholders (who is he/she working with, who has he/she worked for before, which networks is he/she a member of). This will give you access to other organisation names and contact persons. You repeat the same process with the new organisations/persons identified.
- **The professional networks :** In each network which you come across, try to identify key stakeholders that could be recurrent in the field (lead organizations in the network, regular attendees, etc). Online information can be outdated ! Verify if identified networks are still active or not. If not, it can still be interesting to inventory them, especially when there is continuation with another dedicated network.
- **The literature review :** Publications on the subject are also an easy way to identify the active organisations (publication's authors and affiliations) : scientific publications but also public or corporate reports. The most recent publications shall be favoured to avoid targeting organisations or teams who no longer exist or work in the field. The publications can be identified with selected keywords : network – emerging pollutants – water – antimicrobial resistance – pathogens – etc.

At the beginning, there will be plenty of stakeholders to follow, with many networks to browse through. After a few repetitions, key actors identified will become recurrent, and new actors will not appear again : you can stop the identification.

## **Step 3 :** Description of stakeholders

When organisations and persons have been identified, the database can be filled-in by searching the complementary information on internet (organisation websites, persons' Linkedin profiles, conferences minutes, etc.).

Keep in mind that this stakeholder's description and mapping is a preliminary work before more active interactions are launched (workshops, interviews) so it is OK if all the cells in the table are not filled-in in step 3. This is a work-in-progress and the information will be collected throughout your project/process.

The advantage of using an Excel table is it allows you to sort and filter the different columns. Use it to:

- Avoid duplications (if several people are contributing to the same database)
- Identify the types/fields/roles for which your inventory has been less successful and would require extra efforts (gap analysis)

## **Step 4 :** Mapping of stakeholders

The map is there to visualise the information from the database. But the map cannot display all the information contained in your database : you need to choose a point of view (which descriptors/parameters you want to use to create the map).

The mapping step has to be creative : there is no generic shape of map, because each map depends on the stakeholders involved and the links between them. A few rules can still be respected to get an useful map, easy to interpret :

- Define a visual way to distinguished stakeholders through their characteristics, for example : coloured pictograms, specific typography, etc.
- Include a legend of the visual elements you are using

We illustrate below two types of maps that can be produced as a preliminary work (get to know the stakeholders before moving on with the interactive parts of your processes) and with limited information gathered through an internet research. The maps are not exclusive (it is interesting to draw both to have a deeper analysis of the stakeholders).

- **Link maps**

Goal : Show the main stakeholders of the field

Map development could include, for example, the following steps:
- place the main stakeholders in the centre of the map
- from these, draw links with other stakeholders who partner with them
- add the professional networks to which they belong
- play with the typography and colours to highlight the most important stakeholders and the different types

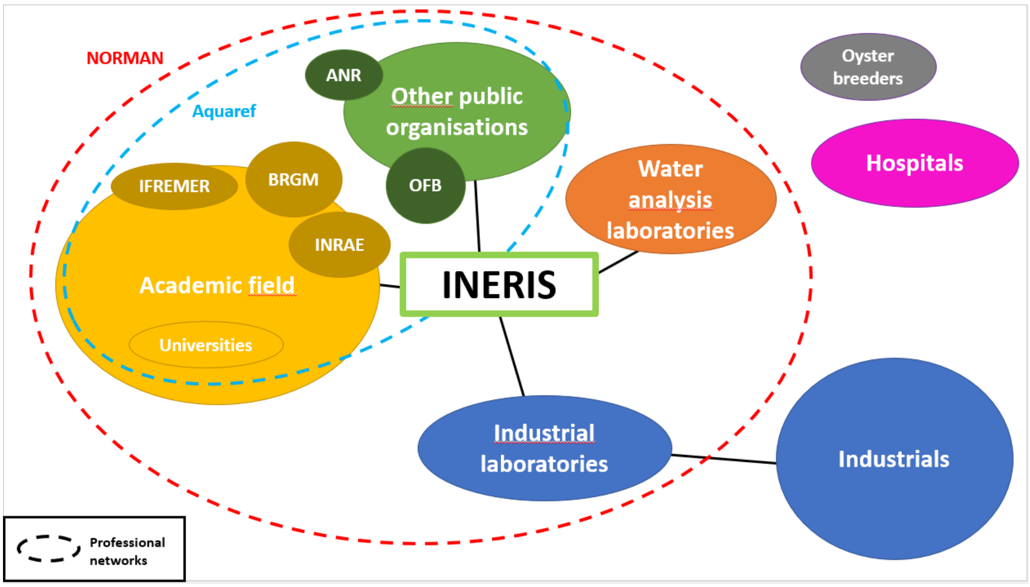


*Figure 1. Example of stakeholders working on CECs and contributors to the Aquaref and NORMAN networks*

- **Role maps**

Goal: (example) show who is working on / concerned with the different pollutants and at which step of the water cycle

Map development could include the following steps:
- select two subjects (i.e. the kind of pollutant or the role in the water cycle itself) to structure the map with 1 vertical and 1 horizontal information

- position the stakeholders based on their field of expertise and role : a visual can be used to add a third level of information (i.e. the type of organisation)
- draw circles to represent the active teams or partnerships

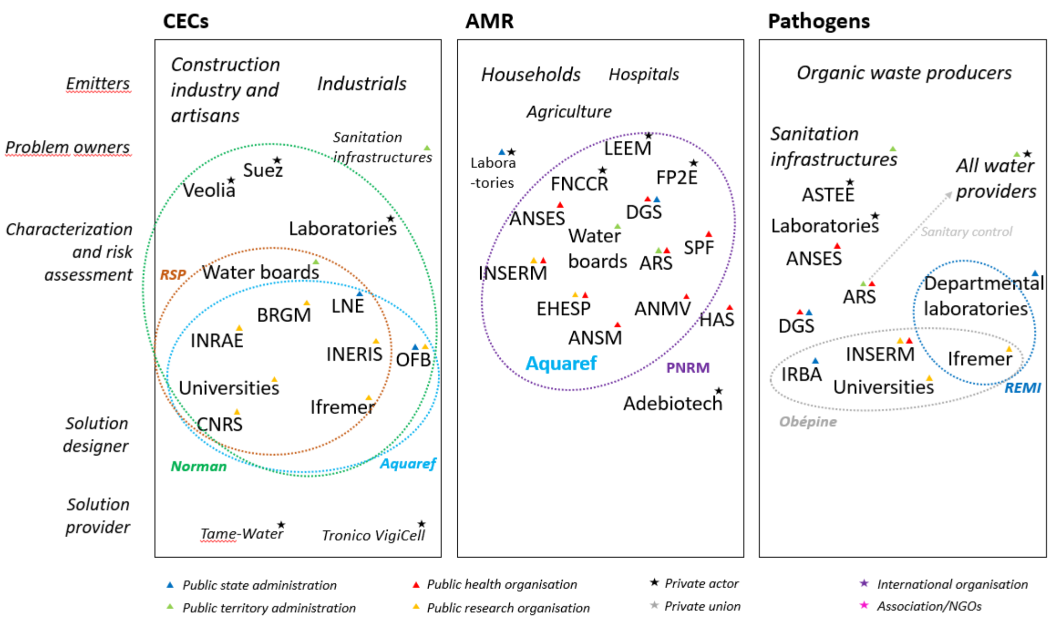


*Figure 2. Example of the stakeholders and their roles on the topics of CECs, AMR and pathogens*

**Remember that a map is only one view of a large field of work. Multiply maps can be useful to show different views of the same actors and their links, to complete the imperfect representation of all the stakeholders.**

If the database is updated (new stakeholders added, networks disappearing), the maps shall be updated too. Adding a date on your visuals is mandatory !

This is an iterative process !