tool 22 Stakeholder Analysis and Mapping

Guiding questions

Stakeholders are persons or entities that play a role or may influence (negatively or positively) your course of action in a particular context. Stakeholder analysis and mapping can help an organization identify with whom it should collaborate, coordinate or generally interact when engaging in the MRM. While some stakeholders may be known entities, the analysis and mapping exercise may reveal the need to establish new contacts and relationships, depending on the type of engagement chosen by the organization and its objectives. Below are some questions and examples that may help guide the analysis and mapping of relevant stakeholders prior to engagement in the MRM (the list of examples is not exhaustive):

For each geographical area that your organization intends to cover for the MRM:

1) Stakeholders: who are the stakeholders relevant to your MRM-related activities?

Try to be as specific as possible when listing the various stakeholders in each area, taking into account gender considerations. Include all potential supporters as well as opponents of the activity.

Examples: children, families, community leaders, community (in general), religious leaders, youth leaders, community organizers, teachers, health workers, your own organization's staff, other NGOs, MRM focal points, government representatives, police, lawyers, judges, prosecutors, armed forces, armed groups.

2) Interests: what are the main interests/expectations of these stakeholders?

- Physical protection/assistance.
- Prevention of violence.
- Community wellbeing and stability.
- Economic and social stability or prosperity.
- Justice/accountability.
- Power/control (political, military, economical).

3) Power/influence: how can these stakeholders assist or interfere with MRM-related activities conducted by your organization?

A stakeholder can play several roles, both positive and negative.

Some examples of assistance:

- Provide information on grave violations (as first or secondary sources).
- Provide immediate assistance to victims (medical, legal, mental health).
- Provide a long-term support structure for victims (reintegration, education, etc.).
- Provide redress and increase accountability.
- Provide access to the community/victims ('gatekeepers').
- Are influential with the community.
- Are influential with armed actors.
- Are influential with the government.
- Are influential with international actors (UN, diplomatic missions, donors).

Some examples of interferences:

- May be reluctant to monitor or report on grave violations.

- Are potentially biased.

- Cover up grave violations.

- Protect armed actors who commit violations.

- Threaten or retaliate against monitors and victims.

- Are suspicious of foreign organizations or foreign staff (UN or NGOs).

- Are suspicious of NGOs in general.

- Can block access to certain communities or areas.

- Do not carry out their duties reliably due to corruption.

4) With which stakeholders is your organization already engaging? With which stakeholders does your organiza-tion need to establish a relationship in order to participate in the MRM the way it wants to? How will that relationship be established?

related tools

tool 52 – Guiding questions 'Mapping service providers and identifying referral pathways'

tool 17 – Guiding questions ' Clarifying goals and expectations before engaging in the MRM'

tool 54 – Guiding questions 'Planning advocacy on the grave violations'