

STAKEHOLDER INVENTORY AND MAPPING

Stakeholders can be the deciding factor in the success and sustainability of your fund. Knowing who your stakeholders are is critical to appropriately engaging them and leveraging their support. This tool helps your group develop a descriptive inventory of all the people, organizations, agencies, businesses, etc. that can influence your local wellness fund and its work.

PURPOSE

- To create an inventory of stakeholders using the four A's: actor, agenda, arena, alliances
- To determine stakeholders' level of power and influence
- To define stakeholders' existing or potential contribution to the local wellness fund
- To map stakeholders based on their position in the social economic model
- To help groups —
 - Determine whether they have the right mix of stakeholders
 - Identify gaps
 - Diversify their stakeholders

All this information will be useful as you develop communications materials, marketing strategy, and fund-development plan.

INSTRUCTIONS

The Stakeholder Map uses three components to help ensure users are engaging the right mix of stakeholders:

1. Sectors — to help your group determine whether your stakeholders represent diverse sectors
2. Power/Interest designation — to determine stakeholder roles
3. Social Ecological Model¹ — to ensure your group is reaching stakeholders across all spheres (policy, organizational, community, consumers)

¹ McLeroy, K. R., Bibeau, D., Steckler, A., & Glanz, K. (1988). An ecological perspective on health promotion programs. *Health Education Quarterly*, 15(4), 351-77.

Feel free to adapt these components to best fit your needs.

Step 1

Create a list of stakeholders (actors) and define their:

- Agenda — mandate/mission, strategic vision
- Arena — field of action, sector
- Alliances — relationship with other stakeholders

Step 2

Determine where the stakeholder falls within the Power/Interest matrix.

High Power/High Interest (deciders)

- Provide strategic input and approval
- Drive direction and objectives

High Power/Low Interest (demand generators)

- Work of the local wellness fund is not mission-specific
- But influence makes them important partners

Low Power/High Interest

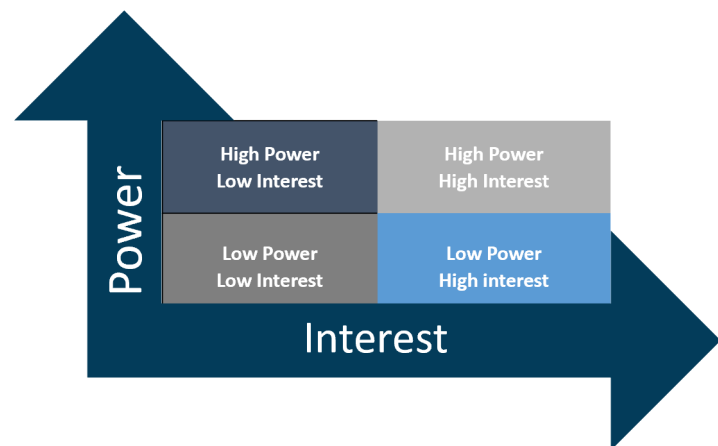
- Consumers (the local wellness fund's current target audiences, those who benefit from or are involved in the local wellness fund's work)
- Important role in informing how funds are used

Lower Power/Low Interest

- Potential consumers
- Monitor this group

Keep in mind that stakeholders' Power/Interest designations may change over time.

Figure 1: Power/Interest Matrix



Step 3

Outline the stakeholders' contribution to the local wellness fund. If possible, categorize contributions by the local wellness fund domains (sources, uses, and structure):

- Sources — Funding sources
 - Is this stakeholder an existing or potential investor or donor?
- Uses — The programs that a local wellness fund invests in and the communities they benefit
 - Does this stakeholder implement local wellness fund-funded projects or represent the communities those projects benefit?
- Structure — Those who govern the fund
 - Does this stakeholder contribute to governance, oversight, or stewardship of the fund?

Step 4

- Determine the stakeholders' position in the adapted social ecological model:
- Policy (policy and decision-makers)
- Organizational (nongovernment organizations, community-based organizations)
- Private (business, finance)
- Community (community leaders, social groups)
- Consumers (individuals and families that benefit from the work invested in by the local wellness fund)

Step 5

Map your stakeholders onto the adapted social ecological model map. Mapping your stakeholders in this way will give you a visual of all the people who can influence your work and how they are connected.

Feel free to adapt this step to best meet your needs:

- Color-code your stakeholders by their Power/Interest designation.
- Make different maps for different sectors.

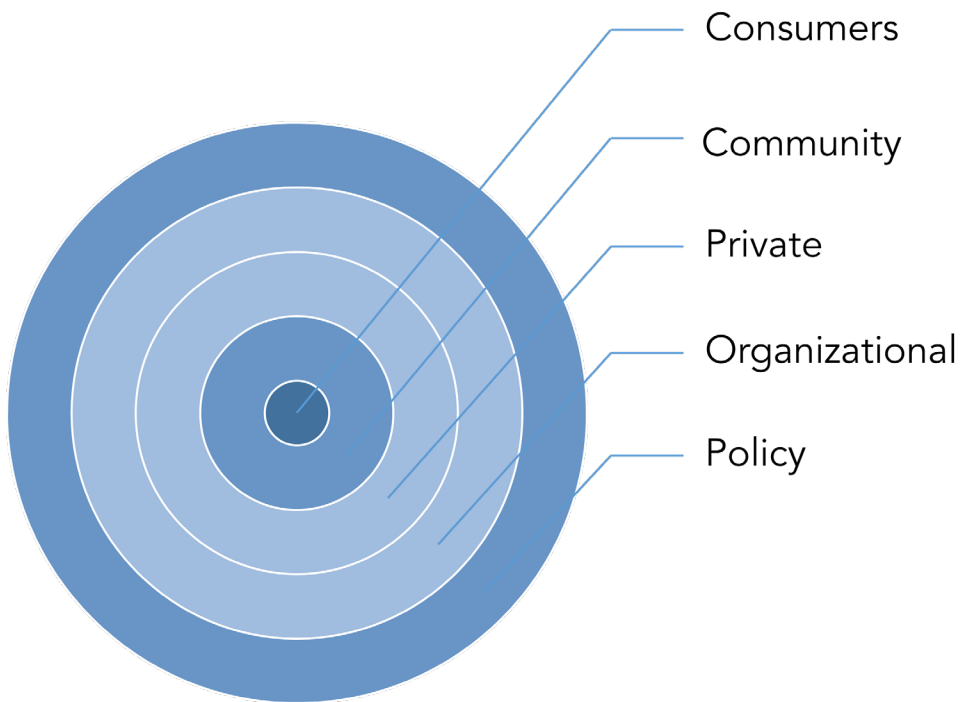
Table 1. List of Stakeholders

ACTOR (STAKEHOLDER SAME)	AGENDA (MANDATE/ MISSION, STRATEGIC OBJECTIVES)	ARENA (FIELD OF ACTION, SECTOR)	POSITION IN THE POWER/INTEREST MATRIX	CONTRIBUTION (SOURCE, USE, STRUCTURE)	POSITION IN THE SOCIAL ECOLOGICAL MODEL (POLICY, ORGANIZATIONAL, PRIVATE, COMMUNITY, CONSUMERS)

NEXT STEPS

- Once you have completed your stakeholder list, consider inviting some trusted external stakeholders to review it and provide input.
- Complete the Mapping the Money in the System tool. The Mapping the Money in the System tool will help you organize and categorize potential funding sources.
- Use the information in your stakeholder table to inform your approach to engaging each stakeholder. A stakeholder's agenda, arena, and alliances; their contribution to the fund; and their position in the social ecological model will impact your relationship with them and how you prioritize them.
- Use information in the Contribution column when developing your strategic and work plans.
- Reference your stakeholder list when developing your marketing strategy and marketing materials. The language, format, and platforms you use may vary considerably depending on the stakeholder.
- Stakeholders will change over time, so it is important to revisit your list of stakeholders on a regular basis. Consider appointing members of your group to manage key stakeholder relationships and identify new stakeholders.

Figure 2: Adapted Social Ecological Model



Consumers:

Community:

Private:

Organizational:

Policy: