



FIELD-BASED PREPAREDNESS PROJECT (FBPP)

Stakeholder Mapping

LOGISTICS CLUSTER

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Who is this document for? FBPP Preparedness officers wishing to collect information on national stakeholders in a way that effectively inform subsequent ICS tools.

What does it contain? An outline to iteratively identifying, classifying and validating national stakeholders who should be consulted when developing a national logistics preparedness strategy/

Where can I find a softcopy? <https://logcluster.org/document/fbpp-gdnc-stakeholder-mapping-guidance>

Project Rationale

The **Field-based Preparedness Project (FBPP)** provides demand-driven and context-specific capacity strengthening support to local humanitarian actors. It facilitates coordinated approaches towards improved – and more localised – humanitarian supply chain preparedness. Through this, it increases readiness and autonomy of in-country actors to engage in nationally-led joint humanitarian logistics responses and information exchange.

The design of the FBPP emerges from a systems-strengthening model that is grounded in a **Whole-of-Society** approach. It is critical therefore that the FBPP undertake and leverage a comprehensive mapping of key stakeholders operating in the national HSC&L context, including traditional and emerging actors.

This guidance outlines important considerations to ensure said mapping is sufficiently inclusive and effectively informs FBPP roll-out at country level.

Stakeholder fundamentals

Who are the FBPP stakeholders? Stakeholders can be people, groups, or institutions (both traditional and non) who have a role to play in the HSC&L preparedness context. They will have an **interest** in FBPP progress and results and may have the ability to **influence** its outcomes, positively or negatively, directly or indirectly.

The range of potential stakeholders is **diverse** and may include national and local government authorities, civil society actors, including non-governmental organisations (NGOs), the academic community, private sector entities, workers organisations, UN agencies, donors, and other special interest groups.

Stakeholders may be **beneficiaries** of the FBPP achievements, **decision-makers**, **implementers** and/or **financiers**. They will have specific needs, wants and expectations of the FBPP and may also influence and impact it in different ways. This determines when, why and how the FBPP should engage with them over time.

At the same time, stakeholders may also be **primary** stakeholders (directly affected, either positively or negatively, by the FBPP or the actions of those implementing it), **secondary** stakeholders (those indirectly affected by the FBPP), or **external** stakeholders (those who can positively or negatively affect the FBPP in some way, or who are important within or to those implementing it, for example: decision and policy makers, politicians, senior civil servants, district level bodies, governmental bodies, etc). The stakeholder types are not mutually exclusive.

Mapping stakeholders

Active consultation and collaboration with stakeholders is the core principle upon which the success and sustainability of FBPP depends. Accordingly, the identification and analysis of stakeholders must start as early as possible and should continue throughout the Project's lifetime so that key groups and individuals can be brought on board for the project planning process. This is done by:

1. Listing stakeholders
2. Gathering stakeholder information
3. Classifying stakeholders
4. Validation

Although a stakeholder mapping exercise is conducted at the beginning of the project, it is not a once-off exercise. As the FBPP Team gains a better understanding of the local context, or one stakeholder leads to another, or additional information is received, the stakeholder mapping will need to be continuously updated. This could mean adding or removing stakeholders, updating information, breaking one large stakeholder (e.g. an organisation) into smaller components (e.g. different departments) as available information becomes more detailed.

Step 1. Listing stakeholders

The first step is to draw up a list of potential stakeholders building on a desk review and expert input from in-country focal points and any relevant governmental and civil society groups. At this point, the listing process should be as expansive as possible, so no

important groups are inadvertently excluded or missed.

It can be helpful to define relevant **identification criteria** to help answer the question *Who are the stakeholders in this context?*

1. What are their names, organisations, groups?
2. Are there different stakeholders at different levels (central, sub-national, local)
3. In different areas (regions, provinces, districts, etc.)?

Once the list is complete, information about stakeholder interests, needs and expectations, and how these may be affected by the FBPP (or might affect it in return), should be collected (step 2 below).

This provides valuable information for the FBPP design and implementation and can help clarify stakeholder motivation as well as help identify positive – and potentially obstructive – influences on the Project.

It should be noted though, that it can be difficult to get a clear picture of all these elements, especially if they are "hidden", multiple, or in contradiction with the stated aims or objectives of the larger stakeholder groups, organisations or their representatives.

Step 2. Gathering information

To help with gathering stakeholder information, even in difficult contexts where information might be sensitive or difficult to get to, it can be helpful to structure the stakeholder information gathering exercise beforehand by clearly planning what will be asked of whom, and where and how the information gathering will take place. Questions to consider include:

1. What types of stakeholders are they? Are they *beneficiaries, decision-makers, implementers, financiers*, or a mix of these?
2. How will they be influenced by (and themselves influence) the FBPP? *Are they primary, secondary or external stakeholders?*

3. How do they see the role of humanitarian supply chain and logistics preparedness in the context of emergency preparedness and response? A priority? Not a priority? And why?
4. What do they see as the most pressing/urgent challenges affecting national humanitarian supply-chain and logistics preparedness¹?
5. How do they know about the FBPP and to what extent do they believe that achieving the FBPP objectives will help address the identified problem(s)?
6. What do they think would be the best approach for the FBPP to take to be most effective?
7. To what extent would they like to be actively engaged in the FBPP as it moves forward?
8. Do they have any concerns do they have about how the FBPP might affect them?

Stakeholder inputs can be collected through a wide range of approaches, including, but not limited to:

- Structured brainstorming workshops
- Formal and informal focus group discussions
- Structured Interviews with key informants (including the use of questionnaires)

Step 3. Stakeholder classification

While dialogue with stakeholders is ongoing and their inputs are being collected, it is important to understand how they may influence FBPP capacity strengthening efforts. This can inform an eventual engagement strategy with them. The following may be helpful:

1. How interested, or opposed, are the stakeholders in achieving the objectives set out by the FBPP?
2. How much influence can they have over FBPP outcomes?
3. What is the importance of each stakeholder group to the success of the FBPP?
4. Who is it critical to engage with first, and why?
5. What type of stakeholder engagement is mandated by national law, international obligations or other requirements?

¹ This allows the identification of immediate "quick wins" for operational support that can help build FBPP reputation and credibility with stakeholders.

It can be helpful to map stakeholders using an interest/influence matrix which positions them in one of four influence groups, making simple suggestions for their later engagement.

Stakeholder influence	High	<ul style="list-style-type: none"> • Priority early engagement • Careful analysis of expectations at outset and regularly throughout to capture relevant changes • Regular information sharing 	<ul style="list-style-type: none"> • Priority early engagement • Detailed sensitisation to approach; engagement in design • Careful analysis of needs and expectations at outset and throughout • Systematic information sharing • Dynamic feedback loops
	Low	<ul style="list-style-type: none"> • General information sharing at the outset • Updates at mid-term and closure • Double-check at mid-term that interest has not changed 	<ul style="list-style-type: none"> • Early engagement • Detailed sensitisation to approach • Systematic information sharing • Dynamic feedback loops
		Low	High

Managing information

The stakeholder listing and information gathering process across all these steps can generate a lot of very interesting and important information. It can be helpful to plan for a structured approach to stakeholder data and information gathering from the very outset. A worksheet or table can be prepared to facilitate capturing the following information:

1. Stakeholder's name
2. Type of stakeholder
3. Primary/secondary or external
4. Perceptions about HSC&L in Preparedness
5. Current challenges to HSC&L preparedness
6. Perceived appropriateness of FBPP objectives
7. Suggestions on FBPP approach
8. Requested level of engagement
9. Specific concerns
10. Importance of stakeholder for FBPP success
11. Degree of influence of stakeholder over the FBPP

Step 4. Validation

All information gathered on stakeholders should be triangulated and validated with the stakeholders themselves. It is important to question the results to make sure important actors and considerations have not been left out. A few guiding questions include:

1. Have all stakeholders been listed?

2. Have all potential supporters and opponents of the project been identified?
3. Have inclusion elements been factored in to identify different types stakeholders?
4. Are there any new (non-traditional) stakeholders that are likely to emerge from the project?

Using the information

Broadly speaking, the FBPP consists of three main phases: an **analysis and planning** phase, a phase that focusses on supporting **communications, policy and resource advocacy** to sustain National Action Plan implementation, and a phase supporting the lead agency with **oversight and coordination** of the National Action Plan implementation. Having a deep and inclusive understanding of the stakeholders is critical to all stages.

Mapping the stakeholders at the start of the analysis stage achieves two objectives. First, it starts to build a relationship between the Preparedness Officer and the stakeholders, and serves also to introduce the project, its objectives and its approach to national actors. Second, it ensures that all subsequent Analysis-stage activities (advocating for and establishing or strengthening a logistics preparedness working group; undertaking a [Capacity Needs Mapping \(CNM\) exercise](#); designing a scenario to test potential issues; organising a gap-analysis workshop to run the scenario; and agreeing on the actions to address the workshop's outcomes) are undertaken as a cohesive group, with the full involvement of all key actors.