WE GO!

Guideline for stakeholder's mapping and screening to structure a stakeholder network

IRS - Istituto per la Ricerca Sociale

INTRODUCTION

In order to better carry out the project's actions (especially to organize meetings and to identify subjects with which to set territorial protocols), to ensure transferability of project results and to mainstream the most relevant project outputs, during the project implementation particular attention will be devoted to the creation of the **project stakeholder network**.

Each partner will contribute to the project network both keeping a strong link with the own national associate/supporting partners, as well as creating relationships with new stakeholders.

A **Network Activity Plan** will be drafted jointly by the partners and a common calendar of appointments will be created (including dates of informal meetings, vertical meetings, national events for corporations, important dates for women's rights; release of main project's external outputs, such as videos and final documents). These appointments will be also the occasion to take stock about communication activities related to WS 5. They will serve also to put in place key actions referring to project joint Sustainability Plan (WS1 act 6).

GUIDELINES OBJECTIVES

The mapping activity is fundamental for the implementation of all the subsequent project's actions. In particular, the stakeholder mapping is crucial to realise initiatives of public interest because it allows to identify the project stakeholders, their expectations and interests. Their involvement ensures not only a higher context knowledge especially with regard to the existing relationships among stakeholders in a specific context, but it also facilitates the achievement of the objectives.

The following guidelines address all project's partners (AA, GPF, RELAZIONI POSITIVE, SURT, WCK) to guide stakeholders' identification and liaising in the first phase of the project. To this end, the guidelines are structured step by step in order to create a stakeholder's mapping and to develop harmonised and homogenous networking actions. Moreover, it will serve as an evaluation tool to verify changes in the network over time and/or to change the networking activities/strategies if these will not effective. To this end a correct mapping activity will allow IRS to carry out a network analysis in different periods of the project.

METHODOLOGY FOR CREATING THE STAKEHOLDER'S MAPPING STEP BY STEP

The Guidelines provide some operative criteria to be followed for the creation of the stakeholders mapping. The following are the main steps:

» **Definition of needs and objectives**: identification of main issues/topics of interest and on this basis the most relevant categories of stakeholders to be involved

» **Recognition of/search for the specific stakeholders** to be included in the mapping and identification of their main characteristics

» **Definition of stakeholder specific relevance/ role** for the network and initiatives to be carried out during the project

» **Definition of the ways of contact and involvement and timeline** (priority of involvement)

Finally, the guidelines are completed by a matrix template in excel spreadsheet in which the mapping of the stakeholders will be accomplished.

1. Definition of needs and objectives: identification of main issues/topics of interest and the most relevant categories of stakeholders to be involved

IPV violence is often interrelated with poverty and economic dependency. Anti Violence Centres (AVCs) across Europe recognise that women often remain in violent relationships because of their and/or their children's financial dependence on the violent partner. Consequently, economic resources influence women's ability to leave a violent relationship.

Consistently with what has been written above, stakeholders to be involved in the project network have to

contribute to:

» strengthening AVCs and shelter services in economic and financial support of women victims of intimate partner violence;

» building more opportunities in the labour market for women and taking specific actions for including women victims of violence in the workspace also through the creation of territorial protocols among territorial services;

» studying/deepening the linkages between women's economic conditions and impact/ exposure to violence and disseminating project findings on this aspect towards a shared definition of economic empowerment.

Considering the general objectives mentioned above, from an operative point of view, the mapping of actors will be based on the following steps:

A Identification of some **specific needs and issues/ topics of interest** for the project's objectives/ activities according to which identifying the categories of stakeholders (as potential actors or project's beneficiaries/recipients) to involve such as:

1. Promoting/implementing women's labour market inclusion and training

» How to offer job opportunities to women victims of violence both in the form of employed work and in self-employment? How to raise awareness on this problem? Which subjects to involve?

» How to create training opportunities for women victims of violence? Which subjects to involve? Which methodologies to adopt?

» How to find businesses/companies to involve in the project? How to raise their awareness so that they decide to include the domestic/IPV violence issue when they define their own personnel management and CSR policies?

» How and with which public and private subjects could AVCs operate in synergy and set up network protocol for the inclusion of women victims of violence in the labour market? Who can facilitate this action?

2. **Promoting/implementing housing support**

» How to offer accommodation to women victims of violence so that they can achieve their full independence. Which subjects to involve?

3. **Dissemination and sustainability of the project results**

» How to better diffuse the results of the project? How to continue to feed/contribute to the debate on this subject?

» Which subjects to involve in terms of mainstreaming so that such results are also horizontally adopted by other organizations working on these same issues or vertically by the institutions?

» How to make project actions sustainable over time, so that they can deliver effects even after the finish of the project? Which actors to involve?

B **the drafting of a comprehensive list of potentially relevant stakeholders to be involved**

Consistently with the topics mentioned above, the present guidelines provide a first list of **crucial categories of stakeholders** and within them specific types of actors that could be taken into account to identify potential subjects.
Project's partners can integrate this list depending on their specific country context.
More in detail, it is proposed to consider stakeholders within five categories of actors, according to the following classification:

1. **Institutional actors.** This category includes the following types of actors:

» **politicians** (for example, members of the European/ national Parliaments, or members of the national, regional or local governments that provide political orientations and to take the political decisions also influencing the implementation of the interventions on the territories);

» **administrative staff** (people that practically develop the interventions on the territories following the specific political orientations);

» **public offices/services**

2. **Experts.** This category includes the following types of actors: universities; public research institutes; private research institute; single experts/academics/ professionals;

3. **NGOs and third sector actors.** This category includes the following type of actors: voluntary organisations, social cooperation organisations, associations, charities, foundations, etc

4. **Social partners** which is a term generally used in Europe to refer to representatives of management and labour. This category includes employers' organisations, trade unions, chamber of commerce.

4. **Enterprises.** This category includes both for-profit business or company and no profit. Each of the above categories can include actors:

» who have a specific focus on gender related issues;

» who have a specific focus on gender based violence; and

» who are working or not directly with IPV survivors.

Given the project's objectives, the mapper is called for giving special attention to specify if the selected stakeholder is working with IPV survivors (e.g in case of AVC or any other service directly working with IPV survivors).

When doing the stakeholder mapping it would be important and useful to ensure that every category and type of actor is properly covered/represented.

In this first phase, the mapping exercise should make use of the matrix template annexed to the present guidelines that will be progressively structured step by step.

The matrix is organized by the crucial categories of stakeholders indicated above.

2. Recognition of /search for the specific stakeholders to be included in the mapping and identification of their main characteristics

After identifying the stakeholder categories, the second step is the specific identification of the stakeholders to be included in the mapping.

Operatively, it is advisable to start from subjects already known and with whom there are pre-existing relationships and who have already been worked with or, as with the associate partners that are already committed to support the project's actions. These subjects can be involved in participative workshop/focus groups or individual interviews to get other references of actors potentially interested in being involved in the project and entering the network. In the workshop/focus groups participants are invited to freely list all possible stakeholders to be included in the mapping, formulating an opinion on each of them. This phase is very close to the brainstorming method and leaves you free to combine the flexibility of interviews with interactions among participants. The empirical research also allows to collect more easily information on the possible interactions/ties among the territorial actors.

Only later, it is suggested to identify new stakeholders within the categories mentioned above, through a systematic desk research process based upon the search for potentially relevant studies, press articles, documents/materials and any source of information (also institutional websites) on the key topics mentioned above.

This exploratory phase (search) allows to gain more in-depth knowledge of both the national and territorial context of reference, especially as regards the existing employment and training services addressed to women and, more in general, of the stakeholders interested in or working on women's economic empowerment issues, with particular reference to victims of domestic/IPV violence.

The next step is to analyse the main characteristics of stakeholders identified in the mapping so as to have an overall and exhaustive overview of all possible interests at stake, potential interactions among the actors and strengths and weaknesses to be taken into account for the creation of the project network, as well as for the involvement of the single stakeholder in specific activities.

In particular, the mapper should identify:

» **type of actors** (e.g members of the European/national Parliaments, public offices/services**,** universities, AVC, trade union etc..);

» **form** (public or private);

» **territorial dimension** (European, National, regional, local);

» **size of the organisation** (little enterprises / association, big enterprise/association, grouping of enterprises or Umbrella organisations/associations);

» **area of intervention** (e.g. support victims of violence; support labor market inclusion; Providing training; support housing inclusion; promoting women's rights and gender Equality; promoting worker's rights; promoting employers rights; research, business activity and specific sector, other...)

» **possible pre-existing ties** with the mapper specifying the intensity (no ties, sporadic ties, regular ties, frequent ties), but also the nature of ties (part of a same antiviolence network or other kinds of networks, previous partner in a project, members of the same association, other..

» **possible pre-existing ties** with other stakeholders included in the mapping specifying the intensity (no ties, sporadic ties, regular ties, frequent ties), but also the nature of ties (part of a same anti violence network or other kinds of networks, previous partner in a project, members of the same association, other...).

It's important the mapper always specifies the name of the networks, projects or associations stakeholder is part of;

Classifying the stakeholders makes it easier to map them and to decide the level and the kind of their future involvement in the project. Stakeholders can be selected from time to time depending on their characteristics including the territorial level to involve.

In this second phase, the matrix will be filled out with the stakeholder references and structured in specific columns to be filled out with the identified stakeholder features. Following this, the matrix is validated by one or two main stakeholders.

The list of stakeholders will need to be updated any time new stakeholders are involved in the project (for example, as a result of the project dissemination initiatives).

3. Definition of stakeholder relevance/role for the network and initiatives to be carried out during the project

The stakeholders are not the same. Some are able to produce a bigger impact on the project than others. Therefore, carrying out the stakeholder mapping also requires understanding:

what level of power/ influence/impact they could have in the project. Firstly, the capacity to influence/impact may be determined by:

» the formal authority of a stakeholder to take decisions on the project issues at institutional level.

Secondly, the ability to influence may depend on:

» knowledge and specific skills as well as pre-existing expertise in similar projects/actions and strategic positioning on these themes of the stakeholder;

» the dimension and representativeness of the actors;

» the ability to influence others (lobbying capacity);

» the actor's resources that can be made potentially available for the project (people, tools but also financing resources);

what level/kind of needs/expectations/interest they show towards the project. It may be easy to answer these questions for some stakeholders, while for others a direct comparison is needed (also through informal meetings). This aspect, for example, can be assessed by looking at:

» the specific mission of the stakeholders (e.g women's rights with specific attention to domestic and IPV violence) or other specific interests to understand with them during the informal meetings;

» the resources that the actors make effectively available for the project;

Realize what is really important for the stakeholders and the project's implications for them it is crucial to also define a strategy aimed at working with them on these specific project fields, to further strengthen their interest on the one hand and on the other hand to reach better project results.

All the elements to assess both the level of power/ influence and the level/kind of needs/expectations and interest can be deduced from some of the characteristics already identified in the previous phase of stakeholder classification.

For each of these dimensions, in the mapping exercise it is important to attribute a synthetic evaluation according to two levels of intensity: low and high.

Cross-cutting the power/influence and the need/interest levels in the matrix, it is possible to get two stakeholders categories:

» the **necessary stakeholders for advocacy reasons**, that is who have high interest and high influence on this issue and therefore high capacity to intervene/act;

» the **desirable stakeholder for advocacy reasons**, that is who is good to get involved because they have low interest but high influence (e.g. pressure groups being able to influence public opinion with respect to certain issues);

In addition to these two, **another category is that of the potential beneficiaries or recipients of** the project that includes all project's beneficiaries or recipients not already covered by the two previous categories.

In this third phase, the matrix that will progressively constitute the stakeholder mapping, will be therefore structured in specific columns to be filled out with:

» the stakeholder relevance level (low and high) and the brief description regarding the two dimensions indicated above: 1. power, influence/impact; 2. Needs/interest/expectations.

» the identification of the subjects as necessary, desirable or beneficiaries/recipients;

Answering these questions is therefore important before selecting the specific stakeholders to be involved and defining their roles in the project. This analysis, in fact, helps to understand who has necessarily to be included in the network as well as their priority of involvement.

Finally, a specific section in the matrix will be provided for the attribution and description of the stakeholder specific role in the project (some specific roles have already been categorized in the matrix).

4. Definition of the ways of contact and involvement the stakeholders and timeline (priority of involvement)

The fourth phase concludes the mapping process and focuses on the ways of stakeholder involvement to get their support. Using a proper communication strategy for each stakeholder is really important and it may make the difference to get their support.

A proper outreach strategy implies that the mapping exercise will also have to consider if stakeholders could have some resistance (for example, when they already work on these issues) and which specific contents to focus on before contacting them.

After deciding this, it is important to choose how to contact stakeholders and mainly which is the most appropriate tool to use for the first contact (email, formal or informal; phone call or other ways, website, social

networks account). Guidelines will be included in the Communication Plan. Moreover, after the first contact, it is really important to set up periodic ways of communication with the stakeholders to keep them updated on and interested in the project. Operatively, continuous updating requires making stakeholders aware and informed on news of the project, the calendar of events, the main results of the ongoing actions, including the sharing of good practices among network members or the adoption of the specific policies as a result of the project. These activities are strictly connected with the dissemination WP.

During the contacts/communications, it is also important to show the stakeholders that their expectations are taken into account and their role is considered as valuable for the success of the project.

In this fourth phase, the matrix will be structured in specific columns to be filled out with the ways of contact/communication of the stakeholders, number and timeline of contacts as well as the specific activities in which they were involved.

ANNEX
STAKEHOLDER MAPPING TEMPLATE

							General characteristics (see the Stakeholder mapping guidelines)			
No	Category	Name of stakeholder	Type of actor (see guidelines)	Form	Territorial/ governmental dimension	Size of the organisation	Specific area of intervention/field of action (see guidelines)	Pre-existing ties with the mapper	Details on prexisting ties the mapper (see guidelines)

General characteristics (see the Stakeholder mapping guidelines)				
Pre-existing ties with other stakeholders included in the mapping	Details on prexisting ties with other stakeholders (see guidelines)	Specific focus on gender related issues	Specific focus on gender based violence	Working directly with IPV survivors (see guidelines)

Contact references						**Intensity of contacts**	
Name	Address	email account	call number	website	Social network account (LinkedIn, Facebook)	date of contact	ways of contact (mail, phone, direct meeting)

Relevance for the project actions (see the Stakeholder mapping Guidelines)				**Level of priority**
Kind of power/ influence/impact Brief description of the main aspects considered (see	Level	kind of need/interest/ expectations Brief description of the main aspects considered (see	Level	Necessary stakeholder /Desirable stakeholder/other recipient (priority of involvement, see guidelines)

Potential Role in the project							
Promoting/ implementing women's labour market inclusion Syntetic description	Promoting/ implementing training targeting women Syntetic description	Promoting/ providing housing for women victims	Facilitating the creation of network protocols for the inclusion of women in the labour	Dissemination of the project' results and promoting the debate	Providing financial support/promoting sustainability of the project's results	Mutual learning (transferring of good practices)	Other

Partnership

The project involves 4 countries and six organizations:

ActionAid Italia, Italy
Istituto per la Ricerca Sociale (IRS), Italy
Rel.azioni Positive Società Cooperativa Sociale, Italy
Center for Sustainable Communities Development,Bulgaria
SURT - Fundació de dones, Spain
Women's Center Of Karditsa (WCK), Greece

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