

Appendices

Strategic Pathway 9: Communication and Engagement

APPENDIX 9.1: Categories of Stakeholders

The following sample listing of categories of stakeholders is provided as an example.

- **Data Suppliers/Producers:** Organizations responsible for generating geospatial data, such as the survey and mapping departments and environmental protection agencies, as well as private companies that collect and distribute geospatial information.
- **Value-adding Organizations** - Government departments and commercial enterprises who add value to the data by extracting information from the data collection, such as the organization for disaster response and management. Other organizations may take the basic geospatial information made available and add more data categories and attributes that form new products.
- **Business Users:** Information users including administrators, managers, agriculture co-operatives, trade organizations, retailers and general public who acquire economic benefits from the availability of information.
- **Political and Decision Makers:** Decision makers, such as ministers and councils/committees who influence financing, policy and strategic priorities of government.
- **Interest Groups:** Community groups with a special interest in spatial information and its use, such as professional bodies and institutes, as well as Surveying, Geospatial Information and IT-related Societies, volunteered geographic information providers and hobbyists.
- **Government Organizations:** National/federal organizations, national legislators or parliamentarians; regional/provincial/state and local government
- **Education Institutions:** Ranging from universities to local primary schools;
- **Media Organizations:** Newspaper, television, journals, radio etc. Note: this group has one of the greatest time dependencies but often the least understanding of geospatial information and what to do with it.
- **Libraries:** Ranging from national to neighborhood libraries that have an interest in provisioning geospatial information as opposed to being a traditional information user.

APPENDIX 9.2: Identifying and Classifying Stakeholders

An example of a template for identifying and classifying stakeholders according to categories (Appendix 9.1).

Individual Stakeholders and/or Groups	Data Supplier/ Producer	Value-adder	Business Users	Decision Makers	Interest Groups	Government	Education/ Research	Media	Libraries
Cabinet Office			x	x		x			
Minister responsible for mapping/geospatial information									
Survey and Mapping Department	x	x	x	x	x				
Lands Office	x	x		x	x	x			
Statistical department/office									
Municipal Public Works Agency	x	x	x	x	x	x			
University		x					x		x
Commercial Real Estate Agencies			x		x				
Community/ Neighbourhood Civic Association									

Individual Stakeholders and/or Groups	Data Supplier/ Producer	Value-adder	Business Users	Decision Makers	Interest Groups	Government	Education/ Research	Media	Libraries
Professional society/institution									

APPENDIX 9.3: Stakeholder Analysis Matrix

An example of a stakeholder analysis matrix: Influence/Interest.

High Influence/Low Interest	High Influence/High Interest
Example: Cabinet, Ministers, Media	Example: Survey and Mapping Department, Census Bureau
Low Influence/Low Interest	Low Influence/High Interest
Example: Neighbourhood civic association	Example: Location-based Businesses e.g. Real Estate

APPENDIX 9.4: Stakeholder Analysis and Communication

An example of a template for stakeholder analysis and considering communication strategy and methods is provided below.

Stakeholder <i>Name</i>	Contact Person <i>Phone, Email, Website Address</i>	Impact <i>How much does geospatial information impact them (Low, Medium, High)</i>	Influence <i>How much influence do they have (Low, Medium, High)</i>	Interest/Importance <i>What is important to the stakeholder</i>	Collaboration Potential <i>How can the stakeholder contribute to strengthening Geospatial Information Management</i>	Potential Blockers <i>How could the stakeholder hinder progress</i>	Communication Strategy <i>Strategy for engaging with the Stakeholder</i>
Minister	John Doe, Minister of Natural Resources jdoe@mnr.gov , 09 987 654 321	High Impacts the effectiveness of his ministerial portfolio	High Influence data capture priorities	The collection, maintenance and storage, and sharing of high-quality geospatial data	Champion and advocate within government the importance of nationally integrated geospatial information management		Invite to international forums; invite to officiate the opening of national symposiums
Cabinet Secretary		Low	High Influence department budget and spending	Understanding the financial, legal and policy implications of geospatial information management	Response to polices developed	Do not support financing of initiatives	Cabinet submissions, reports to elicit a response of draft policy
Survey Department	John Smith, Director General, jsmith@SD.gov , 0998 7765 453	High Impacts their customers and business	High Influence data capture priorities	The collection and management of high quality geospatial data	Agree to abide by the recommended policies, standards and guidelines for managing and	Do not make data accessible potentially due perceived risks	Monthly round table discussion for policy development

Stakeholder <i>Name</i>	Contact Person <i>Phone, Email, Website Address</i>	Impact <i>How much does geospatial information impact them (Low, Medium, High)</i>	Influence <i>How much influence do they have (Low, Medium, High)</i>	Interest/ Importance <i>What is important to the stakeholder</i>	Collaboration Potential <i>How can the stakeholder contribute to strengthening Geospatial Information Management</i>	Potential Blockers <i>How could the stakeholder hinder progress</i>	Communication Strategy <i>Strategy for engaging with the Stakeholder</i>
					sharing information		
VGI Community		Medium	Low	Collectors of geospatial information	Participate in community mapping programs such as map-a- thons	Provide incorrect information	Media releases for launches e.g. launch of new policy
Commercial Real Estate Agencies		Medium	Low	Selling properties and land via real estate websites and Mobile Apps	Exemplify and raise awareness of the use of geospatial information through government supported innovation programs	Do not choose to leverage geospatial information for business	6 monthly information sessions, during engagement phase Ongoing monthly project meetings

APPENDIX 9.5: Stakeholder Communication Plan

The table below is an example of a stakeholder communication plan for the government stakeholder category. It is important to communicate with stakeholders in advance of activities and keep them engaged following any meetings or sessions.

Government Stakeholder Category	Communication Method	Objective and Purpose	Frequency
Directors' General (or equivalent) from organizations involved in IGIF implementation	National forum on IGIF Face-to-face Meetings	INFORM: Raise awareness of benefits of IGIF ¹ implementation CONSULT: Seek opinions if matters	Annual As necessary
Directors of organizations involved in IGIF implementation	Face-to-face Meetings with Directors from organizations. Executive sponsor briefing sessions.	INFORM: Raise awareness of benefits of IGIF implementation CONSULT: Face-to-face Meetings to discuss potential productivity improvements and business opportunities arising from nationally integrated geospatial information management.	Quarterly As necessary
Mid-level managers from District, Provincial and National Government	Individual meetings with senior representatives.	INVOLVE: Discuss Data Sharing Policy and implementation approach. COLLABORATE: Gain input into the Governance Framework. EMPOWER: Approval of Country Action Plan.	As required As necessary As necessary
Subject Matter Experts in different thematic areas	Individual online or Face-to-face meetings Workshops, Brain storming sessions	COLLABORATE: Project Meetings	Monthly
Government organizations (Business Sectors)	Face-to-face meetings Regular newsletters Survey Questionnaires	INFORM: Communicate strategic direction and potential opportunities CONSULT: Seek input to and feedback on proposed approach COLLABORATE: Discuss business opportunities. Define scope, costs and benefits of business opportunities	As necessary As necessary As necessary
Survey Department	Round Table Meetings	CONSULT and COLLABORATE: Discuss data quality improvement program, Data Theme Road Map	Monthly

¹ IGIF – Integrated Geospatial Information Framework

Government Stakeholder Category	Communication Method	Objective and Purpose	Frequency
Geospatial Council Members	Council Members Meetings SME's to Present to Council Regular Reports	INFORM: Presentations CONSULT: Discuss the concept, broad approach and methodology for Geospatial strategy COLLABORATE: Responsible for achieving Country Action Plan success indicators EMPOWER: Country Action plan Priorities	Monthly As necessary As necessary As necessary
Ministry of Finance	Face-to-face meetings, Briefings Correspondence – including communicating approvals and/or authorization	INFORM: Engage early for treasury or ministry of finance to nominate officers to review financial aspects of the IGIF implementation. CONSULT: Discuss funding models for IGIF implementation COLLABORATE: Investment Prioritisation	As necessary
Information Communications Technology (ICT) Agency	Regular face-to-face meetings Coordinating Unit to meet regularly with representatives from Office of E-Government. ITC.	INFORM: Information progress updates COLLABORATE: discuss implementation plan progress, risks and solutions CONSULT: Seek input on issues relating to ICT, privacy, liability, standards, data network strategies, policies and funding options.	Monthly
Minister/s	Fortnightly briefing paper. Presentation to Minister News and Online Media Releases	INFORM: Implementation updates including broad approach and timelines, and emphasising the approval process. CONSULT: Seek Response on Policy Developed COLLABORATE: Gain support of champion at Ministerial level.	Monthly As necessary As necessary
Cabinet	Cabinet submissions, reports	CONSULT and INFORM: Gain support for investment.	As necessary

APPENDIX 9.6: Communication Methods

The table below provides the different communication methods mapped to a particular objective.

Objective	Communication Method
Inform	<ul style="list-style-type: none"> Fact sheets, annual reports, bulletins and letters, speeches, conferences, media releases, websites, open days, newsletters, bulletins, circulars, reports, briefings, blogs, social media, webinars
Consult	<ul style="list-style-type: none"> Face-to-face Meetings, Surveys, Seminars, Public Meetings, Focus groups, Surveys/Questionnaires, Online feedback and discussion
Involve	<ul style="list-style-type: none"> Workshops, Web 2.0 tools (such as wikis, blogs, and podcasts) Forums
Collaborate	<ul style="list-style-type: none"> Reference Groups, joint projects, participatory forums for decision-making; pilot projects, workshops, consultative committees, advisory panels, multi-stakeholder initiatives, partnerships
Empower	<ul style="list-style-type: none"> Facilitated direct dialogue between stakeholders and government, committee members, shareholders, joint planning

Table 9.6.1 Types of communication methods (adapted from IPA2, 2007).

To illustrate some examples of effective communication, the communication and engagement working group (Action 9.6.3) together with the Geospatial Coordination Unit (Action 1.6.2) could consider:

- Establishing formal geospatial information user groups with representatives from key government ministries and organizations, aiming to gather their feedback and requirements for the future. These provide an excellent two-way engagement and communication tool. The secondment of geospatial experts to key governmental organizations can also assist to gain immediate value from their fundamental geospatial data and information assets.
- Demonstrating the power of an integrated approach through senior executive workshops aimed at demonstrating how geospatial information helps support national development challenges and policies. In parallel geospatial experts from across governments share existing data to demonstrate this practically.
- Using international partnerships (Strategic Pathway 7) to enable ministers to see the value and benefits of strengthened geospatial information management in other countries, such as attending high-level Forums on United Nations Global Geospatial Information Management, or technical exchange visit.
- Taking a lead in sharing existing geospatial data widely to encourage use and help recognise gaps that national geospatial information management strategy aims to fill.
- National geospatial information organization establishing a policy and engagement manager to interface with key government organizations to influence emerging national policies.

In 2018, the Agency of Land Administration and Management, Geodesy and Cartography, of Mongolia, translated the Integrated Geospatial Information Framework (Part 1: Overarching Strategic Framework) and the Fundamental Geospatial Data Themes after their adoption by the United Nations Committee of Experts on Global Geospatial Information Management as a basis for senior cross government stakeholder and user engagement and for a senior executive forum to help communicate current national gaps in using integrated geospatial information

APPENDIX 9.7: Communication Methods – Advantages and Disadvantages of Commonly Used Methods

The advantages and disadvantages of some commonly used methods (SPARC, 2019) are provided below for guidance.

- **Seminars, conferences, workshops and meetings:** These are the most effective methods for building and maintaining relationships, influencing views, creating goodwill and for seeking feedback. They are however, expensive to deliver – catering costs, venue etc. If vendors are included as part of a technical exhibition, their registration and sponsorship can offset costs significantly.
- **Websites:** Websites are a great way to disseminate materials and information is accessible all hours. Information can be separated into public sections and more secure sections for specific groups and committees. However, websites can be expensive to set-up and need to be constantly updated and promoted to attract continuous visitor traffic. Users won't normally go to a website unless drawn to it. Links to a website can be included in other communication media as a way to direct users there.
- **Online Newsletters:** Suited to short focused messages. Online Newsletters are fast and easy to dispatch, and cheaper to produce and distribute. They can be announced via an email subscription list. They are also easy to re-share and suitable for social media. The downside is that they can be viewed as spam and end up in junk email folders and may be returned if email addresses are not kept up-to-date.
- **Social Media:** If target audiences are known to use social media, then this provides a powerful avenue for the geospatial community. Geospatial information organizations are increasingly turning to social media and recruiting the skills needed for effective communications. Videos are an increasingly important tool in this regard and have been used successfully to explain complex issues such as dynamic geodesy to decision makers.
- **Printed Newsletters:** These are excellent for more in-depth articles and have a longer shelf life because people tend to keep them on desks and tables. However, they do have longer production times and are more expensive to produce than online newsletters. Also, mailing lists need to be maintained and this can be time consuming.
- **Strategies, Brochures and Reports:** Are a great opportunity to build visibility of the government's integrated geospatial information management initiatives. They can be distributed at conferences and seminars where larger print runs can reduce per unit cost, and like printed newsletters, they have a long shelf life. The cost of production may be prohibitive. Another alternative can be to include these documents as PDF files on a give-away USB drive. The downside is that users have to be interested and take action to look at them.

APPENDIX 9.8: Review and Evaluation - Methods for Benchmarking

The first step in the evaluation process is to decide what to measure. For instance, stakeholder and user engagement may be assumed to be effective if there is an increase in the awareness, advocacy and use of geospatial information. It is good practice to establish baseline data. This process is referred to as 'benchmarking' and can take on various forms including:

- **Interviews** with stakeholders to see if they have noticed a difference in communications. These can be informal such as contacting a stakeholder to learn how well the communication and program are going. A more organized approach could include a session during a stakeholder meeting to engage them with their reactions.
- **Feedback questionnaires** at conferences and seminars. A count of the number attending is usually an indicator of growing or waning interest and thus the effectiveness of engagement.
- Number of **media** articles or features referencing geospatial information, and new location-based products and services, and Apps.
- Number of organizations complying with new policy initiatives, for example an increase in the number of datasets available, **indicates compliance** with data sharing policy.
- Stakeholder satisfaction **surveys** that ask for a rating on communication and engagement performance. These can be repeated annually to gauge if improvements are occurring.