

PLANNING AND PREPARING

RECOMMENDED TASK 2

STAKEHOLDER IDENTIFICATION AND ANALYSIS

1. Purpose

Stakeholder identification and analysis is a critical step in strengthening integrated geospatial information management. People are the key to collecting, managing and sharing geospatial information, and using it for decision-making.

All decisions require data, and as data becomes more valuable and sensitive, human issues of data sharing, security, accuracy and access; forge the need for more defined relationships between people and data.

Stakeholders are integral to the development of integrated geospatial information management and therefore buy-in and commitment from all stakeholders, and particularly senior management, is **critical** to success. Potential stakeholders will only become active participants if they see advantages for their organisation and customers, and if they do not feel threatened by the governance arrangements.

It is worth noting that stakeholder engagement is often not performed well. Geospatial practitioners have been known to make products and offer services without much engagement with users.

2. Method

The identification of stakeholders is driven by common sense, and some networking and investigation. It is best to begin by being inclusive.

Care must be taken to include groups who traditionally are underrepresented in planning efforts. This may seem like a straightforward process, but this is often not the case. Today, end-users access data online and therefore geospatial organizations may find it difficult to determine the full range of uses and categories of users.

Step 1: Identify Stakeholders Categories

The first step is to identify categories of users so that these groups can be engaged with separately, since stakeholder needs are not always aligned. Categories of users might include some of the following:

- **Data Suppliers/Producers:** Organizations responsible for generating data, such as the Survey Department, Land and Land Use Policy Development, Forest Department, Department of Census and Statistics.
- **Value-adding Organizations** - Government departments and commercial enterprises who add value to the data by extracting information from the data collection, such as Department for Disaster Management.
- **Business Users:** Information users including administrators, managers, agriculture co-operatives, trade organizations, retailers and the general public who acquire benefits from the availability of information by way of economic growth.
- **Decision Makers:** Decision makers, such as Ministers, and Committees/Councils who influence the financing, policy and strategic priorities of government in terms geospatial information management.
- **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 agencies, National legislators; regional 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 with the least understanding of where to go for geospatial information and what to do with.
- **Libraries:** Ranging from national to neighborhood libraries that have an interest in provisioning geospatial information as opposed to being a traditional information user.
- <any others>

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Step 2: List Stakeholders

List the names of stakeholders that have an interest in geospatial information management and its use. Consider interest groups, institutions, individuals, organisations and authorities. Then identify which category that they fall under. Note: Some stakeholders will fall under more than one category.

The table below can be used to identify stakeholders and their role (Add rows as required):

Table 1: List of Stakeholders

Individual Stakeholders and/or Groups	Data Supplier/ Producer	Value-adder	Business Users	Decision Makers	Interest Groups	Gov.	Education	Media	Libraries
Survey Department	x	x	x	x	x				
Cabinet			x	x		x			
General Community	x		x						
Commercial Real Estate Agencies			x						
University		x					x		x

Add rows as necessary.

Step 3: Conduct a Stakeholder Analysis

Organisations and authorities at different levels of government, businesses and interest groups have different motives, interests and expertise. It is important to analyse these interests and expectations when developing the [Country] Action Plan, and later again during the implementation phase.

All parties should be listed, including those likely to be affected by the development of integrated geospatial information management, both positively and negatively, directly or indirectly.

Stakeholder analysis can be carried out in a workshop setting with representatives of key stakeholder groups.

1. From the list of stakeholders (Table 1), use the Stakeholder Analysis Matrix (Table 2) to document:

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- The stakeholders contact information – this will enable the stakeholder communication process
 - The level of impact that changes to integrated geospatial information management will impact on the stakeholder (Low, Medium, High). It is also helpful to capture the reason when a ‘High’ preference is chosen i.e. why does the stakeholder have a high impact when viewed from a National perspective.
 - How much influence the stakeholder has on driving change (Low, Medium, High). It is also helpful to capture the reason when a ‘High’ preference is chosen i.e. why does the stakeholder have a high influence when viewed from a National perspective.
 - What is important to the Stakeholder e.g. common, essential and aspirational needs
 - How can the stakeholder contribute to the process of strengthening geospatial information management?
 - Whether or not the stakeholder could block the process of change. This is important as it may have political ramifications.
 - The method for communicating with the stakeholder – refer to the example strategies provided in Table 3.
2. Analyse these stakeholder groups according to a set of priorities and decide whose interests and views are to be given priority in addressing the geospatial information management opportunities and problems. These priorities will inform the stakeholder communication plan below in terms of the method and frequency of communications.

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Table 2: Stakeholder Analysis Matrix

Stakeholder <i>Name</i>	Contact Person <i>Phone, Email, Website Address</i>	Impact <i>How much does Geospatial impact them (Low, Med, High)</i>	Influence <i>How much influence do they have (Low, Med, High)</i>	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 block progress</i>	Communication Method <i>Strategy for engaging with the Stakeholder</i>
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 sharing information	Do not make data accessible potentially due perceived risks	Monthly round table discussion
Cabinet		Low	High Influence department budget and spending	Understanding the financial, legal and policy implications of geospatial information management		Do not support financing of initiatives	Cabinet submissions, reports
VGI Community		Medium	Low	Collectors of geospatial information	Participate in community mapping programs such as map-a-thons	Provide incorrect information	Media releases
Commercial Real Estate Agencies		Medium	Low	Selling properties and land via real estate websites and Mobile Apps	Exemplify the use of geospatial information – awareness raising	Do not choose to leverage geospatial information for business	6 monthly information sessions, information, blogs
University			High Strategic partner in education and continuous professional development				

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Step 4: Produce a Stakeholder Communication Plan

It is important to communicate with stakeholders in advance of activities and keep them engaged following any meetings or sessions. The simple Stakeholder Communication Plan similar to the one in Table 3, can be used to keep stakeholders abreast of activities.

Table 3: An example of a Stakeholder Communication Plan for the Government Stakeholder Category.

Government Stakeholder Category	Communication Method	Purpose	Frequency
Directors’ General (or equivalent) from agencies involved in IGIM activities	National forum on IGIM	INFORM: Raise awareness of benefits of IGIM ¹ activities CONSULT: Face-to-face Meetings	Annual
Directors of agencies involved in IGIM activities	Face-to-face Meetings with Directors from agencies. Executive Sponsor briefing sessions.	INFORM: Raise awareness of benefits of IGIM ² activities CONSULT: Face-to-face Meetings to discuss potential productivity improvements and business opportunities arising from IGIM.	Quarterly
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
Subject Matter Experts in different thematic areas	Individual online or Face-to-face meetings Workshops, Brain storming,	COLLABORATE:	Monthly
Government Agencies (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	
Survey Department	Round Table Meetings	Discuss data quality improvement program, Data Theme Road Map	Monthly
Geospatial Council Members	Council Members Meetings SME’s to Present to Council Regular Reports	INFORM: Presentations CONSULT: Discuss IGIM concept, broad approach and methodology for Geospatial strategy COLLABORATE: Responsible for achieving Country Action Plan success indicators EMPOWER: Country Actin plan Priorities	Monthly

¹ IGIM – Integrated Geospatial Information Management

² IGIM – Integrated Geospatial Information Management

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Government Stakeholder Category	Communication Method	Purpose	Frequency
Ministry of Finance	Face-to-face meetings, Briefings Secretary, Ministry of Finance to correspond with Under Treasurer on IGIM investments.	INFORM: Engage early for Treasury to nominate officers to review financial aspects of IGIM. CONSULT: Discuss funding models for IGIM COLLABORATE: Investment Prioritisation	As required
Information Communications Technology (ICT) Agency	Regular face-to-face meetings Coordinating Unit to meet regularly with representatives from Office of E-Government. ITC.	INFORM: IGIM 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: IGIM update including broad approach and timelines and emphasising the approval process. COLLABORATE: Gain support of champion at Ministerial level.	Monthly
Cabinet	Cabinet submissions, reports	CONSULT and INFORM: Gain support for investment.	As required