

STAKEHOLDER ANALYSIS (PART 1)

WHAT IS A STAKEHOLDER ANALYSIS?

A **Stakeholder Analysis** helps understand the interests and perspectives of key players on a given issue.

It involves identifying:

1. the relevant individuals and groups on the issue;
2. and whether these individuals and groups might support the change (potential allies) or work against the change (potential opponents)

Stakeholders might include:

- ✓ Community groups
- ✓ Advocacy groups
- ✓ Private companies or industry associations
- ✓ Various levels of government
- ✓ Academic researchers
- ✓ others

By identifying key players and what they have at stake, this activity helps to identify who to connect with to create change. This is also the first step to creating a policy map (next activity).

ACTIVITY

Step 1: In the space below, write down the change you want to see. Be as **clear** and **specific** as possible. This is your policy goal.

Policy Goal:

Step 2: List the interested groups and individuals in the left-hand column of the table below (or on a larger flipchart). Who are the interested groups and individuals (“relevant stakeholders”)? These are the groups and individuals who have a stake (positive or negative) in the change you want to create. Try to be specific, for example rather than writing “students” mention a specific student organization. **You’ll return to this table after completing Steps 3 & 4.**

Name of Organization/ Individual	Level Affected by Current Situation (e.g. high, med, low)	Level of Influence (e.g. high, med, low)	Potential Contact

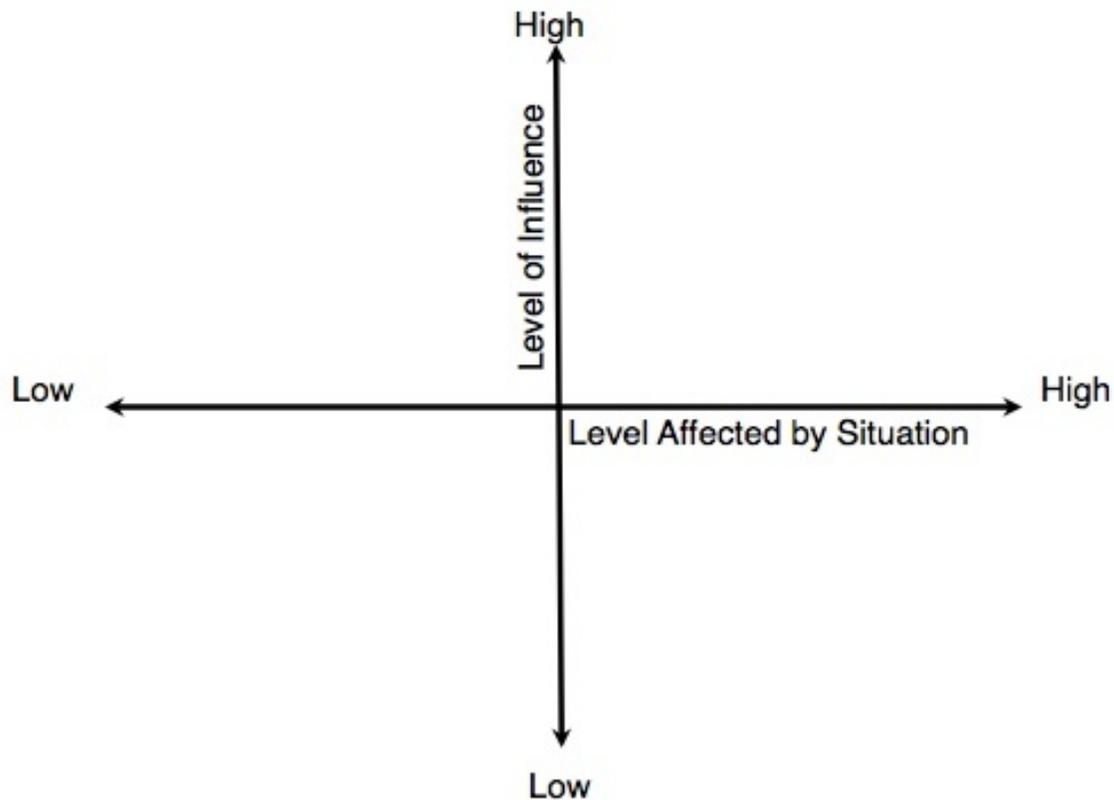
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Step 3: Think and talk about how they are **affected by the current situation**. How much are they affected? A little? A lot? *Use the table above.*

Step 4: **Write down the name of each stakeholder** on a piece of paper. **Then**, think about **how much influence they have and place them on the grid below**. Do they have a lot of power and influence? Only a little?

Step 5: When trying to develop any action plan towards policy change, knowing who to talk to or approach is key! In the last column, think of a specific person or group from each organization you have listed that can become your contact.

Step 6: Using the graph below, map the results you just wrote into your table into the graph. This will give you a good visual representation of who has the most influence over the policy goal you would like to see. Keep what you've learned from this tool in mind when moving to the next tool, the policy map.



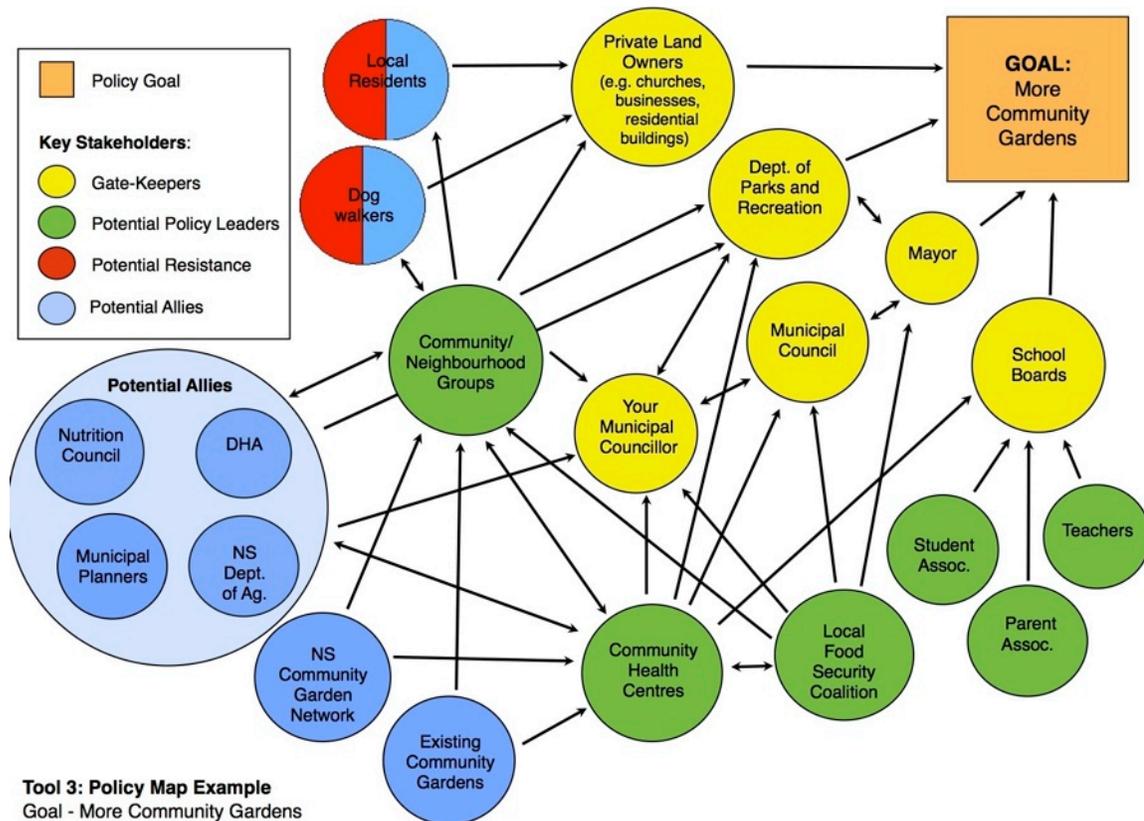
POLICY MAPPING (PART 2)

WHAT IS POLICY MAPPING?

Policy Mapping is a visual tool that can help us analyze the context (“political environment”) of policy decisions that affect our food system. It helps to identify spaces and pathways (e.g. opportunities) for participation & influence in policy change.

While this exercise might seem messy or confusing, the point is not to get a map that is “right” but to get a clearer idea of who you might need to influence and how to get to your policy goal. The goal of policy mapping is also get the conversation going on how the different paths to being able to create change. It is only one step in strategizing towards change.

It builds on Stakeholder Analysis (Part 1). The example below illustrates what we might need to consider if our policy goals were have more community gardens and the initiative was led by a group of community/neighbourhood groups. This policy map:



- ✓ illustrates who the main “gate-keepers” are, or where key decisions are made (both formal and informal), that may be critical to achieving your desired policy change goal [the ORANGE circles in the example]
- ✓ how the stakeholders we identified in Part 1 are involved in these decision-making processes, and thus who can influence decisions [in the example, the arrows from one

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to another circle show who can influence whom; how close or far each circle is to the goal shows how much power each stakeholder has to make the big decisions to achieve the goal]

- ✓ Where resistance might exist, or who potential allies are, that you will need to pay attention to. [the RED and BLUE colours attributed to each circle. FOR EXAMPLE, local residents are stakeholders and some might be resistant.]

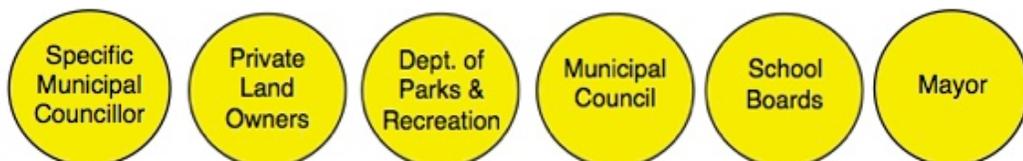
ACTIVITY

Step 1: On a big flipchart, write your policy goal in the top right corner.

GOAL:
More
Community
Gardens

Step 2 For the purpose of this activity, you can use different coloured sticky notes.

- ✓ Determine the “gate-keepers” that you need to influence to realize your goal. Keep in mind that there might be a number of different pathways each with its own set of “gate-keepers” to get to the same goal. Choose one colour to represent them and write down one on each note.



- ✓ Using the groups from your stakeholder analysis, **create three categories of stakeholders** using three different coloured notes to represent: 1) the stakeholders who might be leaders/agents of change (those are might be active leaders in pushing for your goal); 2) those who might potentially be resistant; 3) those who might serve as a useful resources or allies. Keep in mind that different groups or organization might have individuals both for and opposed to your issue!

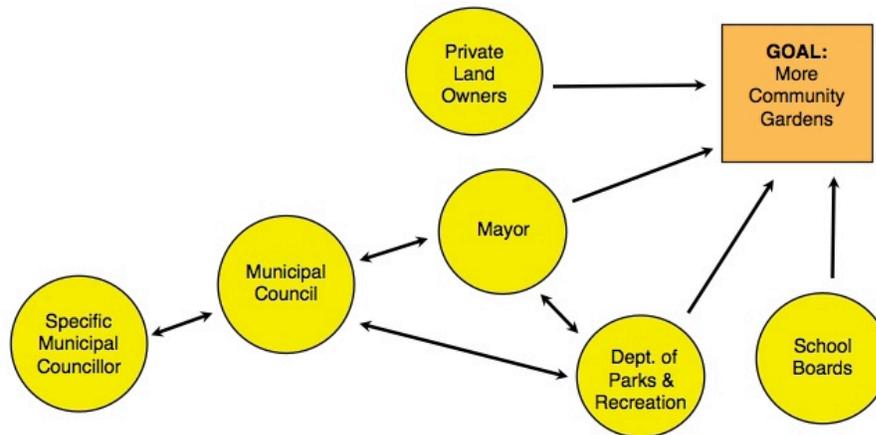


You should now have four colour groups of sticky notes: 1) Gate-keepers/decision-points, 2) agents of change/leaders, 3) allies/resources, and 4) potential resistance.

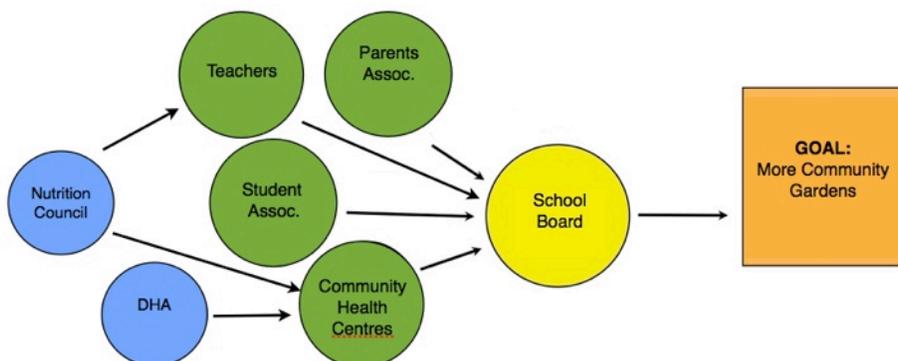
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Step 3: This part will seem messy and confusing, and will involve the most discussion. Remember, there is no “right answer” to this exercise. Do your best!

- ✓ Starting your policy goal in the corner, arrange the gate-keepers/decision points. Recognizing that some gate-keepers might be connected, or sequential; in other words, that to reach one “gate-keeper”, you need to get by another one first.



- ✓ Considering each gate-keeper one at a time, determine which stakeholders (whether for or resistant to your goal) might be involved in influencing that particular path. You can also group stakeholders together if there is an existing relationship between them (e.g. a coalition, network, or partnership). Keep in mind that some stakeholders will have influence over more than one pathway!
- ✓ Use arrows to indicate the direction of the influence from each stakeholder to another, getting to each “gate-keepers” and ultimately to your policy goal.



Concluding Thoughts and Questions:

- ✓ Which path to your goal had the fewest steps? Did one or more pathways seem more do-able than others?

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- ✓ Did you come up with new pathways to your policy goal that you might not have considered otherwise?
- ✓ Did some actors have a lot of power or influence but only to determine the outcome down one pathway?
- ✓ Based on your policy map, what might be some of your next steps? Who should you talk to first? Who do you need to get on side next?

Remember that to reach your policy goal, you only really need to be successful down one pathway, not all of them.