Global Knowledge Initiative

Stakeholder Analysis
Presentation Facilitation Guide

Total Time for Training ~2 Hour

Key to GKI Facilitation Guide
Bold is say out loud (Directions or key points)
Regular is script/outline
Italicize is notes for Facilitator

This session will support participants to map and engage key stakeholders and influencers. We'll explore human-centered design methods for deepening our understanding of our stakeholders and systems methods to understand their connections and interactions.

Presenting AI4R Social Network Analysis

Innovation Enablers & Barriers

Key Influencers: Influence & Incentives Analysis

Using Human-Centered Design methods to understand stakeholders

Welcome	*Welcome participants, ask where folks are from and what organization they are a part of.*
2Min 20Sec	Both design thinking and systems thinking come with A LOT of theory and many, many tools and methods. We have a short amount of time with each other, so we've pulled together what we feel might be most practical for you, both in thinking differently about problems and solutions and for having specific tools you can use. We are not trying to turn you into systems thinking or design thinking experts! So, you won't get a full 101-type training on either topic. Instead,

	hopefully, we'll jump right to the good stuff that you start immediately applying Throughout the slides, we have four categories of information. The first is simply materials, content, and tools that help you shift your mindset. When you see this symbol, you can know that you don't need to master this idea or framework! Instead, go on a journey with us and try on this framework… does it help shift your thinking? Does it give you a new perspective or mindset to consider your problem or solution? Great! If you're not sure you fully understand, that's ok. We're still learning too. Next, we're going to introduce a number of tools. We think these are great, practical tools you can take back to your team or organization and use to improve both your current concept and your broader work. We encourage you to try a few of these with your team offline, even if it's only with one colleague or you take maybe half an hour and try to apply it. So, when you see the toolbox symbol, think about how you can try this with your team. Finally, this program is about collaboration. We'll use this icon to denote opportunities to work together with other teams.
20Sec	What's our agenda for today? First, we're going to take the challenges and problems we uncovered in our root cause analysis and pivot them to opportunities using a technique called "How Might We?" Questions that some of you may be familiar with. The bulk of our time today will be on stakeholder analysis, which will be a requirement for your concept note. Finally, we'll cover some fun, human-centered design techniques you can use to understand your stakeholders better.
	The concept of stakeholder mapping is really centered on the understanding who are the people and the organizations that are ultimately connected to the challenge that you seek to solve. In our previous examples, if it was something simple like we can't hire enough truck drivers, but we have the money. The key stakeholders are going to be related to where and how you meet prospective people looking for jobs and help convince them to apply and eventually accept that job. Ultimately, one of the important steps is centering the people and the organizations that are directly impacted by your problem. Then you'll want to map out who, other than you, is providing solutions to that problem. They aren't necessarily the most effective solutions, but they are stepping in to try to do something to address the problem. At a third level, you'll see the people, organizations, and even agencies that create an enabling environment. An enabling environment is typically the

	organizations that are controlling policies, laws, or funding streams. Ultimately stakeholder mapping should be tactically used to prioritize who you need to talk to and to inform how you are going to reach out to them.
	When you are thinking about the context for the challenge you seek to impact - the first question is central to the design process. Who is centered? This question will guide the rest of your exploration and ensure that any solution or suggested course of action is designed to improve the people's lives at the center. Sometimes when incentives are not aligned, then what ends up happening is that the government or funder becomes centered - and the solutions or actions proposed will receive funder support or be politically palatable - rather than innovations that will actually help those most impacted by the problem. The second question is focused on how you you want to categorize/organize the relationships. It depends on where and how you are storing these names. Whether it is with a spreadsheet, a CRM system, or post-its on a wall, these key identifiers like Sector, Role in the ecosystem, or personal identity can be very helpful. Some examples could be what job title someone has, who someone reports to, and where they work. The third question is to decide if you want to focus on the organization - but even if you do start with organizations, it's vital also to bring it to the individuals in that organization. The final question is to focus on what aspect of the relationships you want to visualize and who are you mapping for. Who ultimately will be using this information? Will it be a funder? your internal team? your boss? your board of directors? your client? the community?
	The Target or Bullseye stakeholder mapping framework is a useful tool for understanding the systems in which a person, department, or organization operates. This enables you to center as an example a person most impacted by the problem and then look at their spheres of connection to the communities around them. As you move out to the lighter blue rings, you can see the institutions that have an impact in shaping the systems in which that person lives - but may not be directly connected. *The following example was pulled from Global Knowledge Initiative's Accelerating Innovation for Resilience 2022-2023 project in Bangladesh. The presenter may change the slideshow and example to a more familiar example for participants.* Now we will give an example If we imagine a scenario in which the authority

	has announced that a cyclone is about to land in Southern Bangladesh, which is often prone to cyclones. How would a village respond to it, given they have less than 24 hours before it makes landfall? First, if there is sufficient time, the local government, such as Upo Zilla Parishad and local Union Porishod led by the Chairman, may make attempts to mobilize staff members and volunteers to carry out announcements and then assist the most vulnerable to take shelter in cyclone shelters, schools, religious buildings, etc. Moving onto the second circle, in the immediate aftermath and/or during a natural disaster, family members, village community members, staff, and volunteers of local mosques and other religious institutions, and schools will mobilize to carry out rescue efforts. This activity will involve the recovery of people and assets, providing first aid, and making an assessment of the damage. This usually happens within the first hours towards the end of the incident. Local village committees may provide and coordinate immediate shelter, food, and medical support. Influential stakeholders during this stage are village committee members, school principals, local doctors, and local mosque/religious leaders. Third circle from the center: assessments done by local actors are usually passed on to the Union Parishad, where the Chairman generally leads rescue and support efforts across the Union. This is the first stage of the Government's intervention and formal rescue efforts. Food, medical support, and shelter are mobilized on a large scale. Immediate rebuilding may start sometime within 24 hours or after. Union healthcare professionals and Upo Zila staff members would generally attend the village if casualties are high, and urgent resources need to be provided. Local NGO offices like BRAC will join the effort during this phase. All resources are generally sourced locally during this stage. Generally, the Union Parishad Officer will lead all stakeholders. Finally, the outside circle: After the 24-hour window, Zila Parishad, or District Commissioner, local law enforcement such as police, member of parliament representatives, and local NGO representatives will start mobilizing together - sometimes in coordination with each other, and if the situation is dire, mobilize separately/spontaneously wherever help is needed. They will take assessments done earlier and mobilize resources from a district-level effort. They will prioritize areas that have been most affected. The central government may also call in the military, particularly the navy and coast guards, to recover casualties (sometimes earlier than 24 hours). 48 hours after the incidents, more coordination takes place between different stakeholder groups through proper planning and policy formulation. Long-term recovery plans are formulated. Relief supplies, financial support, and healthcare support from all over the country and overseas are mobilized through local governments and NGOs, both local and international - such as the Red Cross, WHO, and WFP. Income assistance and support are generally provided after the financial relief sources are

	exhausted. NGOs like BRAC usually do this through their post-disaster programs. *Check for attention and understanding.*
	Now, we turn to the power, legitimacy, and urgency mapping framework. With this framework, you can map out the power dynamics of the stakeholders central to exploring your how might we statement. Ultimately your goal is to understand how much power a person has in the system, how much legitimacy they hold with their peers, and how urgently they feel the problem. First, the green circle for power is mapping out how much power someone has in the ecosystem. The red circle is legitimacy, are they trusted as a source, when they share information, do people listen? If there is someone with a lot of legitimacy but no power and no urgency, they are number 1, dormant. Urgency is someone who is experiencing the problem very deeply. Ultimately it is up to you to decide how much power someone holds, how much urgency they feel about the problem, and how much legitimacy they have in the ecosystem. Note that before you can use the power-legitimacy-urgency framework, you need a comprehensive list of your stakeholders. Optionally you can use the bullseye system to categorize the stakeholders, Ex: An elected government official may feel a great deal of urgency following a devastating flood that led to a lot of bad press. But they may be low on power as they are unlikely to win re-election. In this case, this official may end up being very vocal and demanding (3) or possibly dangerous (5) if they feel they have nothing to lose. Ex. Someone in a bureaucratic role, un-elected, with a low likelihood of being held accountable if they do not do their job well - is likely to be very low urgency. Then you would need to determine whether they have high power or high legitimacy, or both. Someone who processes permits, for example, may not appear to have high power - but if they do not approve a specific application and a project cannot move forward without it, they may actually be someone with high discretionary power (2). Your first pass of mapping key stakeholders (can be individuals, or departments, or organizations for this framework) should also be an opportunity to surface where you have made assumptions and identify where you may need to do more discovery to validate where someone falls on the map.
	The Interest/Influence matrix is the optimal tool for managing communications and prioritization of relationships when advancing your project. This is a tool to help guide your strategy around communication. It's

	ultimately about prioritizing your relationships for the project. You won't be able to speak with all stakeholders, and this tool will help your team prioritize where and how to prioritize their time. You can also use this building off of the bullseye or the power-legitimacy-urgency frame. To build off the other frameworks you can re-categorize the individuals you've mapped on the power/legitimacy/urgency frame. For example, your 4/5/7 (high power, possible urgency, and legitimacy) would all be a very high influence - and you would need to assess what their level of interest is. Your 6's (dependent) and 1's (dormant) would be on the lower end of the influence spectrum and, therefore, on the minimal contact slide. You are essentially going to filter people, and anyone in the top right corner will be the folks you focus on. They are people who will be your champions (provide funding, connections, etc.) They will be critical. Anyone who is of low interest but high influence, that's where you make a plan about how to bring them on board. Who do they trust who could help get them on board? Anyone who is high interest but low influence is a great group to send out a monthly newsletter to or bring into a mass info session. It's really helpful to keep in touch with these folks because you never know if one will become more influential for your program later. Finally, for the people who are low interest and low influence, you will not be doing any tailored communication with them. They will be receiving your social media posts. *Check the group's understanding.*
	Now we will go back to our example from the systems thinking session. *Facilitator will need to prepare Post-it notes and a large flipchart version of the interest-influence matrix on which participants can stick the Post-it notes.* *The following example was pulled from Global Knowledge Initiative's Accelerating Innovation for Resilience 2022-2023 project in Bangladesh. The presenter may change the slideshow and example to a more familiar example for participants.* **Now we will do an activity using Post-it notes to map out stakeholders from our previous example of urban flooding in Dhaka**. **Your task is to recategorize the stakeholders into the interest-influence matrix**. **We will take a couple of minutes for this activity.** *Review the choices that the group made.* Now this exercise should show you who you might want to contact personally in a hypothetical situation. Even if you don't have access to a certain person, think about who is connected to them and who you can

	speak with instead.
1Min 45Sec	In this session, we started to unpack some of our assumptions. It's easy to have assumptions about our stakeholders as well. It would be great if we spent more time getting to know our stakeholders. What are our top priorities for ensuring our solutions don't have assumptions about stakeholders baked in? Knowing our stakeholders is a spectrum. We may have lived their positions, roles, responsibilities, and experiences. More likely, we possibly have either a very close, candid working relationship with them or a professional, collegial relationship. If we think about our experience on the Mural board, however, we definitely found stakeholders we could not identify by name or title, role, department, organization, etc. Take a minute to think about the stakeholders that are implied in your how might we questions. So, go back for a second, what was your "how might we?" question for your team? Now, who are the stakeholders implied in that question? And where do they fall on this continuum? *Type in the chat box or share out with the group. Prepare an example in case of low participation.* Has anyone identified a stakeholder on the right of the continuum?
50Sec	*The facilitator is encouraged to share a story from their personal experience to introduce the next topic "Why Interviews and Focus Groups aren't always enough." Consider experiences where there was limited perspective, missed valuable contextual insights, missed opportunities for inclusive or iterative design, etc.*
40Sec	So let's talk about a few tools you might use to get deeper insights into stakeholders than interviews. These techniques are pulled from human-centered design methodologies. While these are often considered "research" techniques, they are not intended to give you a quantitative, proven fact about your stakeholders. Instead, they are designed to spark insight and deeper empathy. The first tools we can look at are shadowing and immersion techniques. In *[Insert Host Country],* do you have an expression that if you really want to know someone, you must walk a mile in their shoes? Most cultures have some version of this wisdom. And that's essentially what these methods try to do. The first technique is a Day in the Life. And it's just like what it sounds! Spending time with someone without a set agenda. The other two techniques are when you want to understand a specific experience or perhaps even something as specific as a service.

25Sec	A Day the in the Life is a great tool when looking for general insights and inspirations to a person's life or what it's like for a certain position or role you've identified as a stakeholder. It can give you insight into how they spend their time, what motivates them, and what pressures they're under. One thing that I think is particularly helpful about A Day in the Life is it helps me think about my agenda for that person. What is it I want them to do? What about their daily life complements my goal? What is in conflict?
Time = 35s Time to read and respond = 5 mins	*Print and share following document with the group* https://docs.google.com/document/d/1tfyXQA-MKsfI0RIgUz_9M32e4BT7nyyUJcUwK6_1QhY/edit?usp=sharing *The facilitator is encouraged to share a story from their personal experience on this topic. Feel free to research your organization's history to see if this tool has been used before. If you're unable to find one, refer to AI4Resilience's Challenge Winner Inspira's experience with this tool.* *Instructions*: **Read the description. When you're back, share any insights that came to mind in the chat box. What "aha" moments do you think the user might have had? Do you think they had different ideas about programs after this exercise?** *Take 5 minutes to read the article and then return to share observations.*
	Shadowing is a slightly more specific alternative to a Day in the Life. This a good tool to use when you know very specifically what type of experience interests you. Shadowing is a good choice when you're goal is to design or create a better experience as part of your solution or a certain experience is very key to your solution. You want to understand the pain points and high points for your user. You can also better understand why things are done the way they are, test assumptions, and realize problems before they happen.
1Min 30Sec	*The facilitator is encouraged to share a story from their personal experience on this topic. Feel free to research your organization's history to see if this tool has been used before. If you're unable to find one, refer to AI4Resilience's Challenge Winner Inspira's experience with this tool.*
40Sec	Our last immersion technique is something we are calling "Service Tourist" This technique is useful when there's a specific service and someone who is an end-user or customer of that service. There's also a service provider. *The following example was pulled from Global Knowledge Initiative's Accelerating Innovation for Resilience 2022-2023 project in Bangladesh. The presenter may change the slideshow and example to a more familiar example for participants.*

	For our purposes, a service might be someone receiving food aid, and the service provider might be an NGO worker. Or it might be our Dhaka flooding example, and we're interested in the service of picking up waste or unclogging drains. You could actually attempt to follow the process of receiving food aid yourself, or you could go along with the Dhaka sanitation workers and watch or attempt to try some aspects of their jobs. In each of these instances, we are trying to understand on a very specific level what are the pain points for either the end user or the service provider. We're looking for areas where we can design or improve a solution. *There is a whole sub-sector of design that specifically focuses on service design. Within that subsector, you might see this referred to as Service Safari. Obviously, safari has some negative connotations to it, so we're renaming it, but I want to acknowledge that the idea comes from tools that existed before if you want to google other examples.
1Min	*The facilitator is encouraged to share a story from their personal experience on this topic. Feel free to research your organization's history to see if this tool has been used before.*
40Sec	Next we have two other possible techniques that can be more user-driven. First, a photo journal technique. You leave a camera with the person and ask them to take photos of significant moments and activities. When you return, you review the photos together and ask them questions about what they documented and why. This might be a better option, for example, when having you directly in the experience or the service would be intrusive or annoying. It might still be intrusive or annoying to ask them to take photos, so tread carefully. Generally, this technique puts the stakeholder more into the driver's seat to direct what you both talk about. Another option might be a guided tour. Going back to our food distribution example, you could request some provide an informal tour. They will be taking you to points they think are important. As they do, you prompt them with questions about their experiences or pain points. *Optional Activity: How many have used these techniques? Type yes or no. If yes, which one did you use? Describe a little bit for us. How was it useful?*
30Sec	When we select a person whose experience we are learning from, we are choosing to center a certain perspective. Inclusive design means remaining aware of which perspectives we are centering and making active choices to center disadvantaged or historically underrepresented perspectives. We don't need to have a statistically representative survey size.

	So the first two questions are intended to help you and your team think about that as you decide which stakeholders you will get to know better. Next, it's important that the process not be extractive. It should be a mutual exchange of ideas, perspectives, and information. Finally, these stakeholders should co-design your ideas and solutions, so we should treat them that way!
40Sec	Some things not do and what to do instead. Don't think sharing information and context about your research will hurt your results. This is not a psychological experiment! Bring them into the process. Treat them as partners in the discovery. Tell them exactly why you're there and what you're interested in learning about. Don't ignore power dynamics. As we said, design is not neutral. Think about which perspective you're elevating and centering Don't just extract information. Follow up! After your experience, let them know how they helped. For example, you could send them a design postcard with the insights you gained from spending time with them. Or, share your end solution with them. Or let them know your concept note made it to the next round! Offer for them to come join you in your work if they're ever curious. Finally, don't burden people. Compensate people for their time if feasible and appropriate. For those you can't compensate, like a government official, think about ways your work could support or benefit them.
15Sec	In addition to the stakeholder analysis, we suggest you try a few of the HCD methods we've gone over today! These can be used at any time and in any project.