

Stakeholder Mapping

The external stakeholder-mapping step is presented through a simple tool that asks: where do key actors stand (in terms of level of support and level of influence) on the UN strategic options, and how/should the UN engage with each actor (strengthen buy-in, reduce opposition, etc.)? The stakeholder mapping and analysis can be done using a simple diagram, which allows you to visualize the positioning of each actor, and categorize them accordingly.

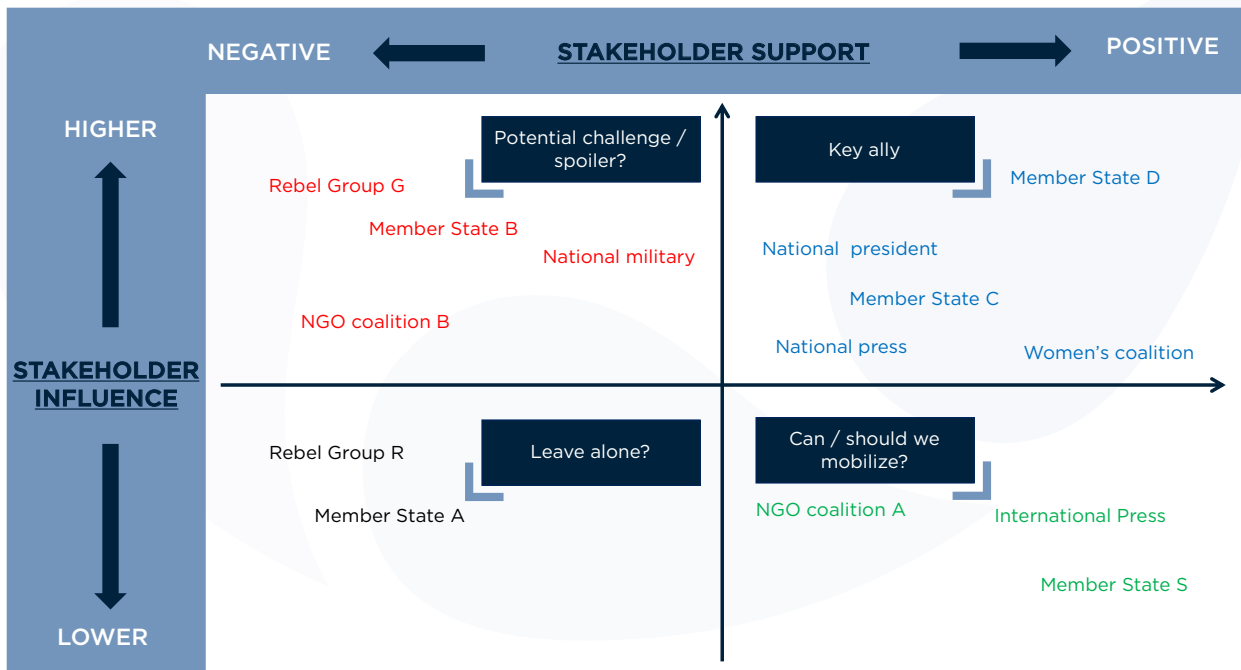
The diagram positions each actor according to two questions:

1. Does the actor support the option under consideration (**horizontal axis**)?
2. What level of influence does the actor have on the option's adoption and/or implementation (**vertical axis**)?

In the hypothetical example illustrated below, the rebel group G is assessed to be strongly opposed to the option and would have significant power to impact its implementation; Member State S is supportive but has little leverage (e.g. it is not on the UNSC and/or has little presence on the ground). The Country president is relatively favorable and is a key actor. The country's PM however is relatively opposed.

STAKEHOLDER MAPPING

Where do key actors stand, in terms of level of support and level of influence, in your strategic options?



Stakeholder Mapping

The mapping triggers a number of critical questions:

- **Those in favour and influential are key allies:** but how do we maintain or even increase their support?
- **Those opposed and with a high degree of influence are challengers:** how do we bring them on board? Can we bring them on board and how? What are the political and opportunity costs of attempting to bring them on board (i.e. Would we recommend the SG to spend political capital on them)? If we choose to ignore, what are the **risks** (to the option being approved, and to the UN's ability to implement the option)?
- **Those who are opposed but have little influence:** should we ignore them? How can we make sure they stay irrelevant? How can we monitor their positioning?
- **Those who are supportive of the option but have little influence:** can we increase their leverage by mobilizing them? What are the **risks** of mobilizing them (for example. If the UN increases their leverage, this may trigger negative reactions from other actors)

These questions illustrate the notion that the mapping is dynamic, and that one actor's positioning influences another actor. Similarly, UN action towards one actor also impacts the decisions, and level of support of other actors.

Each option is therefore scrutinized on the basis of the extent of support it would have from these key actors, organized according to their level of influence. Options that are retained should include, when presented, this analysis and recommendations on which "reluctant" actors to engage with, how, when (before or after adoption), and by whom, along with a clear understanding of the risks of such engagement strategies.