

C.2: Worksheet – Stakeholder Mapping

1. Identify your potential stakeholders

AISP's Expert Panel Report on Data Governance³⁶ recommends considering IDS stakeholders from three categories:

- › **Core stakeholders**, without whose engagement the IDS cannot achieve success
 - Data owners and contributors (directly contributing, or facilitating access)
 - Funding sources (government, private foundations, other)
 - Public agency leadership and key elected officials
- › **Other direct stakeholders**, whose engagement can help facilitate (or impede) IDS success but who are not in the core group
 - Data users (researchers, advocacy groups)
 - Technical experts (legal, data technology, security, research methods, fiscal)
 - Privacy advocates
 - Advocates for vulnerable populations and communities
- › **Other stakeholders**, who can broaden interest of the IDS and deepen its constituencies
 - Business groups
 - Good government groups
 - Other citizen and public interest groups

In order to make sure no one is overlooked, or to narrow in on specific people or groups within those categories, consider these additional questions:³⁷

- › Who will be representing the interests of the individual community members whose administrative data is being used?
- › Which people or organizations will be affected by the results of your IDS or specific IDS use case(s), now and in the future?
- › Which people or organizations are influential on this issue at the local, state, national, or international level?
- › Who is influential within your particular area, community and/or organization?
- › Who can obstruct a decision if they are not involved (individuals, funders, political leaders, oversight groups, etc.)?
- › Who has been involved in this issue in the past?
- › Who has not been involved in past engagements, but should have been?
- › Are there any barriers to engagement that may be/have been deterring some stakeholders?
- › Who else would your current stakeholders invite to participate?

Tips:

- › **Representativeness.** Some groups of stakeholders are more difficult to reach than others, and are thus often the least likely to be represented in policymaking processes. IDS should be creative and go the extra mile to be inclusive, so as to provide a more balanced picture of the community within the engagement process.
- › **Opposition.** Stakeholders should not be excluded simply because they are likely to oppose the IDS or a specific IDS use case. In fact, potential challengers are some of the most important voices to hear from if an engagement process is to be representative and legitimate. Bringing potential opponents into the process can also give them a sense of buy-in and ownership, or at least an appreciation for the good faith of the other participants.

2. Assess your potential stakeholders' interests

Next, assess whether or not the potential stakeholders you have identified are likely to support the IDS/IDS use case, or whether they are likely to be uninterested or unable to participate in the engagement process. Importantly, assess **why or why not**, and **in what ways**, each group is likely to advance or impede the engagement and the process. Consider the possible range of interests—both positive and negative—of each group, such as:

- Interest in improving service delivery, fostering research, or advancing policy goals
- Making the case for additional resources or identifying opportunities for savings
- Strengthening governmental administration, accountability, or efficiency
- Potential of being embarrassed about poor data quality, programmatic problems, or exposing unmet needs/new costs
- Potential burdens of cooperation
- Inertia and organizational culture
- Privacy and security
- Turf wars
- Legal compliance concerns

Tip:

- › **Giving back value.** Many stakeholder groups have even more limited resources to participate in public engagements than IDS have to put them on. Discuss with participants what they want to get out of the process or what hurdles might limit their participation.

For a sample stakeholder analysis, see C.10 in this Appendix.

3. Prioritize your key stakeholders

Finally, prioritize your key stakeholders based on the information above and finalize the group of stakeholders who you intend to formally engage.

To do this, it is useful to think along two dimensions, as illustrated below. Powerful stakeholders with strong interests (quadrant A) demand the most attention.

Tips:

- › **Finding Early Allies.** Those who are likely to be advocates for the IDS should be engaged early and encouraged to help address the concerns of other groups that may be influential but less supportive.
- › **Champions.** When dealing with internal stakeholders, having dedicated “champions” can be an effective way to keep an IDS visible and relevant across several departments or organizations.
- › **Transparency.** Determining which stakeholders actually participate in an engagement can become contentious, and so it is helpful to make the selection criteria as transparent as possible.
- › **Group size.** Although diversity in stakeholder perspectives is important, an overly-large group may be less effective in reaching consensus or navigating complicated discussion points. The size of the group should reflect the breadth and sophistication of the participants, the complexity of the use case and engagement, and consequence of the IDS' activities.

* This worksheet builds on material developed in the *AISP Expert Panel Report: IDS Governance: Setting Up for Ethical and Effective Use*, available at <https://www.aisp.upenn.edu/wp-content/uploads/2016/07/Governance.pdf>