STAKEHOLDER IDENTIFICATION (Canvas)
Preparations and Instructions

☑ Map based on stakeholder impact and interests	☑ Map based on stakeholders roles	○ Map based on city priority areas and project themes	○ Map certain stakeholders or target groups in detail

Overview
- **Developer:** The Mitre Corporation
- Link to original template

Purpose
The canvas aims to provide a comprehensive overview of relevant stakeholders, which include those who benefit from the proposed project as well as those who might be disadvantaged, as part of an inclusive approach to participation.

Advantages and shortcomings
- Advantage: can map several dimensions of stakeholder roles
- Shortcoming: reliance on facilitator to identify missing stakeholders, requires facilitator to have thorough knowledge and understanding

Recommendations on when to apply in the Climate Transition Map
- ✓ Building a strong mandate
- ✓ Understanding the System

The identification of the 'not so usual' suspects, along with those who can play a key role in the process is useful in the initial phase to get citizens on board and understand what their interests are, which can be used as input for the following steps: co-design a portfolio and take action.

Other associated canvases
- Community map
- Stakeholder map & matrix
- Stakeholder power categories
- Quickstarter Stakeholder Engagement

Instructions
- **Duration:** 60+ minutes
- **Materials:**
    - Blank Canvas – printed or online (see note)
    - Post-its and pens
- **Group size:** 4+ people

Note: This tool can be used during virtual meetings to organize an online collaborative exercise. The canvas can be uploaded in an online collaborative whiteboard platform (such as Miro, Mural...) or in a Google sheet and participants can then fill in the map thanks to virtual sticky notes.

Process
Step 1: Start on the left side of the canvas and note down the potential stakeholders for the topic. Then, categorize them into groups: who can provide resources (R), permission (P) and/or are decision makers (D)

Step 2: Move to the right side of the canvas and group the stakeholders which have been identified before according to their focus areas: customers, connectors, and audience of focus. Stakeholders can be in several groups at the same time.

Step 3: In the middle right area, answer the five questions under the Build Empathy and Notice Bias & Assumptions sections, to determine what impact the project has on certain stakeholders.

Step 4: Check whether there are stakeholders that have not been identified and whether the project team is sufficiently representative. Continue identifying stakeholders until it can be established that all have been included.

Step 5: Move to the bottom section of the canvas and select 2 or 3 stakeholders to focus on. Note down potential actions that can be taken and decide on next steps.

STAKEHOLDER IDENTIFICATION CANVAS

MITRE | Innovation Toolkit

Who are all the stakeholders?
Individuals, organizations, or groups who are involved with, can influence, or will be impacted by the effort

Customer
Who is asking us to do this work?

Connector
Who could help us serve / reach the audience of focus?

Audience of focus
Who are we serving?

Who are the gate keepers?
Who might provide permission / resources / access?

← **Tip!** Customers may also be Connectors or Audience of Focus, and vice versa. →

Build Empathy	Notice Bias & Assumptions
Who or what will benefit or be burdened? *How?*	**Who may have an alternative perspective?** *How might they help us think differently?*
Who or what is missing? *Who or what has (historically) not been involved and needs to be?*	**Have we identified a comprehensive and representative set of stakeholders?** *How do we know? If not, how might we find out?*
	Is our team representative of who we're trying to serve? *How might that impact our approach?*

Now look through the list and categorize into like groups. If you're stuck, try using:
R - stakeholders who give resources
P - stakeholders who give permission
D - decision-makers

Which stakeholders do we need to understand better? *Focus on 2 or 3.*

Next steps: