Stakeholder mapping analysis

Find out who is involved in your regional food system, what they do, what they need and what they could bring. The first step towards bringing the right people around the table.

Stakeholder mapping analysis is an inventory of the people and organisations involved in your regional food system, at every step: those working directly in the food chain, such as farmers, processors, markets and food banks, and those around it, such as officers in government departments, NGOs, community-based organisations, universities and research institutes.

How to do it

1. **Gather what is already known.** Collect information from reliable sources: local government websites and policy documents, NGO websites, membership lists, earlier food system reports, agricultural census and market data, business and media reports.
2. **List the stakeholders for each pillar.** Use the five pillars as the steps of your food system (Produce, Process, Eat, Donate, Compost), and add those around the food system: government, NGOs, community organisations, education and research, finance.
3. **Fill in the table.** Write down what you know about each stakeholder. Keep everything in one table and add to it as you learn more.
4. **Check who is missing.** Count stakeholders per pillar and per type. Gaps or groups that are over-represented show you who else to invite or interview.
5. **Talk to the stakeholders.** Interviews and workshops fill in what documents cannot tell you: views, needs, relations and the potential people see.
6. **Draw the map and share it back.** Place everyone on the map, draw their relations, and discuss it with the people on it. Use it to decide who to involve, and how, in your ReFood Community.

Look through a regenerative lens

Who would have a stake in what this place could become?
Do not stop at the people affected by today's problems. Also list those who could help the food system grow: a school kitchen, a young farmer, a compost initiative, a retired agronomist.

What potential does each stakeholder see?
Ask what they think the region's food system could become, not only what is wrong with it. Shared potential brings people together more easily than a list of problems.

At which level do they work?
Note whether a stakeholder works at the level of one farm, a community, the whole region or beyond, and how those levels connect.

Which levels of work do their activities serve?
Operating and maintaining what exists is as necessary as improving and regenerating. Make all four visible, so no one's contribution is overlooked.

Does the map ring true to the people in it?
Share your map with the stakeholders and check it against their own experience of the place. Their corrections are part of the result.

In this template

1. Stakeholder table, two pages: one row per stakeholder
2. Stakeholder map: place everyone and draw their relations
3. Representation check: who is there, who is missing

Adapted from the "Stakeholder mapping analysis" activity of the City Region Food System Toolkit (FAO Food for the Cities Programme, with the RUAF Foundation and Wilfrid Laurier University), including its template "Table for collating stakeholder data" (Jess Halliday, 2022). The regenerative questions and the five-pillar structure are added by The ReFood Network.

Stakeholder table

Region: _____ Date: _____ Filled in by: _____

Stakeholder Person or organisation; contact person and details	**Pillar and type** Produce, Process, Eat, Donate, Compost, or around the food system; direct or indirect	**Mandate and main work** Mission, role, responsibilities; where they work	**Involvement** Past, ongoing and planned activities in the food system	**Views** How the food system works, its weak points, how it should develop	**Resources** People, money, land, knowledge, networks they could bring	**Relations** Who they work with, or have tensions with	**Stake in what could be** What potential do they see? What could they help build?

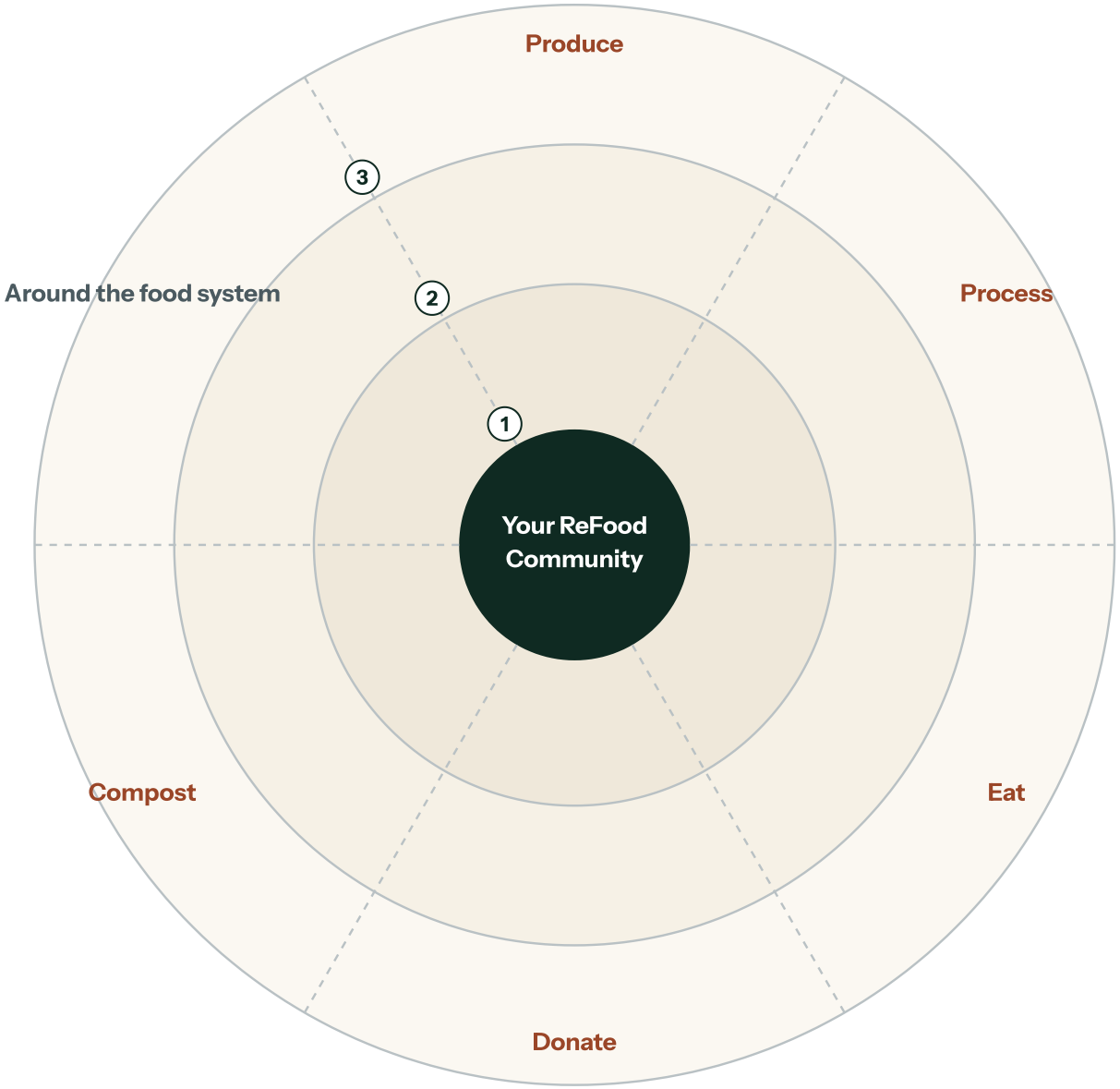
Stakeholder table (continued)

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Stakeholder map

Region: _____ Date: _____



Rings

1. Local: farm, village, neighbourhood
2. Regional: your bioregion
3. National and international

How to draw

- A stakeholder: write the name next to the dot
- They work together
- Occasional or informal contact
- Tension or conflict
- Sees a strong potential for the region

Then ask

Where are the empty areas? Which stakeholders connect many others? Who could help the region become what it could be?

Representation check

Count the stakeholders in your table (or the people you plan to interview) for each pillar and type. Empty cells show who is missing.

Type of stakeholder	Produce	Process	Eat	Donate	Compost	Around the food system	Total	Who is missing? Who to invite?
Farmers and growers								
Processors and makers								
Markets, shops, restaurants								
Schools and institutions								
Food banks and social organisations								
Composting and waste								
Local and regional government								
NGOs and community organisations								
Education and research								
Finance and business support								
Other: _____								