



OFFICE ORDER No. 11
Series of 2023

TO : ALL BAFS EMPLOYEES
FROM : OFFICE OF THE DIRECTOR
SUBJECT : GUIDELINES IN THE CONDUCT OF STAKEHOLDER MAPPING
Date : March 6, 2023

Pursuant to the implementation of the BAFS Logical Framework 2023-2028, the following guidelines for systematic and stakeholder-targeted engagement activities is hereby issued to assist the Divisions in designing activities and developing work plans.

I. SCOPE AND OBJECTIVES

This document provides the Bureau with the procedure for stakeholder mapping. Proper stakeholder mapping is important so that the right method of engagement is identified. Implementing the right method of engagement ensures that the feedback, issues, and concerns from relevant stakeholders are gathered, understood, and considered in the development, monitoring, and evaluation of programs, activities, projects, services, and policies.

II. PROCEDURES FOR THE CONDUCT OF STAKEHOLDER ANALYSIS/MAPPING AND IDENTIFICATION OF TOOLS OF ENGAGEMENT

Stakeholder mapping should involve identifying, analyzing, mapping, and prioritizing relevant stakeholders, as shown in Figure 1.



Figure 1. Stakeholder mapping inventory

A. STAKEHOLDER MAPPING

1. Stakeholder identification:

Stakeholders should be identified as primary(economic) and secondary/(external) stakeholders.

Primary stakeholders are those directly impacted by Bureau's decisions economically, while secondary stakeholders are indirectly impacted by Bureau's decisions. Table 1 provides a non-exhaustive list for each type of stakeholder.

Table 1. Types of stakeholders

Primary (economic stakeholders)	Secondary (external stakeholder)
BAFS employees (executive, middle level and rank and file)) Customers / Clients / Consumers Suppliers/Vendors/Service Providers DA Regulatory Agencies DA Regional Field Offices (RFO) Technical Working Group on Standards Development	Lawmakers (Congress and Senate) Local Government Units (LGU) Academe/research institutions Other National Government Agencies (NGA) Civil Society Organizations (CSO) Professional Organizations Farmers and Fisherfolk Media

2. Stakeholder analysis

Once all stakeholders have been identified, the relevance of stakeholders to the proposed program, activities, projects, services, and policies should be analyzed based on their power/influence and interest. The power/influence refers to the ability of the stakeholders to affect the implementation of the program, service, policy, or any intervention being consulted to them. It is characterized based on the aspect of their power and leadership. On the other hand, the interest of stakeholders is determined based on the advantages and disadvantages of a program, activities, projects, services, and policies affecting them.

3. Stakeholder mapping

Consequently, the stakeholders should be mapped out based on the analysis of their importance and interest. Due to limited resources such as manpower, time, and finances, the list of stakeholders should be prioritized, focusing on individual/s and group/s that are related to or directly or indirectly affected by the particular program, activities, projects, services, and policies and those who have the power to affect its implementation.

Figure 2 provides an illustration of stakeholder mapping as referenced from Mendelow (1981) “Environmental Scanning – The Impact of the Stakeholder Concept”. The stakeholder-mapping matrix intends to facilitate which stakeholder to prioritize and subsequently allows the selection of appropriate engagement methods and tools. At the same time, the matrix provides guidance on what management style or action should be taken for the mapped-out stakeholders.

<p>Quadrant 1 High Interest Low Influence <i>(Keep informed)</i></p>	<p>Quadrant 2 High Interest High Influence <i>(Manage closely or actively engage)</i></p>
<p>Quadrant 3 Low Interest Low Influence <i>(Monitor with minimal effort)</i></p>	<p>Quadrant 4 Low Interest High Influence <i>(Keep satisfied)</i></p>



Figure 2. Stakeholder mapping matrix

Stakeholders listed in the first quadrant are those analyzed to have high interest and low influence, which should be kept informed. Stakeholders in the second quadrant are those with high interest and influence. Thus, managing them closely or actively engaging with them should be observed. Stakeholders in the third quadrant are perceived to be cautious about deciding or have a low interest or low influence on the program, activity, project, service, or policy; as such, they should be monitored with minimal effort. Lastly, stakeholders in the fourth quadrant have low interest yet high influence that could significantly affect a program, activity, project, service, or policy direction. They should be kept satisfied.

Stakeholders are also mapped out based on their roles in the proposed program, service, or policy intervention. They can be clustered as allies, neutral or indifferent, and adversaries. Table 2 provides the summary of stakeholders' roles, their descriptions, and recommended management strategies.

Table 2. Roles of stakeholders and how to manage them

Assessment	Description	How to manage
Allies	<p>Group driving the change or project</p> <p>Have a high understanding of project aims and objectives</p> <p>Highly support the project</p>	<p>Internal champions and sponsorship</p> <p>Input to key milestones and decisions</p> <p>Use for internal promotion of objectives and benefits</p> <p>Active communications, keep regularly involved</p>
Neutral	<p>Individual or groups yet to take a definitive position on the project</p> <p>Identify gaps in knowledge and seek to fill them</p>	<p>Seek their views on key issue and address concerns</p> <p>Be careful not to make them opponents/adversary</p>
Adversary	<p>Actively oppose the campaign</p> <p>In disagreement with certain point, goal or ambition.</p> <p>May sabotage plans by influencing others against it</p>	<p>Use conflict management techniques</p> <p>Seeks views once understanding starts to develop</p> <p>Knowledge of error in project assumptions</p> <p>Initiate discussions and understand reasons for low acceptance</p>

4. Stakeholder prioritization

Prioritization of stakeholders should be based on the output of stakeholder identification, analysis, and mapping out. Divisions should also create criteria of prioritization based on the program, activity, project, service, or policy being consulted or planned to be implemented. The prioritization will help ensure that the Bureau's resources are optimized without sacrificing the objective of the engagement.

B. ADAPTING THE RELEVANT TOOLS OF ENGAGEMENT

Following the activities related to stakeholders' mapping out inventory, identification of levels and extent of stakeholder engagement should follow. Although there is no single method or one-size-fits-all method for stakeholder engagement, the chosen method

should take into consideration the results of the stakeholder mapping. The Division may choose a number of methods of engagement at different stages of the process. Examples of possible methods of engagement are shown in Table 3.

Table 3. Different levels and tools of engagement

Priority	Details	Management	Tools of engagement	Methods of engagement
High priority	High influence High interest	Manage closely or actively engage	Collaborate Empower	<ol style="list-style-type: none"> 1. Joint projects and ventures 2. Partnerships 3. Multi-stakeholder initiatives 4. Online collaborative platforms 5. Integration of stakeholders into governance, strategy, and operations of the organization
Medium Priority	High Influence Low Interest	Keep satisfied	Involve	<ol style="list-style-type: none"> 1. Multi-stakeholder forums 2. Advisory panels 3. Consensus building processes 4. Participatory decision-making processes 5. Focus groups 6. Online engagement tools
	Low Influence High Interest	Keep informed	Consult	<ol style="list-style-type: none"> 1. Surveys 2. Focus groups 3. Meetings with selected stakeholder/s 4. Public meetings 5. Workshops
Low Priority	Low interest, Low influence	Monitor with minimal effort	Inform	<ol style="list-style-type: none"> 1. Bulletins and letters 2. Brochures 3. Reports and websites 4. Speeches, conferences, and public presentations



Levels of engagement in relation to the commitment of the Division to the stakeholders are presented in Table 4. This describes how to inform, consult, involve, and collaborate with the stakeholders. A template regarding evaluation and improvement of stakeholder engagement strategy is also provided in Annex A.

Table 4. Levels of engagement vis-à-vis organization’s commitment

Inform	Consult	Involve	Collaborate
To inform or educate stakeholders in one-way communication, there is no invitation to respond	To gain information and feedback from stakeholders to inform decisions made internally. Limited two-way communication -ask questions, stakeholder provides answers	To work directly with stakeholders throughout the process to ensure that issues and concerns are understood and considered. Two-way or multi-way communication where learning takes place on both sides	To partner with stakeholders and/or stakeholder groups for the development of mutually agreed solutions and joint plan of action. Two-way/multiway communication where learning negotiation and decision making on both sides. Stakeholders work together to take action.
We will keep you informed	We will keep you informed, listen to your concerns, consider your insights, and provide feedback on our decisions	We will work with you so that your concerns and issues are directly reflected in alternatives developed and provide feedback on how input influenced the outcome	We will work together to agree on what we will implement and incorporate your advice and recommendations into the outcomes to the maximum extent possible.

For your information and guidance.


KAREN KRISTINE A. ROSCOM, PhD
 Director IV
 ME RVC
 06032023



References

AccountAbility. 2015. AA1000 Stakeholder Engagement Standard (SES)

AccountAbility. 2005. The Stakeholder Engagement Manual Volume 2 The Practitioner's Handbook On Stakeholder Engagement

Australian National Audit Office (ANAO). 2014. Public Sector Governance – Strengthening Performance Through Good Governance.

Department of Agriculture - Bureau of Agriculture and Fishery Standards (BAFS). Quality Management System.

Department of Health. Australian Government. 2005. Stakeholder Engagement Framework: Stakeholder Engagement Practitioner's Perspectives.

Department of Health Australian Government. Undated. Stakeholder Engagement Framework.

Freeman, R. E. 1984. Strategic Management: A Stakeholder Approach.

Global Impact Investing Rating System (GIIRS) Emerging Market Assessment Resource Guide: Stakeholder Engagement. Downloaded April 17, 2018
https://bimpactassessment.net/sites/all/themes/bcorp_impact/pdfs/em_stakeholder_engagement.pdf

International Standard ISO 31000 Risk management – Principles and guidelines

Jeffery, N. 2009. Stakeholder Engagement: A Road Map to Meaningful Engagement

Malaysia Productivity Corporation (MPC). 2013. Best Practice Regulation Handbook.

Mendelow. 1981. Environmental Scanning – the Impact of the Stakeholder Concept. Paper presented at the Proceedings of the International Conference on Information Systems. Cambridge.

Morris, J., and Baddache, F. 2012. BSR Back to Basics: How to Make Stakeholder Engagement Meaningful to Your Company.

Organization for Economic Co-operation and Development (OECD). 2008. Building an Institutional Framework for Regulatory Impact Analysis (RIA): Guidance for Policy Makers.

Organization for Economic Co-operation and Development (OECD). Forthcoming. OECD Best Practice Principles on Stakeholder Engagement in Regulatory Policy – Draft for Public Consultations.

Patridge, Katherine. Jackson, Charles. Wheeler, David. Zohar, Asaf. Stakeholder Research Associates Canada Inc. Ontario, Canada.

Plant Biosecurity CRC (PBCRC). Guidelines for stakeholder engagement to build collaborative response to biosecurity incidents. Downloaded April 16, 2018
<http://www.planthealthaustralia.com.au/wp-content/uploads/2016/11/Guidelines-Stakeholder-engagement-v1.0.pdf>

Policy Champions Network. Undated. Effective Stakeholder Engagement - Good practice guidelines.

Schmeer, Kammi. 2000. Stakeholder Analysis Guidelines. Policy Toolkit for Strengthening Health Sector Reform

Stakeholder Analysis Toolkit. Downloaded April 16, 2018
<https://www2.mmu.ac.uk/media/mmuacuk/content/documents/bit/Stakeholder-analysis-toolkit-v3.pdf>

Stakeholder Research Associates Canada Inc. 2005. The Stakeholder Engagement Manual. Vol 1: The Guide to Practitioners' Perspectives on Stakeholder Engagement. First edition.



Annex A
(informative)

Evaluation and improvement of stakeholder engagement strategy

Priority	Details	Stakeholder	Role	Tools of Engagement	Description	Specific Engagement	Advantage	Disadvantage	Opportunities for Improvement
High priority	High influence, High Interest								
Medium Priority	High influence Low interest								
	Low influence, high interest								
Low Priority	Low interest, low influence								