Stakeholder Landscaping Exercise
How-To Guide

Introduction

As part of the process of developing a consumer advisory panel, a market conduct supervisor (MCS) should consider questions such as "What do we need to know that we don't know already?" and "How can panel engagement improve our financial consumer protection work?" An MCS may also need more information about stakeholders in its jurisdiction that are relevant to financial consumer protection. To fill this gap, the MCS could use a **stakeholder landscaping exercise** to provide inputs to decisions about the organization and membership of the panel. In addition, a landscaping exercise can help expand an MCS' understanding of financial consumer issues and build contacts and relationships with consumer advocates and other experts.

CGAP developed an [Excel template](#) to compile and organize stakeholder landscaping information to assist in this effort. The template is adapted from a similar tool used by [Cenfri](#) to conduct a stakeholder landscaping exercise for South Africa's Financial Sector Conduct Authority (FSCA) as part of a CGAP pilot to support the creation of FSCA's consumer advisory panel. The spreadsheet has sections to log indicators of stakeholder capacity, interest, and relevance (e.g., target market, mandate/mission, reach, and financial sector touchpoints). Other tabs track interactions with stakeholders, record notes from the meetings with stakeholders, and store contact information. A pivot table can filter stakeholders across various categories and segments. For example, organizations serving micro, small, and medium-sized enterprises (MSMEs), national versus local reach, or specific groups of consumers (e.g., women, youth, and low-income people).

Landscaping Methodology

The landscaping exercise combines *desk research* to define the landscape of individuals and organizations relevant to consumer protection and financial services and targeted *interviews* with certain stakeholders to better understand their relevance, capacity, and interest in participating in an advisory panel. The methodology is divided into three steps: Initial Scan, Refine and Assess, and Synthesize Results.

Initial Scan
The exercise starts with desk research across various categories of organizations and individuals that are relevant to financial consumer protection, such as consumer associations, academics and researchers, industry associations, and other authorities (e.g., other financial sector regulators, general consumer protection authority, telecommunication authority). The MCS should cast a wide net during this step to ensure the results are comprehensive and inclusive.

Refine and Assess
During the next step, desk research findings are refined by interviews with selected stakeholders and other experts. As it will be difficult in most jurisdictions to interview every stakeholder, the MCS will need to set criteria for selecting interviewees. This might include ensuring broad coverage across different market segments and stakeholder categories,

speaking with the most active stakeholders within a category, and perceived stakeholder interest and capacity based on the desk research. Interview choices should also align with the MCS preference on whether the advisory panel will be limited to consumer associations or have broader membership that includes other authorities, researchers, and/or industry representatives. The spreadsheet tabs for each stakeholder category can be adapted to include/exclude details as needed. The inputs from this step will inform both objective and subjective assessments of relevance, interest, and capacity for each stakeholder.

Synthesize Results
Once the stakeholders are assessed across the three dimensions (relevance, capacity, and interest) the results can be synthesized and ranked for comparison. An MCS can create their own ranking system or use this one created by Cenfri. The MCS can then analyze how many stakeholders in each ranking level have financial sector touchpoints, target low-income groups, cover different types of market segments, and what size those segments have. This analysis can help the MCS get a better sense of the number of potential panel members and how this could change based on different criteria.

Figure 1. Ranking the stakeholder landscape
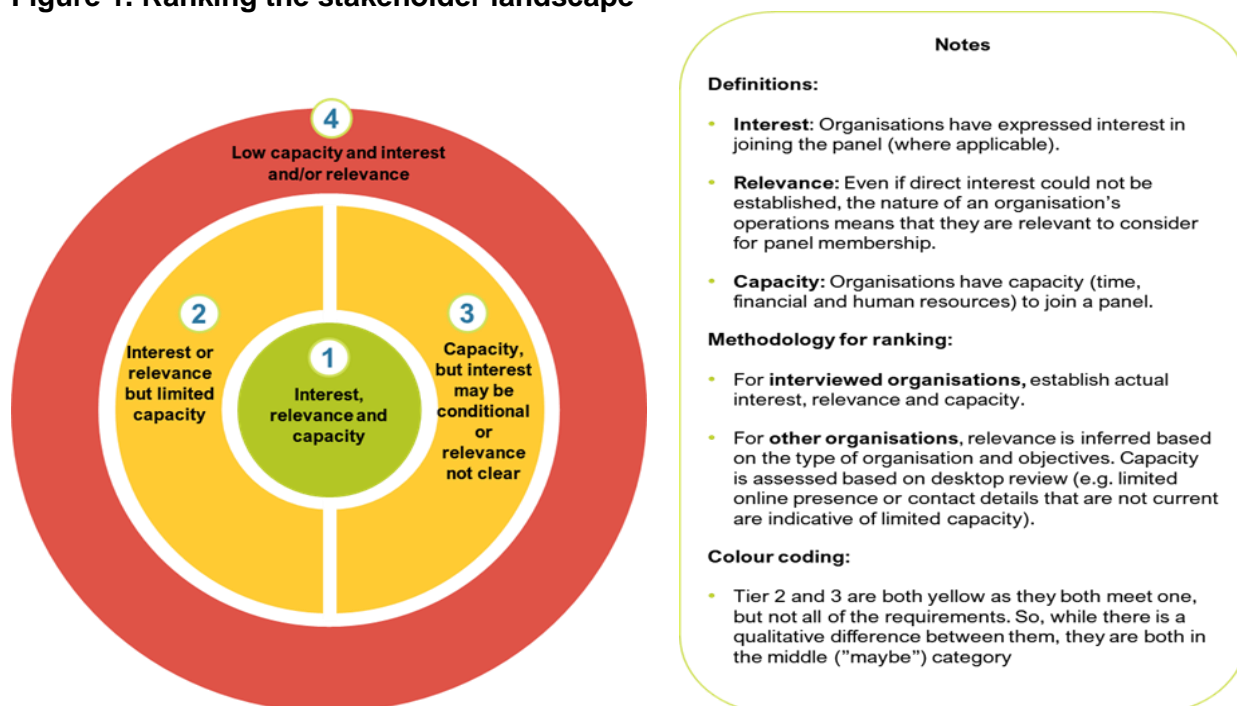
Source: Cenfri

In addition to narrowing the field of potential members, the synthesis will also help to identify important themes and considerations related to how the panel will be set up and administered. For example, what is the desired mix of large and small organizations? Should the panel include lower-capacity consumer associations to help build their skills and experience? Is specific expertise or knowledge needed to deal with certain risks or emerging issues?

Although it will be easier to rank stakeholders that were interviewed, this should not preclude consideration of those that were not. Relevance can be inferred from their consumer-oriented

work and objectives, while capacity and potential interest can be assessed based on desktop review of outreach activities, online presence, and up-to-date contact details.

Box 1. Sample Ranking Decisions[1]

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Tier 1 – Interest/relevance and capacity

An advocacy organization representing the elderly that has good working relationships with relevant government departments

They are interested in joining a panel to elevate the voice of older consumers, who have increasingly been the victims of financial scams and poor customer service. Although the organization has a small permanent secretariat, its capacity is otherwise strong, including an active and knowledgeable board of directors.

Tier 2 – Interest/relevance but limited capacity[2]

An organization that promotes increased access to financial services for MSMEs

Members are a cross section of civil society organizations (e.g., religious, labor, and cooperatives). The organization is highly relevant and successful but has limited capacity. For example, it has only one staff member and no physical office.

Tier 3 – Capacity, but interest is conditional or relevance unclear[2]

A think tank housed at a local university concerned with gender equity in financial services

It supports local and regional research projects related to financial inclusion for women. It appears to have good capacity and relevance, but its interest level is unclear.

Tier 4 – Low capacity, interest, and relevance

An association that promotes access to jobs and skills training for marginalized youth living in rural areas

Based on initial desk research, its financial services relevance, interest, and capacity are unclear.

[1] These are fictitious examples, not actual stakeholders.
[2] Tiers 2 and 3 are both yellow as they both meet one, but not all the requirements. So, while there is a qualitative difference between them, they are both in the middle/maybe category.

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<u>Final note</u>

The stakeholder landscaping template can be a valuable tool to assist the MCS organize stakeholder information and highlight useful information about the consumer financial services landscape. However, designing a consumer advisory panel and curating its membership is more art than science. Assigned rankings and panel membership choices should incorporate the judgment of the MCS, not be solely based on a mathematical average of ratings or limited to those with the highest ranking. As indicated in the implementation guidance for consumer advisory panels, the membership selection process and criteria should be transparent. However, the stakeholder landscaping exercise is better suited as an internal document so that all panel members see each other as equally important from the outset.