



**JNCC Report 752**

**Technical assistance programme for effective coastal-marine management in  
the Turks and Caicos Islands (DPLUS119)**

**WP4: Knowledge Exchange Programme – Final Report**

**Annex 1: Stakeholder mapping (2020)**

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**November 2023**

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ISSN 0963 8091

## 1. Introduction

Stakeholders are individuals (or groups) who can affect or are affected by an organisation, strategy, or project. Stakeholder mapping is the process of identifying these people before the project begins; grouping them according to their levels of participation, interest, and influence in the project; and determining how best to involve and communicate with each of these stakeholder groups throughout.

This stakeholder mapping is conducted under the Darwin Plus funded project 'Technical assistance programme for effective coastal-marine management in TCI' (DPLUS119) Work Package 4: Capacity Building and Community Engagement. This analysis will inform the subsequent Stakeholder Engagement and Communication Strategy.

## 2. Identifying stakeholders

Identifying and grouping stakeholders is an important first step to ensure the full range of interest, needs and views are taken account of during the lifetime of the project. The stakeholders included in the groups in Table 1 will be reviewed on a regular basis, for example the stakeholders listed in 'current' and 'former' Darwin Plus project leads will likely change with each Darwin Plus initiative funding cycle.

**Table 1:** Stakeholder groupings.

<b>Group</b>	<b>Stakeholders</b>
<b>Project lead</b>	- JNCC
<b>TCI project lead</b>	- Department of Environment and Coastal Resources (DECR)
<b>Project partners</b>	- South Atlantic Environmental Research Institute (SAERI)
<b>Darwin Plus Initiative</b>	- Defra
<b>Other current Darwin Plus project leads (marine and coastal) – see Appendix 1</b>	- Efec - RSPB - University of Liverpool
<b>Former Darwin Plus project leads (marine and coastal) (see Appendix 1)</b>	- Cefas - Environment Systems - University of Greenwich
<b>TCI senior decision makers</b>	- Governor's Office - Premier's Office - Ministry of Tourism, Environment, Heritage, Maritime, Disaster Management and Gaming - Opposition MPs - Attorney General's Chamber
<b>Focal TCI Government Departments and statutory bodies</b>	- Statistics Department - Survey and Mapping Department - Planning Department - Ports Authority - Department of Disaster Management and Emergencies - Tourist Board - Maritime Affairs - Turks and Caicos National Trust
<b>Secondary TCI Government Departments</b>	- Environmental Health Department - Department of Education - Department of Culture - Strategic Policy and Planning Department - Central Information Technology Unit
<b>UK Government Departments and agencies</b>	- Foreign and Commonwealth Development Office (FCDO) - Blue Belt programme - UKHO - Maritime and Coastguard Agency

Group	Stakeholders
<b>Fisheries</b>	<ul style="list-style-type: none"> <li>- Commercial fishing</li> <li>- TCI Fishing Cooperative Incorporated</li> <li>- Recreational/artisanal fishing</li> </ul>
<b>Dive industry</b>	<ul style="list-style-type: none"> <li>- Dive shops Providenciales</li> <li>- Dive shops Grand Turks</li> <li>- Dive shops Salt Cay</li> <li>- Dive shops South Caicos</li> </ul>
<b>Water sports industry</b>	<ul style="list-style-type: none"> <li>- Turks and Caicos Water Sports Association</li> <li>- Turks and Caicos Sailing Association</li> </ul>
<b>Local environmental NGOs, research bodies and consultancies</b>	<ul style="list-style-type: none"> <li>- Turks and Caicos Reef Fund</li> <li>- School for Field Studies</li> <li>- Turks and Caicos Museum</li> <li>- SWA Environmental</li> <li>- Marine Conservation Society</li> <li>- Marine Environment Services</li> </ul>
<b>Local educational and religious institutes</b>	<ul style="list-style-type: none"> <li>- TCI Community College</li> <li>- Secondary schools</li> <li>- Churches</li> </ul>
<b>International institutions</b>	<ul style="list-style-type: none"> <li>- U.S. Geological Survey and U.S. Fish and Wildlife Service (Piping Plover)</li> <li>- University of West Indies</li> <li>- The Nature Conservancy</li> </ul>
<b>TCI press</b>	<ul style="list-style-type: none"> <li>- Newspapers (TCI Weekly News, Sun TCI, Magnetic Media)</li> <li>- Times of the Islands Magazine</li> <li>- Radio (Power 92.5, RTC Radio Turks &amp; Caicos)</li> <li>- TV</li> </ul>
<b>Local private sector</b>	<ul style="list-style-type: none"> <li>- Turks and Caicos Hotel and Tourism Association (TCHTA) and Sustainable Tourism Sub-Committee</li> <li>- Grand Turk Cruise Centre</li> <li>- Provo Seafood</li> <li>- Caicos Seafood</li> <li>- Caicos Fisheries</li> <li>- Tour operators</li> </ul>
<b>Local communities</b>	<ul style="list-style-type: none"> <li>- Islanders [see note 1] and Permanent Residents [see note 2]</li> <li>- Expats</li> </ul>
<b>Tourists</b>	

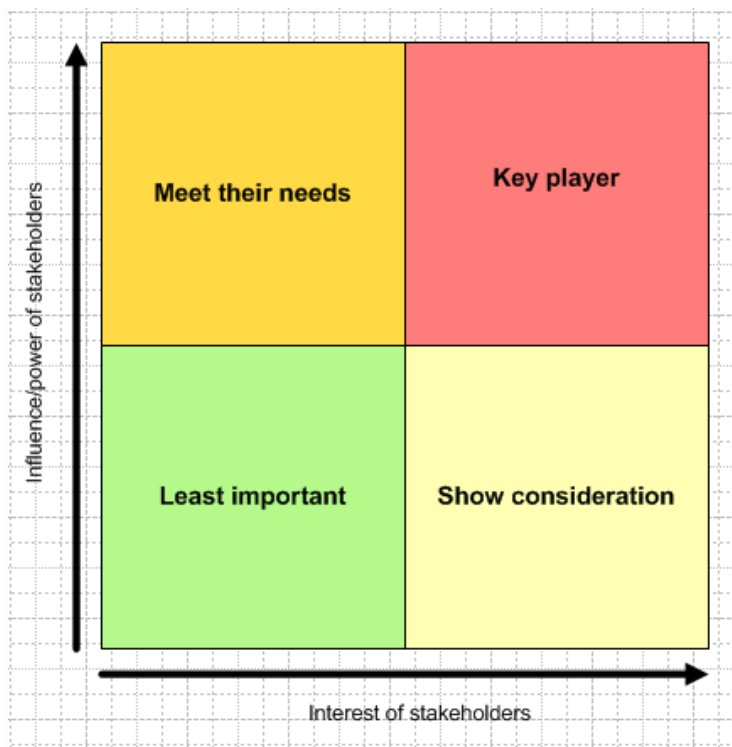
Note 1: 'Islanders' means a person who has acquired Turks and Caicos Islander status under the Turks and Caicos Islanders Status Ordinance.

Note 2: Permanent Resident' means a person who holds a Permanent Residence Certificate issued under the Turks and Caicos Immigration Ordinance.

### 3. Prioritising stakeholders

An influence / interest matrix allows stakeholders to be prioritised by determining the type of actions and level of effort required based on their position in the grid (see Figure 1).

- **High influence, highly interested people (Key player):** these people must be engaged fully, consulted with on a regular basis and managed and monitored closely. Key players should be involved in governance/decision making bodies.
- **High influence, less interested people (Meet their needs):** these stakeholders should be engaged with and consulted on areas of interest to try to increase their level of interest and keep them satisfied.
- **Low influence, highly interested people (Show consideration):** adequately inform these people by making use of interest through involvement in low risk areas and talk to them frequently enough to ensure that no major issues are arising. People in this category can often be very helpful with the detail of a project and are potential supporters or goodwill ambassadors.
- **Low influence, less interested people (Least important):** monitor these people to ensure their interest or influence doesn't change, but minimum communication is required.



**Figure 1:** Influence/Interest Grid for Stakeholder Prioritisation. Source: stakeholdermap.com.

Figure 2 shows the result of the stakeholder prioritisation exercise for this project. The resulting groups of high influence (high and less interest) stakeholders and lower influence (high and less interest) stakeholders will form the basis of the project Communication Plan.

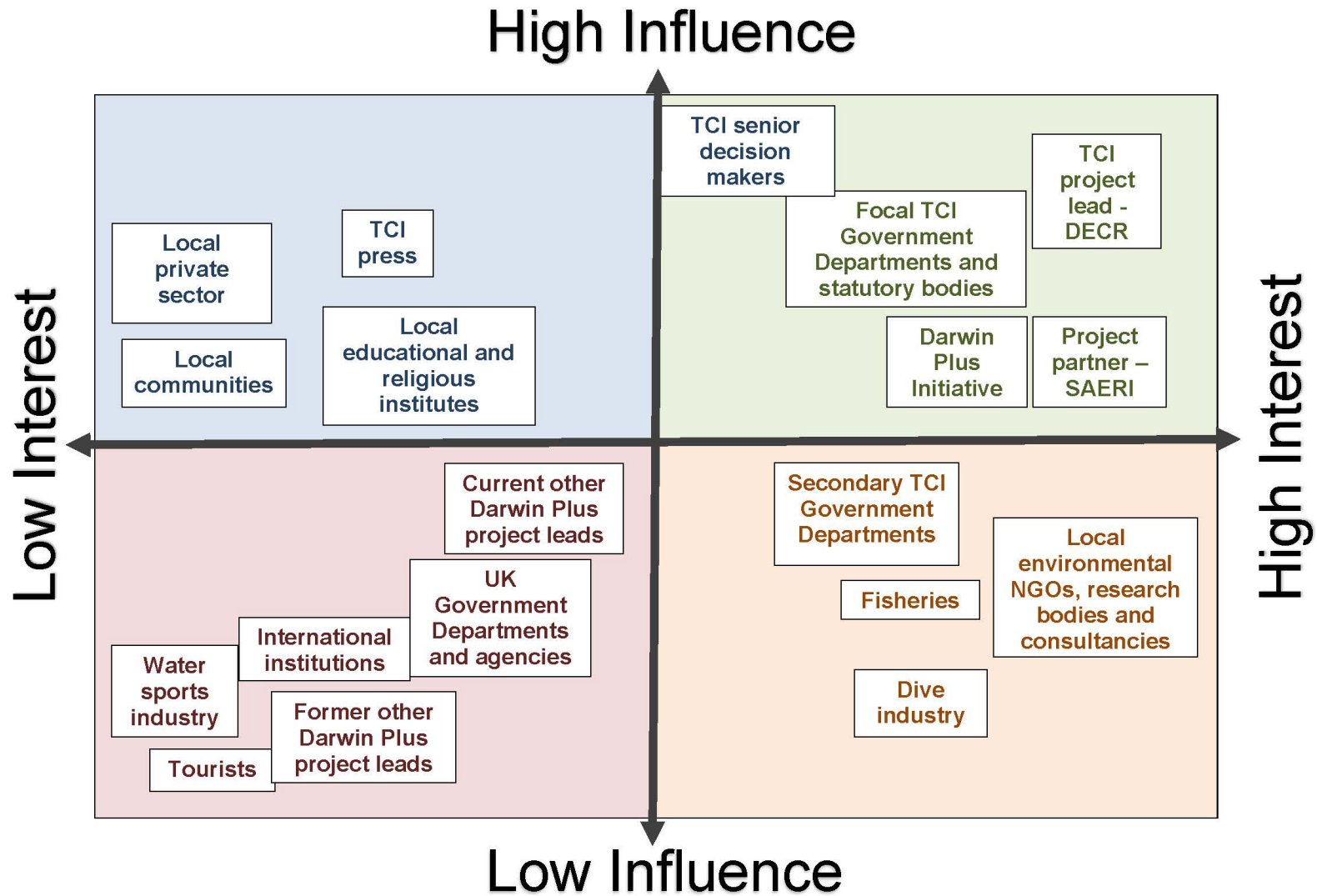


Figure 2: The results of the stakeholder prioritisation exercise.

## 4. Understanding stakeholders

Once stakeholders have been prioritised strategic thought is needed about how best to earn the ongoing support of each of these stakeholder types. Assessing who needs to know what and why, will provide the foundation for the determining the most appropriate forms of engagement and methods of communications for the Communications Plan.

**Table 2: Key players (High influence, high interest).**

<b>Stakeholder group</b>	<b>Reason for communicating</b>	<b>Intended Outcome</b>
<b>TCI project lead – DECR</b>	<p>To make sure DECR are informed of project progress and to support DECR resource planning.</p> <p>For JNCC technical staff to receive access to data and understand how project outputs are suited to the local context.</p> <p>Ensure that skills and capacity remain on-island as a legacy after the project completion.</p>	<p>Project outputs are fit for purpose, relevant, beneficial and delivered in a timely manner.</p> <p>Skills and knowledge are transferred across technical areas.</p>
<b>Project partners – SAERI</b>	<p>To ensure that appropriate links are made with the TCI Marine Spatial Planning (MSP) project and ensure project outputs are compatible.</p>	<p>Cohesion and compatibility of project outputs with the MSP Darwin Plus project (DPLUS094).</p>
<b>Darwin Plus Initiative</b>	<p>Benefits of the use of UK Government funding are recognised.</p> <p>Communication products meet Darwin Plus requirements for branding.</p> <p>Darwin Plus are made aware of any delays to project milestones and any resulting implications for financial management are approved.</p>	<p>Value for money from UK Government funding is clearly demonstrated and communicated.</p>
<b>Focal TCI Government Departments and statutory bodies</b>	<p>To gain access to data or information needed to produce project deliverables.</p> <p>To increase knowledge and expertise across a wide range of disciplines to update, manage and analyse data, reducing requirement on outside assistance.</p> <p>To share information about the project, building wider cross government buy in.</p>	<p>Understanding of the evidence bases and tools for sustainably managing TCIs natural capital is increased and Government stakeholders actively contribute to the delivery of project outputs when needed.</p>

**Table 3: Meet their needs (High influence, low interest).**

<b>Stakeholder group</b>	<b>Reason for communicating</b>	<b>Intended Outcome</b>
<b>TCI senior decision makers</b>	<p>Ensure the purpose of the project is understood, ensure high level buy in, and to create a legacy for the project (e.g. through ongoing allocation of time and resources).</p> <p>To demonstrate the links between this project and other joint JNCC/DECR outputs (e.g. TCI Environment Strategy).</p>	<p>Evidence on marine-coastal natural assets and the natural capital approach is used to support informed decision making within TCI Government.</p> <p>Ongoing buy-in is achieved for maintaining methods and tools developed.</p> <p>Links between this project and the TCI Environment Strategy are understood.</p>
<b>TCI press</b>	To disseminate press releases at key milestones and to make sure the wider public are aware and supportive of the project aims and outputs.	50% of the TCI population has heard about the project and its values.
<b>Local private sector</b>	To raise awareness of the impacts and dependencies businesses have on the marine and coastal environment and the role they can play in environmental sustainability.	Local businesses have a greater understanding of the benefits they receive from the marine and coastal environment.
<b>Local communities</b>	To raise awareness of the role the environment plays in supporting economic security and mitigating natural disasters.	Good attendance is achieved at public events and the public have increased understanding of the benefits they receive from the marine and coastal environment.
<b>Local educational and religious institutes</b>	To help communicate messages to the public about the importance of marine and coastal management and the benefits the environment provides to the people of TCI.	Community leaders increase interest in, and attendance at, public engagement events.



**Table 4:** Show consideration (Low influence, high interest).

<b>Stakeholder group</b>	<b>Reason for communicating</b>	<b>Intended Outcome</b>
<b>Fisheries</b>	To understand existing uses, pressures and priorities for the marine environment so evidence products and tools are relevant and useful to the local context.	Fisheries stakeholders are aware of the project, are given the opportunity to share their views, and are aware of outputs.
<b>Dive industry</b>	To understand existing uses, pressures and priorities for the marine environment so evidence products and tools are relevant and useful to the local context.	Dive industry stakeholders are aware of the project, are given the opportunity to share their views, and are aware of outputs.
<b>Local environmental NGOs and research bodies</b>	To understand existing uses, pressures and priorities for the marine environment so evidence products and tools are relevant and useful to the local context.	Evidence products and tools are suited to the local context and can be used by stakeholders on the ground to improve sustainable environmental management of marine and coastal natural assets.
<b>Secondary TCI Government Departments</b>	To share information about the project and help facilitate join-up across TCIG.	Secondary Government Departments are aware of the project objectives and how it relates to their work.

**Table 5: Least important (Low influence, low interest).**

<b>Stakeholder group</b>	<b>Reason for communicating</b>	<b>Intended Outcome</b>
<b>Water sports industry</b>	To understand existing uses, pressures, and priorities for the marine environment so evidence products and tools are relevant and useful to the local context.	Water sports industry stakeholders are aware of the project, are given the opportunity to share their views, and are aware of outputs.
<b>International universities and research bodies</b>	To make sure this project builds on existing work from other projects and avoid any potential duplication.  To make sure a co-ordinated approach is taken to organising events/workshops /trainings/consultations on island where common TCI stakeholders are involved.	Stakeholder fatigue is avoided and connectivity and data sharing between projects is maximised.
<b>UK Government Departments and agencies</b>	To draw any links to other UK Government involvement in UKOTs environmental management.	UK Government Departments are aware of the project objectives and how it relates to their work.
<b>Other current Darwin Plus project leads</b>	Ensure a co-ordinated approach is taken to organising events/ workshops/ trainings/consultations on-island where common TCI stakeholders are involved.	Stakeholder fatigue is avoided and connectivity between projects is maximised.
<b>Former Darwin Plus project leads</b>	To make sure this project builds upon previous outputs and relationships built.	Maximise use of previous work and data.
<b>Tourists</b>	To share information.	Tourists can find information about the project if interested.

The relationships between the project partners (JNCC, DECR and SAERI) is well established through the ongoing Darwin Plus project 'Developing Marine Spatial Planning Tools for TCI' (DPLUS094). Furthermore, JNCC and DECR have a 3-year Technical Assistance Partnership Memorandum of Understanding which recognises the value of previous collaboration between the organisations and reinforces the working relationship by establishing a framework for co-delivery of future work.

Through the technical assistance that JNCC is providing to TCI Government for the development of the TCI Environment Strategy, JNCC has established relationships with several stakeholders listed in Table 1 that can be built on during this project. Consultations for the Environment Strategy to date have included face-to-face meetings with stakeholders in most relevant TCI Government Departments, local NGOs and research institutions, some local private sector businesses and some dive operators. JNCC also has a good relationship with the Ministry of Tourism, Environment, Maritime, Heritage, Disaster Management and Gaming and with the TCI Governor's Office.

While some degree of public consultation has been conducted for the TCI Environment Strategy, greater effort will be required during this project to build relationships with local communities, as well as the stakeholder groups that may help increase engagement with communities such as local educational and religious institutes and the TCI Press. As a key user of the marine environment relationships will also need to be established with the fisheries sector.

JNCC's long history of supporting a range of environmental management measures across all UKOTs has resulted in a good relationship with the UK Government Departments and many other Darwin Plus project leads listed in Table 1 who also have an established presence in the TCI (e.g. Cefas and RSPB).

## 5. Conclusions

The results of this stakeholder mapping exercise will be used to help determine the communications products and methods in the Communications Plan. In addition to the communication products and methods targeted at all groups (e.g. newsletters and website updates), 'key players' will receive additional engagement such as through project steering groups to ensure that project outputs are fit for purpose and there is cohesion between different TCI marine and coastal activities and projects.

In general, the reasons for communicating with local stakeholder groups centres around two overall project aims: to build technical capacity and ensure use and legacy of newly created evidence products and tools and public engagement to raise awareness of the benefits from marine and coastal natural assets.

## Appendix 1. Ongoing and completed projects

**Table 6:** Ongoing Darwin Plus and other funded projects.

Project name	Project dates	Project partners
<a href="#">Developing Marine Spatial Planning tools for Turks and Caicos</a>	April 2019 – June 2021	SAERI (lead), DECR, JNCC, eftec
<a href="#">Darwin Plus 108: Caribbean Overseas Territories Regional Natural Capital Accounting Programme</a>	April 2020 – March 2022	Eftec (lead), DECR, JNCC Cayman Islands Government, Montserrat Government, Turks British Virgin Islands Government, Anguilla Government
<a href="#">Darwin Plus 098: Restoring and safeguarding wetlands of the Caribbean UKOTs</a>	April 2019 – March 2022	RSPB (lead), DECR, Turks and Caicos National Trust, Anguilla National Trust, Montserrat National Trust, Cayman Islands Department of Environment
<a href="#">Darwin Plus 097: Regional-scale marine conservation through multi-territory tracking of frigatebirds</a>	April 2019 – September 2021	University of Liverpool (lead), DECR, Anguilla National Trust, Cayman Islands' Government, Jost Van Dykes Preservation Society (JVDPS), BirdsCaribbean
<a href="#">The Turks and Caicos Islands Turtle Project</a>	2009 – ongoing	Marine Conservation Society (lead), DECR, School for Field Studies, The University of Exeter, Duke University, Amanyara Resort.

**Table 7:** Completed Darwin Plus and other funded projects.

Project name	Project dates	Project partners
<a href="#">Darwin Plus 067: Regional collaboration to achieve sustainable Caribbean fisheries management</a>	April 2017 – March 2020	Cefas (lead), DECR, Anguilla Government, British Virgin Islands Government
<a href="#">Darwin Plus 081: Mapping for evidence based policy, recovery and environmental resilience.</a>	April 2018 – March 2020	Environment Systems Ltd (lead), DECR, JNCC, National Parks Trust of the Virgin Islands
<a href="#">Darwin Plus 100: Sustainable solutions for Sargassum inundations in Turks &amp; Caicos</a>	April 2019 – March 2020	University of Greenwich (lead), DECR, School for Field Studies, CIEEM UK Overseas Territories Special Interest Group