



D3.1 RECOMMENDATIONS FOR MULTI-STAKEHOLDERS TO DEVELOP MARGINALISED INDIGENOUS YOUTH WITH THEIR INVOLVEMENT

WP3: Analysing existing service structures

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1. Introduction

In an increasingly competitive environment with limited resources for not-to-profit organisations in marginalised contexts, it is important for such organisations to build relationships to better utilise the available resources. By aligning organisations with similar interests in networks they can gain value from the relationships that represent the connections of such a value network. They need to know which stakeholders can add value to their organisational goals. Not-to-profit organisations are becoming more dependent on a diverse network of stakeholders groups to position themselves within a community context (Wylie, et al. 2016). Societal transformation implies the need for an improved situation while responding to globalising forces that have an impact on local communities in their particular context with its own specific historical background, making sense of social and economic patterns, political structures and cultural practices (Omar & Tasmin, 2015).

Any new or improved services need to not only be relevant to the particular group who can benefit from such services but a commitment is needed by all involved that the outcome will have a positive impact on the beneficiaries of the service. This is only possible if all those involved are recognised as important roleplayers in the developmental process and that the manner in which they interact with each other is influenced by the norms that facilitate such interactions (Omar & Tasmin, 2015). The aim to develop marginalised indigenous youths' involvement in the design or new or improved services is supported by viewing all those involved in the design process as stakeholders who are connected through specific relationships in the form of value-created relationship networks. The nodes of the network represent the stakeholders and the connections between the nodes the specific relationship between the stakeholders. The value of the networks is determined by the nature of the relationships and the power position of the stakeholder in the network that has an influence on the relationship.

It is important to have a clear purpose for identifying and involving stakeholders when the aim is human development. Each stakeholder needs to understand their role in the design and implementation of new or improved services and their interests need to be aligned with the overall transformation goal for the service attempts to achieve. It is important to determine how stakeholders influence each other in order to benefit from the relationships between them. The value relationship network is formed through the stakeholders choosing to form a relationship based on a common issue at stake. There needs to be a reason for the relationship that is beneficial to both and this is then to align their interests around a specific issue at stake. It is important to note that the perceived value of the relationship is influenced by the power and level of influence of the stakeholder within the network as well as the level of interest shown. An example is a stakeholder that has a lot of power to affect an organisation's ability to function but with little interest, that power will probably not be used to the benefit of the organisation. Although most literature juxtaposes power as high versus low against influence as high interest versus low interest we suggest that it should rather be a continuum. It is also important to recognise the fact that the relationship could be viewed from both sides, e.g. stakeholder 1 can regard stakeholder 2 to be powerful with little interest while stakeholder 2 may regard stakeholder 1 to have little power and little interest. This way these two points of view are in conflict.

A relationship also represents the flow or exchange of something such as information, resources, funding, advocacy, etc. that represents the type of the relationship. It is possible to also consider the distance between stakeholders (the nodes in the network) as an indication of the strength of the relationship; density of stakeholders; closeness as the ease of exchanging something; etc. A bridge stakeholder node can tie two other unrelated stakeholder nodes and could be an important consideration

for an organisation to have an access to another organisation for which was no previous relationship (Zedan & Miller, 2016).

When there are good relationships between an organisation and its stakeholders then they can benefit in the following ways:

1. decision-making where there is a better understanding of the viewpoints and concerns experienced by the stakeholders; organisational knowledge can be shared to stimulate new innovations and participate in more suitable projects;
2. legitimacy where the organisation and its stakeholders are able to share views that could prevent controversy and conflict and as a result to enhance their credibility;
3. competitiveness where resources can be shared to reduce overhead and to submit joint applications for funding that could lead to a better chance of being successful (Turcotte, 2012).

Stakeholders could strengthen not-to-profit organisations by providing them with relevant information, training, donations, and volunteers to allow them to provide the essential services for which they often do not have enough resources. When the relationships between the organisation and its stakeholders are mutually beneficial then the organisation and its stakeholders could become empowered or informed through the transfer of knowledge and skills.

An important consideration for stakeholder mapping is to decide on an engagement strategy that could be:

1. investment where the focus is on giving back, e.g. information, donations, volunteers;
2. involvement where the focus is on collaboration through dialogue or consultation or;
3. integration where the aim is to transform with joint projects and decision-making (Turcotte, 2012).

2. Methods

Different target groups were considered for the methods, namely researchers investigating the mapping of stakeholders from a research perspective; facilitators mapping stakeholders to create relationship networks; and organisations mapping their own stakeholders to create their own relationship network. The methods are designed with the target group in mind and on the most practical level, it was important to provide for not-for-profit organisations or community groups a toolkit as a leave behind for them to map their own stakeholders. This was done as a measure to address the “research fatigue” issue where many organisations participating in research indicate that there seems to be no direct benefit for them from their participation in the research.

Another important aspect was to deliberately choose a participatory process to allow the organisations and groups the ability to co-design the methods and tools based on their understanding of the perceived potential use of the designed methods and tools. It is, therefore, possible to change the tools to meet the requirements of the organisation or groups using them. The proposed methods are therefore flexible to allow changes to them.

When regarding stakeholders and their relationships as value networks it is possible to use complex network analysis to study the dynamics of the networks. It is also possible to represent the networks visually, therefore, providing the not-for-profit organisation a visual image of their position in the value network. By also creating meta-data of the graph in the form of linked social network metrics to also depict the “role” stakeholders play in networks relative to their importance within the network (Wyllie et al. 2016).

The following are important considerations for stakeholder mapping in designing new or improved services with youth in marginalised contexts:

1. It is important to consider the context and its influence on the stakeholder mapping process and specifics of the methods and tools. The cultural practices, language used for communication and literacy levels are all important aspects. A contextual inquiry is, therefore, necessary to be able to facilitate the stakeholder mapping process
2. Not-for-profit organisations are often in survival mode where they only have the capacity to deal with the immediate needs and may not be strategically inclined to fully appreciate the potential value of relationship networks
3. Relationship network mapping is an important dialogue opportunity and the discussion amongst the participants may provide important and valuable insights and information on the choice of stakeholders and relationship descriptions. It is important to record these discussion points to incorporate in the final relationship network
4. It may not be possible to already have a clear issue at stake and change objective at the beginning of the mapping process, especially if the participants do not really understand the value of relationship networks. It may be necessary to have a few iterations to really obtain the relationship network that could add value to their operations
5. It may not be possible at the beginning for the organisation to distinguish between core, direct and indirect stakeholders and they may not yet be in a position to prioritise the stakeholders in terms of their role in the network yet. It may be useful to initially include all the stakeholders they identify as having some role in their operations since this per se could already have some value for them to list all their stakeholders. It may then be easier to prioritise at a next iteration of the mapping
6. The views of the organisation of its stakeholders may be confidential and it may not be advisable to share the perspectives of the other stakeholders with each other. The participants should be assured that their views will remain confidential and that the created network will only be used for their own purposes and that any data used for research purposes will be subjected to jointly acceptable ethical considerations where anonymity will be assured and voluntarily participation be respected

The methodology designed and used for creating relationship networks for the SAN youth is depicted in the Figure 1. below.

During the identification stage, it is important to identify the right stakeholders as well as their issues and expectations. It is important to plan this carefully to be able to suggest of an engagement plan for the targeted organisation or group. It is important that they buy into the process and that they can see the value that it could potentially have for them. It is important to already explain to the organisation or group the methods and tools that will be used for them to commit enough time for meaningful engagement. It is important to not only conduct the relationship mapping activities but to manage the entire process and engagement. It is important to plan for the engagement over time since it is impossible to map the network in one or two sessions which means that the organisation or group need to commit to the process. From a research perspective, there are many areas that need more

research to identify and enroll participants in stakeholder mapping activities. On a practical level, the organisation or group should be able to identify stakeholders in the future based on their experience during the relationship network activities.

It is important to continuously observe the level of engagement and participation in order to make adjustments if needed. It is important to reflect on the methods used, level of engagement and active participation at the end of each session and to continuously assure the participants that their involvement adds value to the process and to obtain their ownership.

During the consulting stage, the relationship networks are created. It is important to note that the three different methods suggested compliment each other. The node and connection questionnaires provide the data that describes the organisation and relationships with their stakeholders. The relationship network mapping is a visual method that allows the participants to visually see their stakeholders and relationships. The organisational story created with the organisational canvas and represented as an orgsona¹ provides more detail that reflects the organisation’s or group’s passion, values, etc. It is possible to also use only one or two of methods but the three used together could provide richer data and therefore better insights. This is another research opportunity. The questionnaires are designed in such a way that the questions can be translated, rephrased, etc. to be more suitable for a particular organisation or group.

The relationship network tool is also designed to be flexible and facilitators should be able to use alternatives ways to represent for example flows with pictures, etc. none of the methods require expensive materials and it should be possible to use these with what is available. The digitisation of the relationship network, however, requires specific software (there are free software options) and knowledge of how to use the software. The toolkit will contain clear descriptions with examples of the different methods and tools and each will have guidelines to use them.

Relationship Network Mapping Methodology:

Identify	1	Identify the issue	Brainstorm (Determine critical issues Estimate relevant time frame Who to include/exclude; Identify population of interest Compile list of potential stakeholders)
	2	{Create a relationship network perspective} repeat for each core stakeholder	Map the stakeholders and connections with perspectives
Consult	3	Collect stakeholder information	Node and connection questionnaires
	4	Collect stakeholder stories	Stakeholder canvas
	5	Profile stakeholders	Orgsona
Collaborate	6	Combine different network perspectives	Compile different relationship network perspectives
	7	Visualise the relationship network	Draw the relationship network
	8	Relationship network dialogue	Identify opportunity intents
	9	Analyse the relationship network	Roles, importance/influence/power, interest, resourcefulness
	10	Weaving the network	finding ways to engage non-involved stakeholders. Encouraging prominent members to promote & share Increasing the reach of influential members
Commit	11	Digitise the relationship network	
	12	Implement actions	
	13	Monitor & Evaluate the network	

Figure 1. Relationship network mapping methodology

1. An Orgsona is similar to a persona but where a persona represents a representative person of a target group, an orgsona represents a typical organisation that operates as a not-for-profit organisation in the context of a study

In the first column, the stages of the stakeholder engagement process are indicated. The stages are:

1. Identify the stakeholders

The relationship network activities during this stage are:

1.1 to **identify** the relevant stakeholders

1.2 to attempt to **define an issue at stake** and **change objective** using brainstorming as a method

2. Consult with the stakeholders - a relationship network is created for each stakeholder to get their perspective of the stakeholders involved with each organisation

The relationship network activities during this stage are to:

2.1 Place the organisation of the stakeholder being consulted **in the centre of the map**

2.2 Place each stakeholder on the map

2.3 Create relationships by connecting them to the organisation

2.4 Indicate the type of the relationship as well as the **direction** (providing, receiving, providing and receiving)

2.5 Indicate the interest (colour) and **power** (tower) for each stakeholder

2.6 Collect the stakeholder information (node and connection questionnaires)

2.7 Collect the story of the organisation (Organisational canvas)

3. Collaborate with them on their potential involvement in the design of new or improved services

During the collaboration stage, the relationship network is analysed to determine the value opportunity. This is done with the organisation.

The relationship network activities during the collaboration stage are:

3.1 Profile stakeholders by creating an orgsona from the data collected with the organisational canvas. This provides the organisation with a visual representation of the values, passion, etc. of the organisation in a manner in which they would like to represent themselves to other organisations

3.2 Combine the different network perspectives to create a single integrated view of the stakeholders in a specific geographical area, e.g. all the stakeholders' perspectives of each other who are involved with the SAN youth in !Khwatla around a specific issue at stake, e.g. to preserve their indigenous language

3.3 Create a visual map of the individual relationship networks or integrated relationship network

3.4 Create relationship network dialogue to explore possible opportunities of intent that could add value to their operations

3.5 Analyse the relationship network to determine areas of tension, power influences, and resourcefulness

3.6 Weave the network by finding ways to engage non-active stakeholders, utilise potential bridge stakeholders to connect stakeholders not directly connected; encourage prominent stakeholders to share their resources to benefit the network; and increase the reach of influential stakeholders

4. **Commit** is where the stakeholder commit to their involvement in the implementation of the new or improved services

At this stage, new or improved services are found to be beneficial for the network and the relevant stakeholders are ready to commit to assisting with the implementation and continuation of the services. At this point, sustainability is important to ensure that the services are relevant and that it has resulted in a positive impact on the lives of the marginalised youth.

4.1 Implement the services with the assistance of the stakeholders

4.2 Evaluate and monitor the impact of the services, transformational goals; and sustainability level

4.3 Digitise the relationship network

4.4 Use the relationship network to manage the continuing relationships with the stakeholders

Research that could be conducted on relationship mapping could be investigated with the following

- **Research question:** How can organisations in under-served contexts co-create value services aligned around a common transformation goal (through collaboration / by exploring opportunities)? The problem with mapping stakeholders could be described as:
- **What is the problem:** Organisations providing services in under-served contexts find it difficult to resource the services needed by the target groups.
- **How is this a problem:** The complexities associated with under-served contexts influence the delivery of services and collaboration with each other.
- **Why is this a problem:** Complexity of service value networks: It is not clear how the complexities associated with under-served contexts influence the ability of organisations to identify opportunities for collaboration (complex & adaptive networks – connectedness)
- **Key concepts:** relationship building, service value, value proposition, opportunity intent, co-create value networks, underserved context, ties (strength of connectedness), closeness & betweenness

The proposed investigative research questions could be:

Investigative Research Questions

- What are the contextual factors influencing service provision in under-served contexts?
- How do organisations providing services determine the value proposition of their services to the target group in under-served contexts?
- What are the values of organizational relationships to provide complementary services to communities in under-served contexts with a goal to transform the target group?
- How can actors/organisations influence each other based on their value propositions?
- How can organisations be mapped to identify opportunities where they can benefit from collaboration?

3. Results

3.1 Stakeholder map of !Kwa Ttu stakeholders

In South-Africa, stakeholder mapping sessions were held by CPUT at !Khwa Ttu - a San Culture and Education Centre. The stakeholder map was developed and drawn on a piece of paper where !Khwa Ttu was placed in the center and all their stakeholders that had one (or more) established or emerging relationships in line with their organisational objectives placed around them. Then, legos were used to show the importance (or influence) of each stakeholder. Arrows illustrated the relations/flows/exchanges (receiving or providing) between the parties and different colours were used to depict the interest of each stakeholder.

The following relations/flows/exchanges were identified by !Khwa Ttu:

Information: CBOs, KFOs, Hospitality organisations, SYNET, WCBio and hospitality

Resources: CBOs, Ubuntu, Hospitality organisations, SYNET, WIMSA and visitors

Research: CPUT and PARTY

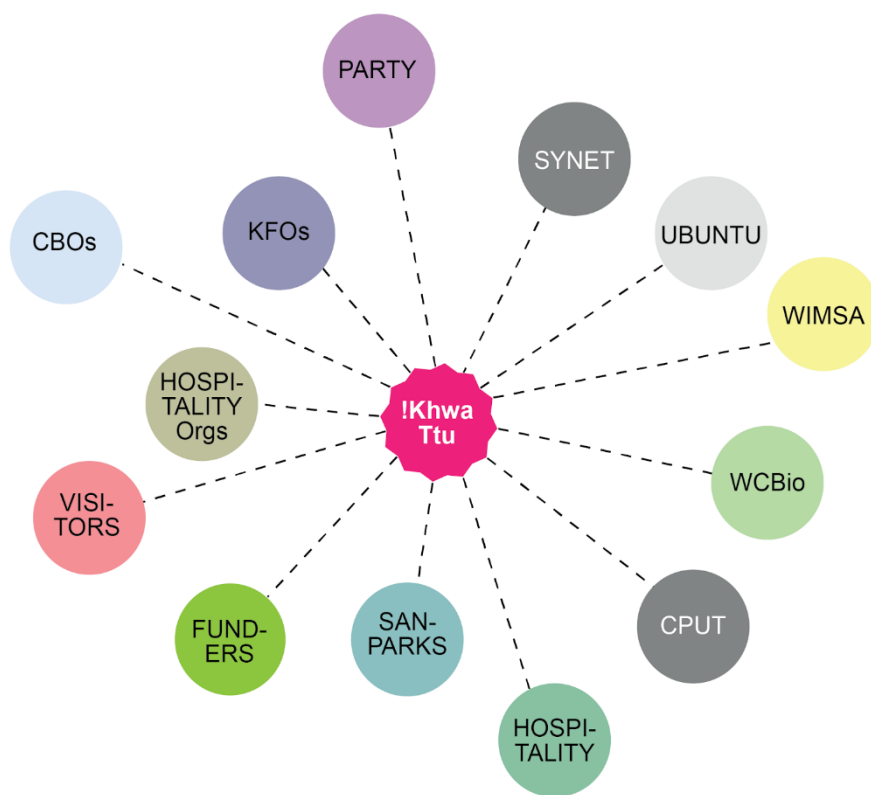


Figure 2. Stakeholder map of !Khwa Ttu stakeholders

What was the problem

The idea of identifying development opportunities for the SAN youths within the existing partnerships of !Khwa ttu and its stakeholders through new collaborations was presented to !Khwa ttu at the first stakeholder mapping workshop while defining the likely issues at stake and the ensuing change objectives. However, !Khwa ttu opted to investigate how it could strategically align its objectives to that of its various stakeholders in order to maximize value and mutual benefits for all the stakeholders involved such that the SAN youths could also benefit by extension.

What outcomes came from mapping

During the stakeholder mapping process as discussed in section 2 above, the various stakeholders were identified as shown in the map below. Then, there were discussions on the types of relationships that currently exists between !Khwa ttu and their stakeholders; these largely include information support, skills support, resource sharing and funding. Once the types of relationships were established, a consensus discussion among the !Khwa ttu participants on which of their stakeholders have influence and is interested in the objectives of !Khwa ttu as an organization. One of the major highlights according to a !Khwa ttu personnel was identifying the opportunities to source for fundings through the existing relationships with other stakeholders. A major barrier to identifying other sources of funding included inability to keep communications with stakeholders that are influential due to location. The most influential stakeholders are located outside of the reach of !Khwa ttu, which hinders ease of access. Another outcome of the map was the ability to conceptualize terms that have been loosely used or that haven't been giving attention in the past and how it serves within the !Khwa ttu context. For example, such terms include interest; what organizations are interested in !Khwa ttu? How does their interest serve to benefit !Khwa ttu and its SAN youth trainees?

What was the benefit of using mapping

The stakeholder mapping exercise served as an avenue to identify issues that might hinder the realization of !Khwa ttu's objectives for the subsequent year or operation. The personnel found the exercise useful in terms of using the tool to plan in tackling the complexities in the engagement or creating a dialogue with their stakeholders on how to co-create mutually beneficial relationships. The mapping exercise provided a platform for the !Khwa ttu participants to visualise the state of current relationships they have with their stakeholders and the possibilities of building new relationships as an opportunity to meet their objectives. An added advantage realized from conducting the stakeholder mapping exercise, is that it could aid an organization to categorize their stakeholders according to how they align with its objectives. The alignment of objectives or intentions creates an awareness and a focal point for a dialogue between stakeholders in a bid to engage and strengthen existing and futuristic ties. For example, stakeholders that are perceived as less influential or have less interest in !Khwa ttu could have access to other stakeholders that are beneficial towards !Khwa ttu. In this case, the less influential or interested stakeholder could become involved as a bonding stakeholder between !Khwa ttu and other stakeholders provided there is a willing platform to create a dialogue towards engagement for mutually beneficial partnerships/collaborations and by extension to the SAN youths who are trainees that eventually go back to their respective communities.

3.2 Stakeholder map of Ana-Djeh San Trust stakeholders

//Ana-Djeh San Trust is a non-profit organisation, aiming to promote the right to education to the San community in Namibia. A stakeholder mapping session was held by the Namibia University of Science and Technology (NUST) and University of Lapland (ULAP) with representatives from the //Ana-Djeh San Trust. The purpose was to find opportunities and create dialogue. Before starting the session the words power and interest were defined together with the participants, so all could have the same aim. The mapping techniques were similar as in the previous example.

What outcomes and benefits that came from mapping

The session was beneficial to //Ana-Djeh San Trust understand the relationships they have with the organizations around them. This way they could understand more alternatives and possible opportunities that could be developed. Also from the PARTY's perspective, it was good to gain knowledge

what are the stakeholder relationships of //Ana-Djeh San Trust. According to the map below, //Ana-Djeh San Trust could potentially engage and involve the less active stakeholders (as indicated on the top left of the map) and create opportunities to further promote education the right to education for the SAN youths can be identified or ties improved.

The following relations/flows/exchanges were indicated for the stakeholders of Ana-Djeh San Trust:

Advocacy: Namibia SAN Council, Women Leadership Centre

Funding: OSISA, Women Leadership Centre, Ubuntu

Resources: Legal Assistance Centre, Museum Association of Namibia, Namibia San Council, Women Leadership Centre

Information: Museum Association Namibia, Legal Assistance Centre, Women Leadership Centre, Namibia San Council

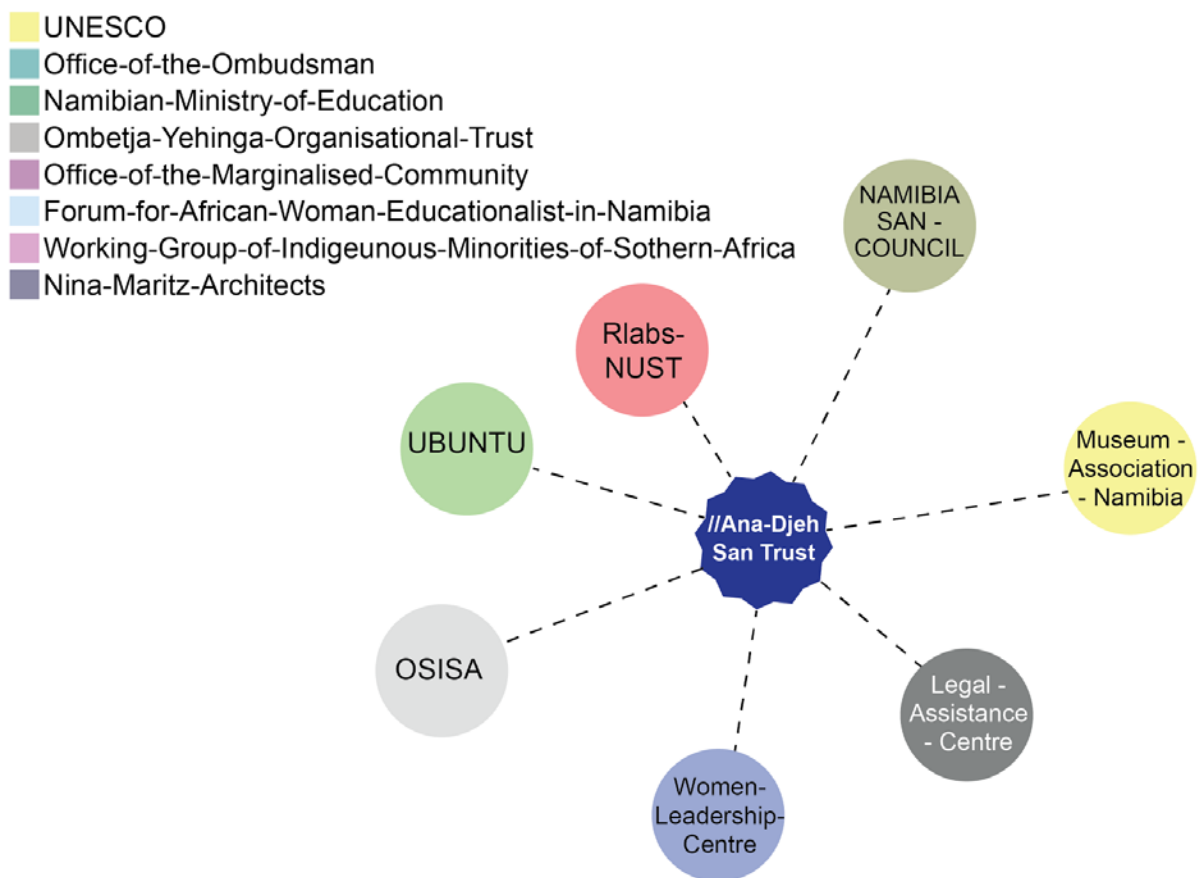


Figure 3. Stakeholder map of Ana-Djeh San Trust stakeholders

3.3 Stakeholder map of Nina Maritz Architects stakeholders (in Namibia)

An additional stakeholder mapping session was conducted by NUST and ULAP with a privately run company called Nina Maritz Architects in Namibia. This organization was identified by //Ana-Djeh San Trust as a part of their stakeholders. The purpose of the mapping was to identify the stakeholders that have an impact in the relation of San youth and community.

The following relations/flows/exchanges were indicated for the stakeholders of Nina Maritz Architects:

Research: Project Management, JDF (User community), OSISA

Skills training: Community,

Advocacy: JDF (User community), Project Management, OSISA

Funding: Government, Funder, OSISA,

Resources: TUCSIN, Funder, Community, Government,

Information: Community,

Mostly following the process described in section 2 (Methods) above, the network map generated is visually illustrated below. This is followed by detailed feedback on how the stakeholder mapping tools could be improved, more efficient as well as beneficial to participants as observed from the outcome of the exercise.

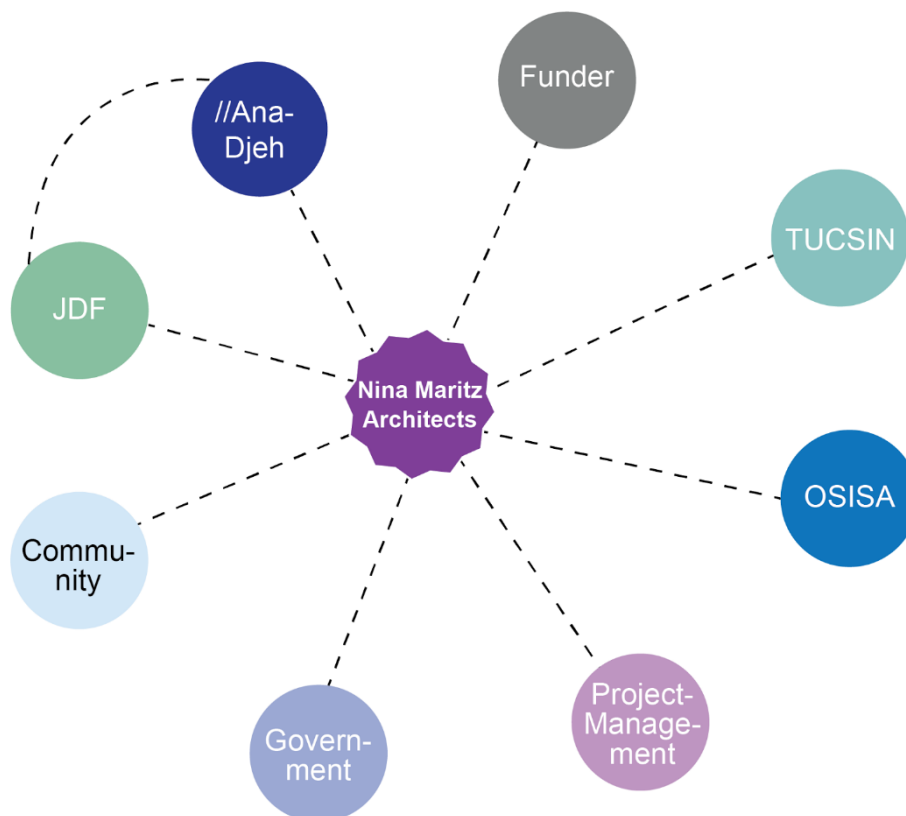


Figure 4. Stakeholder map of Nina Maritz Architects stakeholders (in Namibia)

3.4 Feedback on the stakeholder mapping

Feedback on the stakeholder mapping tool include,

- Clarity on key concepts to ease understanding and facilitation with the mapping tools. For example - the definition of a stakeholder as understood by participants of an organization? Is the stakeholder an individual or a group? In the case of Government as a stakeholder, there might be a need to define the entity government.
- Suggestions of Permaculture system is a good way to get a better idea and understanding in a creative way that would direct the stakeholder mapping to a whole-systems thinking. (eg. Farming: Use the Chicken or Cow elements as your central point) in other words, using pictorial expressions to describe or interpret concepts within the mapping process
- Understanding the benefit and reciprocity of relationships rather than what kind of visual format is the individual tool, which speaks to appropriately establishing a particular issue and a change objective and possibly the impact of the change on the existing operations of an organization
- The stakeholder mapping is time consuming especially as a first-time exercise while trying to establish the outcomes of each processes leading up to the visual map itself. Particularly in defining terms or concepts within the context of the organization developing its stakeholder map(s)
- Facilitators of the exercise are to keep in mind throughout the exercise that, the idea is to allow people to come up with their own idea and drawing a diagram of how stakeholders are linked to or benefit from each other. People should visualise things or elements. The stakeholders can be like solid elements and the relationships like mobile elements to move around arrow lines.

4. Future possibilities with stakeholder mapping

There has been plenty of different actions at the Party project that have been ongoing and are still in progress. Stakeholder mapping can be useful in other occasions as well. For example stakeholder could benefit from it when trying to find collaboration with the youth, or non-organised youth can find more possibilities to their aims. The two examples presents how the stakeholder mapping could bring a considerable impact.

4.1. Possibilities with Isibindi Safe Park

In PARTY project there has been practical hands-on developments and work with local stakeholders on creating stakeholder dialogue. One of this kind of examples in the collaboration with Isibindi Safe Park. In the discussion at the Isibindi Safe Park, there was created a local dialogue about the activities and their grounds at the Isibindi Safe Park in Platfontein (<http://www.naccw.org.za/isibindi>). Memoria Vryman, the mentor and supervisor from NACCW, Kimberley described the work done at the Safe Park as to look after children, who are infected with HIV and AIDS. She added that they also have programs through which they are empowering local children and youth in Platfontein. The special programs are for example ECD (Early Childhood Development) or Young Men's and Young Women's Programs, which are aimed at enhancing knowledge, skills and future prospects among young people. There is

also a Youth Forum in Platfontein, where a group of youth discusses the challenges of the community under the supervision of care workers.

It was also discussed concretely about the work, its principles and goals that is done in Isibindi Safe Park and about the education of the care and youth workers. The discussion was ended with brainstorming the idea of how we (Isibindi Safe park and Party project) could possibly do some cooperation in the future and what forms this cooperation could have. An important question is whether there are youth that are known to care and youth workers that could benefit Party project's workshops?

This discussion with Isibindi Safe Park's youth and care workers and their supervisors proved to be useful. At Isibindi Safe Park the workers have inside knowledge concerning Platfontein, its inhabitants, the social problems and strengths in the community and the work that NGOs and projects have been doing there. Most importantly the workers have close relations to people living in Platfontein because they themselves live there. The workers could also be valuable partners in brainstorming the future Party workshop contents and suggesting the participants attending these workshops.

Making the stakeholder mapping with the San youth together with the local workers could help also in seeing what stakeholders should or needs to be involved in the suggested workshops and brainstorming sessions. It is also valid to understand what are the power (or influence) and interest of each stakeholder. The workers themselves are important stakeholders and possible agents of change, even because they are located and habitants of Platfontein. Using the problematic of marginalized youth with HIV and AIDS can bring a perspective of stakeholder relationships and issues that would need to be treated. Are there possible prejudices towards the youth with the disease? How these prejudices could be undermined? Are there possible ways how to make these youth interact with the stakeholders that may hold prejudices?

The mapping is a tool to reveal issues that might not have been seen as a problem before. It is common in developing countries as well as in developed countries to AIDS and HIV patients to suffer from stigma and prejudices (Liamputtong, P 2013). Stigma means to mark and in history, slaves were marked to show their lesser value (ibid.). Prejudices or stigmas are socially construct and have a negative impact on the lives and health of the people that carry them (ibid.). Taking people that may have or have had stigmas in the mapping process could bring even more impact since they can identify the gaps in knowledge that need urgent repairing. Why are the HIV and AIDS seen in the community as shameful and how can it be tackled? Could be that two sessions of stakeholder mapping would come in hand. First to make a map to identify the stakeholders and groups that have the influence to change the stigmas and then make another mapping or brainstorming session with these people to find practical ways how to lessen the stigmas. What kind of future workshops will be needed to tackle this?

4.2. Photography - Party-project

Another example of this kind of practical dialogical work is the use of photography with the San youth. The photography workshops had a great impact on empowering the youth. By the south-African trend and model pictures that were taken from the magazines and are shown the celebrities familiar to the youth, the youth learned the basics for the portrait photography and how to use the milieu in the pictures. The workshops raised interest towards taking pictures as well as with the social media training the youth created a social media principles to be used by all youth in Platfontein. This will be disseminated through the radio.

The workshops core was that each person could choose a place important to them and that person was photographed in that place by the other participants. These portraits show the importance and attitude towards the environment they chose: for example clinic that helped the recovery of disease, working with the youth and playground. There was used with each person several hours, that made it possible for that person to be truly heard and seen by others when telling the stories about the place and issues important to self. The photography process itself was empowering experience and the pictures taken showed to the youth that they can take and be in pictures that are as good as those taken from the celebrities. As the being in the pictures and taking the pictures from others is therapeutic, it also creates faith to your own abilities and strengthen the self-esteem.

The message of the pictures is telling that although the youth is seen as the subjects of governmental support, research objects, in an isolated location and victimized by the world, they just want to be seen as a modern, normal youth as anyone else in the world. The community that they live has short period survival strategies and there isn't enough possibilities for the education, that is also the core to obtain job in future. The social culture doesn't support the educational intentions and by these pictures, the youth is trying to relate the message that they are also normal youth that wants to have a future for themselves.

To create local dialogue there is action to come that has two goals. There will be created an exhibition about the portraits. The exhibition wishes to take place in Kimberley, so that the other people in the area (Kim-platf.) would see them as a normal young persons and this would minor the superstitions towards the San. The photographs has a strong power to be used in propaganda as improving the opinions from other locals and to let them see that the San youth is as any other youth in the area.

Also, the educational and future possibilities will need discussion inside the community so that there would be a more supporting atmosphere to improve the situation of education and job possibilities. To approach the discussion of this issue, the exhibition can also show the future hopes and wishes for the youth to provoke the discussion is their educational hopes and wishes possible and how to improve the situation.

Make a stakeholder map with the San youth about the problematic of being seen different in the society, can reveal particular issues from both sides. Tracing the lines of relations between the stakeholders can show how these relationships could be improved. The San youngsters themselves are the experts that can tell these gaps, but also having youth that are not San in the mapping session, will bring insights that might not have been seen before. The youngsters from both sides can tell or even make two maps about the problem: "Why San youth are being seen or treated differently". What are the prejudices and what is their history? How can this gap be diminished? Can there be found stakeholders with common interests from both sides?

To find the places of exhibitions a stakeholder mapping could be an interesting tool too, since with it the youth can tell and identify themselves better the stakeholders, people groups that would need to see the images. Who are the people that have the power or influence to change the prejudices towards San youth that suffer from marginalization? Through a mediator and the help of local workers, there can be drawn a stakeholder map from a large scale. By knowing the stakeholders that would need to be exposed to the images, it's much easier to identify where the exhibitions should take place that these specific stakeholders would see them. Do they go to galleries? Or perhaps a train or bus station would have a better reach? On one hand, making the exhibition is a tool to enhance the stakeholder relationships, make them better, which is an action to the problems often identified in a stakeholder map.

5. Conclusions

In general the use of stakeholder mapping is recommended to develop insights and understanding of different stakeholders, their needs, motivations and offerings that could be utilized to design any kind of value networks or service offerings. For creating this understanding and finding opportunities multiple tools can be used from stakeholder mapping, round table discussion to photography. More visual and concrete tools enable the inclusion of the youth themselves into planning sessions. It is valuable to include companies in the stakeholder mapping sessions to create understanding also from business perspective and opportunity creation.

!Kwa Ttu

The stakeholder mapping was much more complex to facilitate in practice because it was decided to rather focus on stakeholders mapping as relationship networks that will provide more value to the participants. The repository with stakeholder details is created from the organisation's node and connection forms. The collection of the stakeholder data in practice was also difficult because the youth were not clear on who they regard as their stakeholders. We, therefore, spend more time on refining the relationship network methods with the youth and !Kwa Ttu to understand the role of the stakeholders in their operation. Access to the stakeholders identified by the youth and participating SAN organisations was difficult because their role will only become clearer as the project progresses with the new services designed by the youth. The contributions are therefore more of the methods and tools that were co-created with the SAN youth and participating SAN organisations.

The relationship network toolkit has many novel methods and tools that are flexible and that could be used by the youth groups. Existing methods and tools were translated and changed to be relevant to the local context.

//Ana-Djeh San Trust

The stakeholder mapping session hold with Namibia University of Science and Technology (NUST) and University of Lapland (ULAP) with representatives from the //Ana-Djeh San Trust, brought more insights to identify stakeholders that could be important to //Ana-Djeh San Trust's work. There were also noticed the need to add minor less active stakeholders that should be added to the mapping that has not been previously noticed. Also, the mapping showed relations with stakeholders that could be improved. This is important work, so the that the //Ana-Djeh San Trust's projects and workshops could have the maximum progress.

Nina Maritz Architects

The stakeholder mapping session hold with Namibia University of Science and Technology (NUST) and University of Lapland (ULAP) with Nina Maritz. Nina Maritz Architects is a corporation that is closely working with public sector and different NGO's on both urban and rural planning. They work with San communities and stakeholders around San schooling and housing as majority of San youth from the villages needs to overnight in the dormitories while schooling. The main outcome of the mapping session was to make the relationships explicit and visualize the multiplicity of them. The stakeholder mapping will work best with private corporation when there is specific case and one need to understand different interactions, relationships and value networks. NMA work both with stakeholders and

with communities. For them it is crucial to understand different motivations and needs that they need to respond to.

Isibindi Safe Park & Photography

To empower marginalized indigenous youth is to teach stakeholder mapping to them. With this tool the youth can see and treat the difficult issues like prejudices, which is the case of youngsters at Isibindi or the San youth at Platfontein, South-Africa. With the map, they can find the people/ organizations/ parties/ stakeholders that carry their futures' success. A mapping session may show and reveal new areas not yet known or the causes of the prejudices. From the problems found in the relationships of the stakeholders, there can be made brainstorming to find ideas for workshops, exhibitions or other creative actions that could diminish the problem. The future will show us what kind of workshops in these two places will be made to tackle the stigmas as a result of stakeholder mapping. Exposing the photographs taken by San youth is already one kind of action to enhance the relationships between the stakeholders towards the San youth. Making a map about the prejudices will reveal more problems to start to handle. The goal in all this is to take out the obstacles that could hinder the San youth's progress.

Orgsona concept

A conceptual relationship network model was created to form the guide stakeholder mapping research with a relationship network approach. The research problem was formulated that will be considered in the academic publications based on the relationship network mapping. A suitable research question is required to guide the process of scientific investigation to gain the necessary insights for dissemination in scientific publications. Key issues were identified and investigative research questions formulated. To support the importance of multi-stakeholder network mapping, an extensive literature review was conducted considering publications on stakeholder mapping, relationship networks, social networks and network theories. For future scientific investigations, an orgsona concept was created to present typical not-for-profit organisations similar to a persona for individuals. The orgsona can be used as an analytical method. Relationship networks for the three participating SAN organisations with the youth participation were created and lists of stakeholders involved in SAN youth development was compiled.

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