

TOOL

POWER MAP AND STAKEHOLDER ANALYSIS

WHY

When you want to bring about change, it is important to know how different stakeholders and people with power may influence your work, how they make decisions and how you can influence them to be positive towards your issue.

The **power map** is a useful tool to:

- Help identify, who have an interest in your issue, who has power and analyze relationships between stakeholders.
- Help identify how you can get access to or influence stakeholders directly or indirectly.
- Visualize where your organization sits in relation to stakeholders

The **stakeholder analysis** helps you to:

- To understand **who agrees** with your position and **who opposes** it.
- To analyze and **understand the interests** of the stakeholders so that you can **adapt your messages** and **activities** to maximize impact.
- To find out **what further information you need**.

WHEN

Do a power map and stakeholder analysis when you **plan your project** or your advocacy work. Be aware of changes to the power dynamics that affect the issue **during your project** and consider if you need to re-think your project or advocacy strategy along the way.



HOW

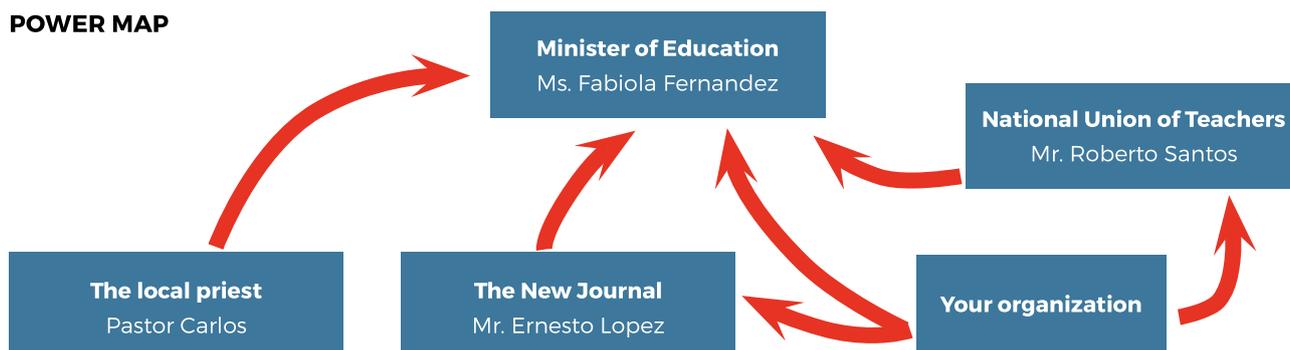
The **power map** shows you a range of paths to influence a central decision maker on your issue.

- Start with a large sheet of paper and write the names/titles of key decision makers and key stakeholders with an influence on your issue.
- Add the people who are closest and most influential to the key decision maker and the key stakeholders and draw arrows to represent their relationships.

Through the **power map** you can see potential entry points to influence.

The **stakeholder analysis** can then help you to identify the most effective entry points and strategies to influence key decision makers.

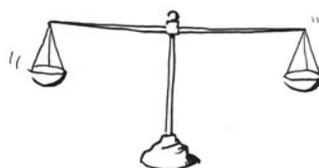
POWER MAP



- Start out by listing or mapping the stakeholders that are involved in your issue and would need to be involved to create the change you want to see.
- It is important to identify individuals within the institutions and organizations. You influence individuals and not institutions or organizations as a whole.
- Then analyze whether the stakeholders you have identified are your key decision makers, allies, opponents or neutral to your issue.



Allies



Opponents

EXAMPLE OF A STAKEHOLDER ANALYSIS

INSTITUTION/INDIVIDUAL	TYPE OF STAKEHOLDER	ANALYSIS
Ministry of Education Minister of Education. Ms. Fabiola Fernandez	Key decision maker, neutral	Has made speeches on the need for quality education – but is also battling for finances for education with the Ministry of Health. Is ambitious and may be interested in an issue that will increase her popularity and profile.
National Union of Teachers Mr. Roberto Santos	Key stakeholder, ally	The teachers association primarily focuses on pay and conditions for teachers
The New Journal Correspondent on social issues Mr. Ernesto Lopez	Influential person Potential ally / neutral	Mr. Lopez writes a weekly column on social issues. It is difficult to know what his position is on this issue and if he feels priorities should be different. He likes to write case stories with a strong example, so we could provide him with these.
The local priest Pastor Carlos	Influential person Potential ally/opponent	The priest is reluctant to recognize the girls right to education, but he is a close friend of the provincial

» UNDERSTAND THE DECISION MAKING SYSTEMS AND PROCESSES

If you are working to influence people with power it is a good idea to analyze the decision making systems and processes to find out when you can influence decisions – and how.

If you are working to influence policy maker, ask yourself:

- How and when are policies developed? When are the decision makers open for input?
- How and when are the budgets decided?
- Can you foresee any likely developments in the political space or processes when change is more likely to occur, for example during changes of leadership?

Likewise, if you are working to change attitudes or behaviors in other systems, analyze how attitudes are formed, how decisions are made and by whom.

This helps you to identify, when and where there is openness for input and change.

» MANY WAYS OF INFLUENCING DECISION MAKERS

There are many paths to influence.

In the case of ‘teachers delayed salaries’ resulting in absent teachers and little quality of education, there are many ways of influencing decision makers:

- You can request a dialogue meeting with a decision maker – e.g. the education minister
- You can get the press interested and make them cover your issue so the Minister, relevant politicians or the provincial governor take an interest in the issue
- You could engage a parliamentary committee on ‘quality in education’, which will raise the issue with the Minister
- You could engage religious leaders to influence the provincial governor, who go to their church
- You could form an alliance with a professional association (e.g. the teachers union), parents associations or a local/international education civil society network.
- You could do a public campaign to raise attention to the importance of teachers in achieving quality education and get parents to voice their concerns.

The most effective influencing strategy may be a combination of some of the above – or other ways of doing it.

