

TOOLS

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TOOL 5: Mapping stakeholders' interests, influence and importance

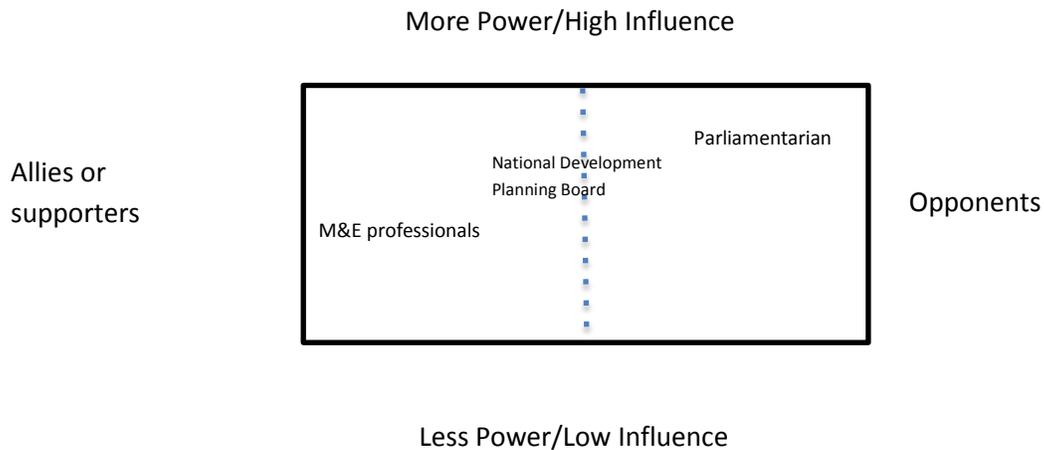
This tool is illustrated using an example where a VOPE's advocacy priority is to develop a national evaluation policy in X country. The following table is hypothetically filled based on this case to understand the different stakeholders interests, influence and importance.

	Stakeholder 1	Stakeholder 2	Stakeholder 3
Stakeholder (state name)	E.g. M&E professionals in local NGOs	E.g. Director of the National Development Planning Board	E.g. Member of Parliament from the local constituency
Stakeholder's interest in the issue (state high, medium, low)	High	Medium	Low
Stakeholder's level of opposition to or support for the issue (strong ally, medium ally, neutral, medium opponent, strong opponent)	Strong Ally	Neutral	Medium Opponent
Stakeholder's influence over the issue (unknown, no influence, some influence, moderate influence, significant influence, very influential)	Some Influence	Significant influence	Very Influential
Importance of stakeholder's engagement (unknown, no importance, some importance, moderate importance, very important, critical player)	Very Important	Critical Player	Critical Player

TOOL 6: Power Mapping

Using information from the stakeholder's mapping (Tool 5), map the stakeholders on the grid below according to their likely position (allies or opponents) on the change being desired and according to their level of influence (high or low).

The stakeholders mapped near the edges are strong allies or opponents and those near the middle are categorized as neutral. A higher placement in the grid indicates greater power and lower placements indicate less power. For instance, taking the example from the stakeholder analysis forward wherein the advocacy priority is to develop a national evaluation policy, M&E professionals in local NGOs may be a VOPE's greatest allies, but as they have moderate power they may be plotted closer to the bottom of the grid. The National Development Planning Board may be plotted near the center of the grid, as the Director may be neutral to the issue, holding significant power and influence. The Member of Parliament is plotted closer to the upper right corner. The parliamentarian may hold significant power and influence, but may be an opponent. Remember such grids are neither static nor are they strictly drawn.



TOOL 7: Comprehensive target analysis

For a better understanding of your target audience, for each target you might ask:

1. What do they know about the issue?
2. What is their attitude towards it?
3. What do they really care about?
4. Who has influence over them?
5. What influence or power do they have over the issue?

Below is a table, drawn up for a hypothetical VOPE's advocacy to develop a national evaluation policy in X country.

Target/ influential	What do they know about the issue?	What is their attitude towards it?	What do they really care about?	Who has influence over them?	What influence or power do they have over the issue?
1. Director, National Development Planning Board	Has very little exposure to the importance of strengthening evaluation.	Neutral. Agrees evaluation should be part of public policies but does not think there is a need to establish a specific policy on evaluation	Getting donor aid into the districts; the votes and elections in two years' time; the Director is keen for its name to be linked with a good project	World Bank and other major donors; the electorate; board members	The Director has significant power to influence local development strategies and budgets
2. District development planning officials	Slightly more exposure to the issue than at the national level	Not very interested	Increasing their level of central funding, and attracting donor aid into district	Donors; Provincial government	These actors have potentially strong voices and if they can be exposed to the importance of evaluation and convinced of its need they may be able to influence decisions to invest more resources into developing a national evaluation policy.

Target/ influential	What do they know about the issue?	What is their attitude towards it?	What do they really care about?	Who has influence over them?	What influence or power do they have over the issue?
3. Ministry of Social Development	Good understanding of the issues involved	Split: those based at district level are keen to see changes; national level staff have other priorities	Budget allocations; Standards in evaluation	Ministry of Finance; donors	Ministry officials do have access to the Ministry of Finance and could demonstrate both good field practice of evaluation and the benefits of investing increased resources into evaluation.
4. Media	Little exposure	Not relevant or important	Circulation figures; interesting stories	Media owners, Ministry of information and broadcasting	High power to hold elected officials accountable for policy implementation
5. Major Donor (such as World Bank)	High understanding	Medium Priority	Increased 'economic efficiency' in government services	International development community	The World Bank are high level actors who have high influence. The World Bank task force can be influenced to persuade the National Development Planning Board and the Ministries.

Target/ influential	What do they know about the issue?	What is their attitude towards it?	What do they really care about?	Who has influence over them?	What influence or power do they have over the issue?
6. General Public	Low understanding	Medium priority	Better services, more transparency, accountability, less corruption, better governance	Media	The citizens can have a strong voice to push for a national evaluation policy. They may hold coercive power on the government through their ability to vote in the next elections.