



Mapping Power

Overview: Strategy planning demands an understanding of the political players who will care about, fight over, and be affected by your strategy. This information is needed to forge alliances and build support as well as guide opposition and assess risk. In this mapping process the group will look at: who is at the decision making table, what is on the table and who or what is “under the table”, in other words impacting and influencing the decisions.

Purpose: In this mapping process the group will identify the institutions, groups and individuals with influence, power, and an interest in the changes your strategy seeks on a particular issue. It will help you identify the public and private positions of these actors in order to determine allies, opponents, and targets.

Materials:

- Flip chart, markers, tape
- Copies of Mapping Power Chart

Time: 2-3 hours

Process:

Facilitator Note: Tape up 6 – 9 flip chart sheets (with 2 -3 sheets for each topic). Using attached chart as a model create a matrix upfront.

1. Begin by explaining the chart. Expand the boxes to give more room for notes and make sure that the categories match the context.
 - The first category of players in the chart refers to structures and individuals within the formal arena of public or state decision making. This includes officials, legislators, the executive, and appointed personnel
 - The second category contains all other influential players in the private sector and civil society. These two categories should include both national and local players.
 - The third category contains international actors.





2. In the first column, write the institutions (e.g. Ministry of Finance, local councils, chamber of commerce) that have a stake in your issue and advocacy. In the second column write the names of individuals who are leaders and decision makers in those institutions in relation to your issue. Use the results any prior analysis to feed into this exercise (e.g. **Power Analysis for Strategy, Problem Tree**, etc.)
3. In the last column, note the viewpoint of the identified player with respect to the issue. If the viewpoint of the institution and the individual are different, mark both. Note any differences between their public and private stances. For example, AIDS activists argue that pharmaceutical companies may publicly support a bill to fund AIDS prevention, but their real interest (under the table) is to involve the government in subsidizing drugs for people who can't afford them to avoid having to reduce prices.
4. Next to the institution and name of the individual, categorize them as follows:
 - = Opposed
 - S = Supporter
 - U = Uncommitted
 - ? = Don't Know
5. Then, rank the power of the player on a scale 1-4, with 1 being the most powerful and 4 as the least powerful. Circle those that are the most powerful and support you, and those that are most powerful and oppose you.

Discussion in Plenary:

- What do you notice about the matrix we have created?
- Who are the immediate allies? Who will you need to persuade to support you?
- Who are your strongest opponents?
- Who is the key formal decision maker on the issue? Who is the most influential actor impacting the decisions? Which of the two is more powerful?
- What do the positions of the various players tell you about the kinds of messages that will be needed to impact the decision-makers/ the public/other key players?
- How does the analysis change your short term goals and objectives? Does it help you define next steps in your strategy? What more do you need to know?



Mapping Power Matrix

Major Players	Institutions/ Structures	Key Individuals	Opinion-Interest Rank
Gov't. Decision Makers and Actors: <ul style="list-style-type: none"> - National - Provincial/ State - Local/ District - Other 			
Other Influential Actors: <ul style="list-style-type: none"> - Business/ Corporate - Media - Political Parties - NGO's - Community Based Groups - Paramilitary/ Narco-traffickers - Religious Institutions - Labor - Academics - Other 			
International Actors <ul style="list-style-type: none"> - Donors and Foundations - UN Bodies - NGO's - World Bank and IMF - Other Governments - Multinational Corporations - Other 			