Stakeholder Mapping

AFROPAC Annual Planning Workshop

Lomé, Togo, 18.01.2017
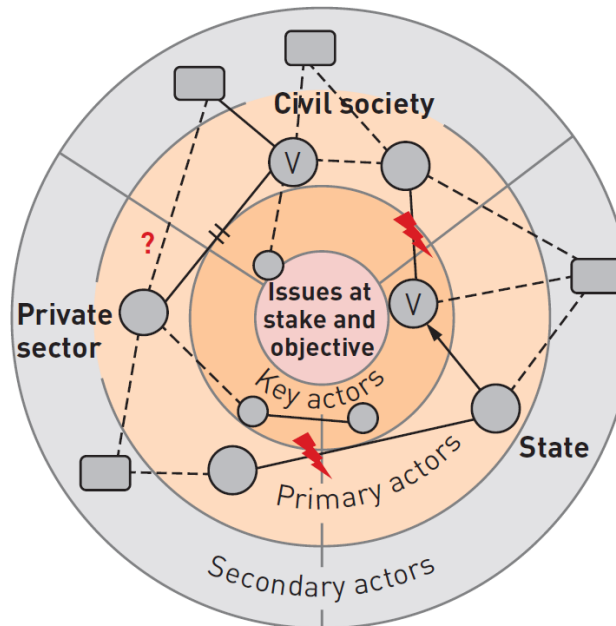
Question:

Who in your opinion is an important stakeholder for AFROPAC?

Agenda

- **Input presentation on stakeholder management**

  Presenter: Friedmut Abel, GIZ

- **Step 1: Group work and discussion**:

  "What do you want to achieve using the stakeholder map?"

- **Step 2: Drafting the map together**

- **Conclusion:** „How can AFROPAC use the map?"

Benefits of Stakeholder Management for AFROPAC (1)

Knowing its stakeholders and their (inter-)relationships is important for:

- the design and implementation of AFROPAC's Action Plan 2017-2018 according to members' needs

- developing a mutually benefiting *strategic partnership* with the regional PAC networks (EAAPAC SADCOPAC, WAAPAC)

- foster broader political impact of PACs in national and international contexts

- organisational development and financial sustainability of AFROPAC

- forming alliances with peers like the:

    - African Organisation of Supreme Audit Institutions (AFROSAI)

    - African Tax Administration Forum (ATAF)

    - Collaborative Africa Budget Reform Initiative (CABRI)

    - Pan-African Parliament (PAP) of the African Union (AU)

Benefits of Stakeholder Management for AFROPAC (2)

A Stakeholder Map further …

- exposes information gaps and participation deficits (blank spots)
- shows the actors and their (inter-)relationships you know little or nothing about
- indicates which actors to involve
- corrects premature assumptions concerning individual actors and the relationships between them

Classification of Stakeholders

Stakeholders are actors who hold at least a potential stake in the changes to be brought about. Resources, power, knowledge, interconnectedness makes them potent actors, depending on the issue at stake.

Classification of stakeholder depend on the context of each organisation, project or issue. The following come in mind:

- target group / "customers" (national PACs, civil society)
- partners and allies (AFROSAI, AU…)
- resource bearers (national PACs, funders)

Process of Stakeholder Mapping

1. Formulate the key issue

2. Identify the actors and develop a map that represents the relationships between actors

3. Evaluate the outcome
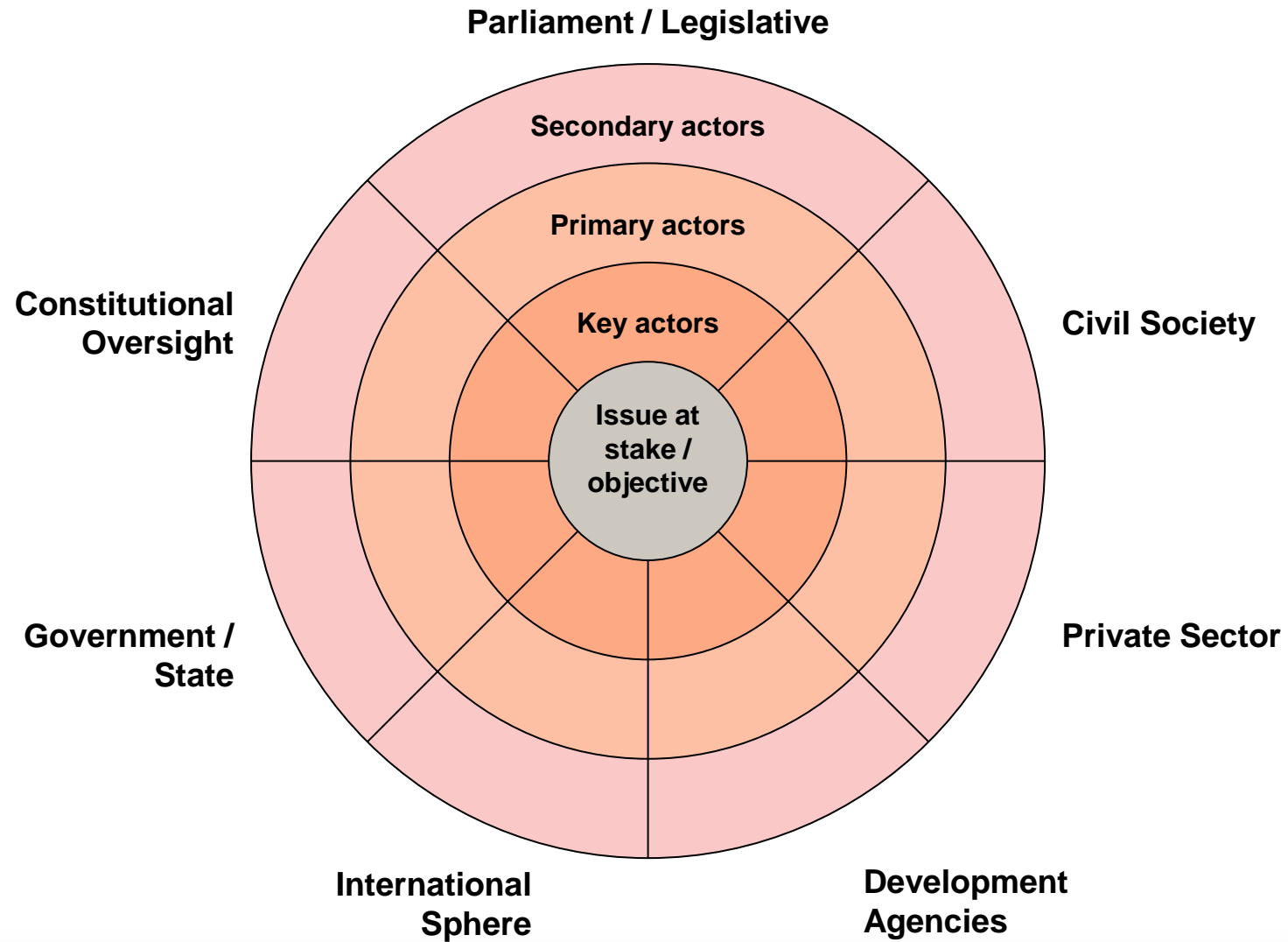
1. Formulating the Key Issue.

Setting frame by answering the key questions:

- *»What do you want to achieve using the map of actors based on AFROPACs objectives?«*
- *»What specific issue do you wish to address?«*

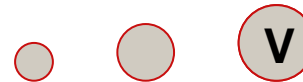**AFROPAC Stakeholder Mapping**

2. Map the relevant stakeholders

i.   Which actors are relevant for AFROPAC?

ii. Is it a key, primary or secondary actor?

iii. How much influence does it has?

iv. Is it a veto player?

v.   Is the relationship:

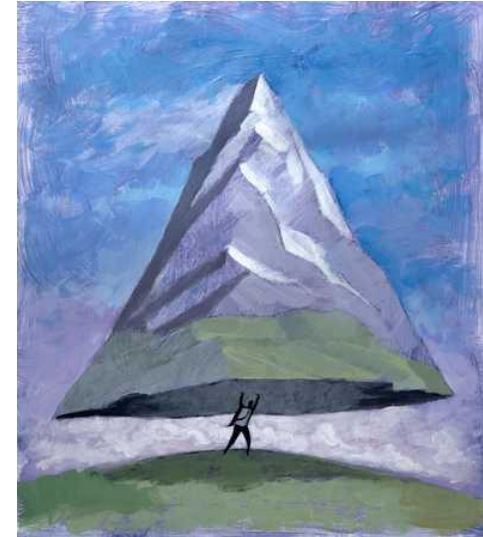|	
▬▬▬▬	- close or distant
──── - - - -	- formal or informal
──────>	- dominating one actor over the other
──── ↙ ──	- marked by tension, conflicting interest or other forms of conflicts
──||──	- interrupted or damaged

Conclusion: How can AFROPAC use the map?

But how can we move mountains?

We need:

- Faith

- Brains

- Muscles

Conclusion: How can AFROPAC use the map?

- The Stakeholder Map is not constant but changes according to actors; and looks different according to each issue at stake

- Using the stakeholder map as basis for developing:

  - Action Plan
  - Funding Strategy
  - Communication Strategy

    … during the course of this workshop

Thank you very much for your attention…

… and for moving mountains!