### Stage 2

**TOOL 7**

**Identifying key stakeholders – two different approaches**

1. **Power-interest matrix:**
   
   Having identified those with a potential interest or involvement in the partnership, consider where each belongs in the power-interest matrix below.

   Power relates to how much influence an organisation can bring to the partnership to help it achieve its objectives. Influence could be effected through funding, statutory regulation or other forms of more informal lobbying or persuasion. Interest relates to how much of a stake or concern an organisation or group may have in the outcomes being worked towards.

<table>
<thead>
<tr>
<th>POWER</th>
<th>INTEREST</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOW</td>
<td>LOW</td>
</tr>
<tr>
<td>HIGH</td>
<td>HIGH</td>
</tr>
</tbody>
</table>

   - **Key decision-makers** – the organisations that are centrally involved in decision-making about strategies and spending.
   - **Consultees** – the organisations who should be consulted for their advice or views but who do not need to be centrally involved in all decision-making.
   - **Informed parties** – other observers or interested organisations who should be kept informed but who are unlikely to have strong views about the decisions being made.

   Source: Working in partnership: a sourcebook, New Opportunities Fund

2. **The “chapatti diagram”**

   “Different sizes of circles of card are used to represent each organisation; perhaps even overlaid on a large map of the area. Start with a brainstorm of all the potential partners, and then write each onto a circle of card deciding as a group how influential or important that organisation is and selecting the size accordingly. Representing this visually stimulates discussion about potential allies or competitors, and can also be used to explore linkages between organisations.” Marion Raynor, Community First (Wiltshire and Swindon)

   Following on from either of these exercises, as a facilitator of collaboration you can encourage the partnership to decide how best to involve and/or communicate with those identified.

   Source: Adapted from ActionAid’s REFLECT methodology