**Purpose**

This is one of two Stakeholder Mapping tools intended to help NGOs understand the people and institutions in their target regions. It allows NGOs to categorize stakeholders as supporters or opponents of their causes along with their levels of engagement. The following tool can be used to identify stakeholder groups and individuals within a community who are potential community champions, allies, adversaries, or resistors.

This tool is applicable for both NGOs that are in the beginning stages of engaging communities as well as established NGOs that wish to review the influence of stakeholders as roles and involvement can change over time. This tool should be an internal document and may be reviewed annually.

**How to use this tool**   
This tool should be completed internally by members of the NGO who have direct connections with community members and generally understand their positions.

Identifying community members who support or oppose the goals of an organization can be highly informative, especially in the beginning development stages. This exercise begins with the participating NGO representatives listing community stakeholders—including individuals, groups, and institutions—in the Stakeholder column of the workbook. There is no limit to the number of stakeholders that can be included, so creating a comprehensive list may be helpful.

When the names of a number of stakeholders have been compiled, rank each stakeholder in two dimensions: level of support and level of participation. In the Support column, rank each stakeholder on a scale of -5 to 5 (-5 being strongly opposed and 5 being highly supportive). Then rank each stakeholder in the Participation column again on a scale from -5 to 5 (-5 being inactive or passive and 5 being very active).

After stakeholders have been ranked, they can be plotted on a Microsoft Excel chart or by hand with level of support plotted along the *x* axis and level of participation plotted along the *y* axis. The resultant chart will categorize stakeholders into four types based on the quadrant in which they fall.

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* ***Community champions*** fall within the upper right quadrant, exhibiting strong support for the NGO’s mission and having strong participatory capacity. These stakeholders are knowledgeable about community structure, have connections to community leadership, and are willing to facilitate introductions to other people. These individuals can help communicate with community members as well as advise on cultural and societal best practices for a program or initiative. Community champions should be identified and engaged early on in an NGO’s planning phase.
* ***Allies***will appear in the lower right quadrant of the chart and represent stakeholders with support for the NGO but low participation. These groups and individuals may believe in an organization's programs, goals, or mission but are not active in their support. This group has the potential, with time and influence, to shift to more active roles as programs develop. Maintaining positive relationships with these stakeholders and actively engaging them in programming can be critical to an NGO’s success.
* ***Resistors***will appear in the lower left quadrant of the chart, demonstrating opposition to the organization but passive participation. Though these stakeholders oppose the organization’s goals or mission, they may only weakly resist programs or initiatives. Relationships with resistors should be carefully managed to ensure they are not provoked into the adversary role. It is important to recognize this group’s values and perspectives since ignoring or marginalizing them may fuel negative interactions.
* ***Adversaries*** fall within the upper left quadrant of the chart and refer to individuals or groups who oppose an organization’s programs, goals, practices, or mission and actively fight against its efforts. Despite conflicting values, it is important to build trusting relationships with these stakeholders. Employing conflict mitigation strategies such as the Conflict Transformation Model (see page 27 of the framework) can help reduce tensions with adversaries.

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In the example chart below, three zones of engagement appear in concentric circles. These zones can further classify stakeholders based on the strength of their ranking in the support and participation dimensions. Those in the innermost circle will tend to be apathetic with little involvement outside of community-wide initiatives. Those in the second circle are more likely to be receptive to engagement. However, the resistors and adversaries in this zone may need to be engaged in different ways such as through conflict mitigation and compromise. Lastly, those in the outermost circle represent the archetype of their quadrant category (Community Champion, Ally, Resistor, Adversary).

The editable Excel workbook for Tool 5.1 is available for download [here.](https://africanpeoplewildlife.org/wp-content/uploads/2019/11/Tool-5.1-Identifying-Community-Championsl.xlsx)