



# NETWORK MAPPING

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Caby Verzosa  
Tony Lambino  
GTL Team  
World Bank Institute



# What Is a 'Net-Map' ?

An **discussion-based** mapping tool that creates **network influence maps** for:

- Appreciating and visualizing situations involving multiple stakeholders
- Teams to clarify their own views and develop a strategic approach
- Determine,
  - i. which **actors** are involved in a given network,
  - ii. how they are **linked**,
  - iii. what their **motivations** may be, and
  - iv. how **influential** they are

# How does it work?

Determining **links, levels of influence, and motivations** of key stakeholders allows users to be more strategic about required leadership action in complex situations:

- Do you need to strengthen the links to an influential potential supporter (high influence, same goals)?
- Do you have to stay aware of an influential actor who doesn't share your goals?
- Can improved networking and outreach help empower current or potential allies who are less empowered?

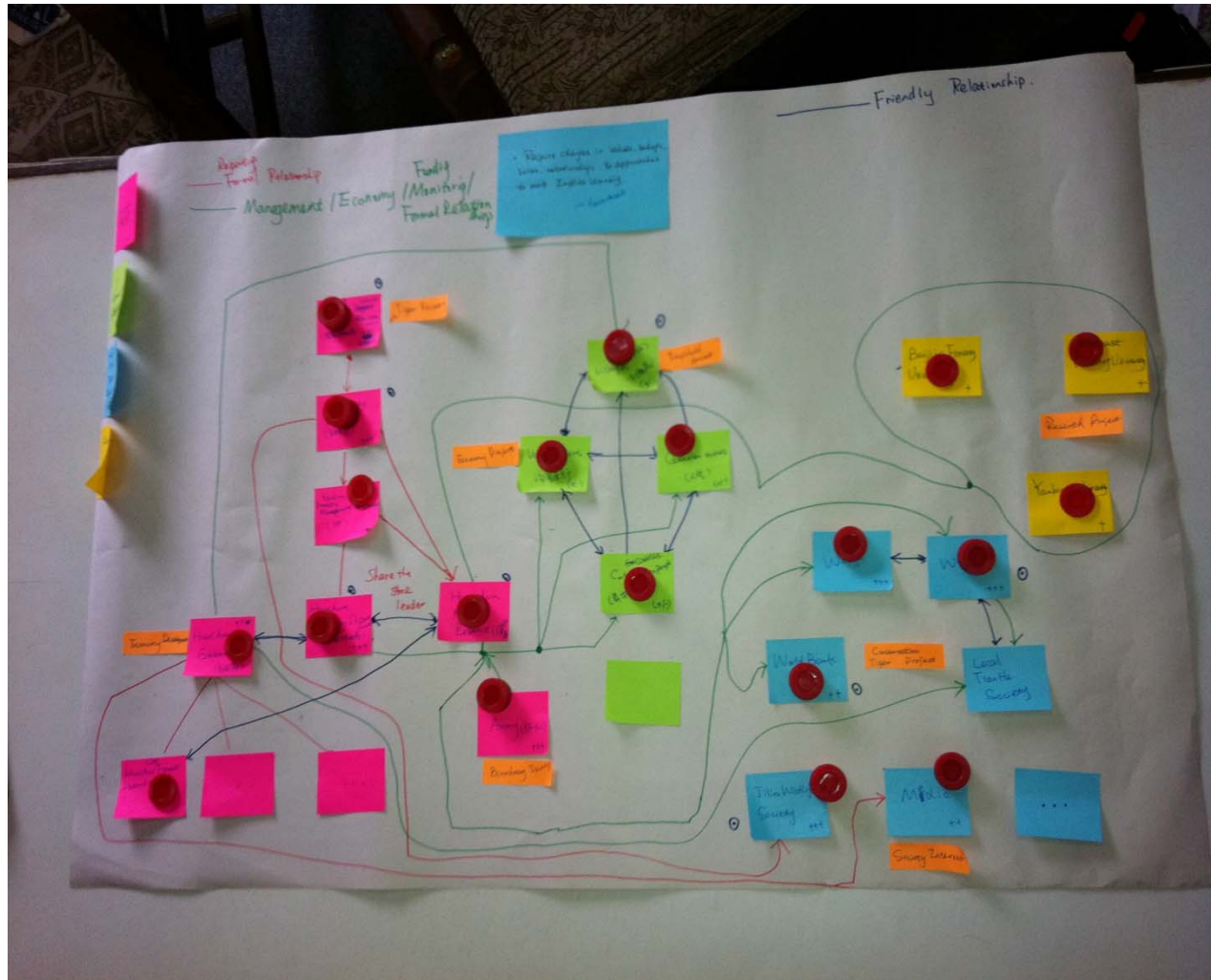
# What are the steps?

In the context of the adaptive challenge you are facing,

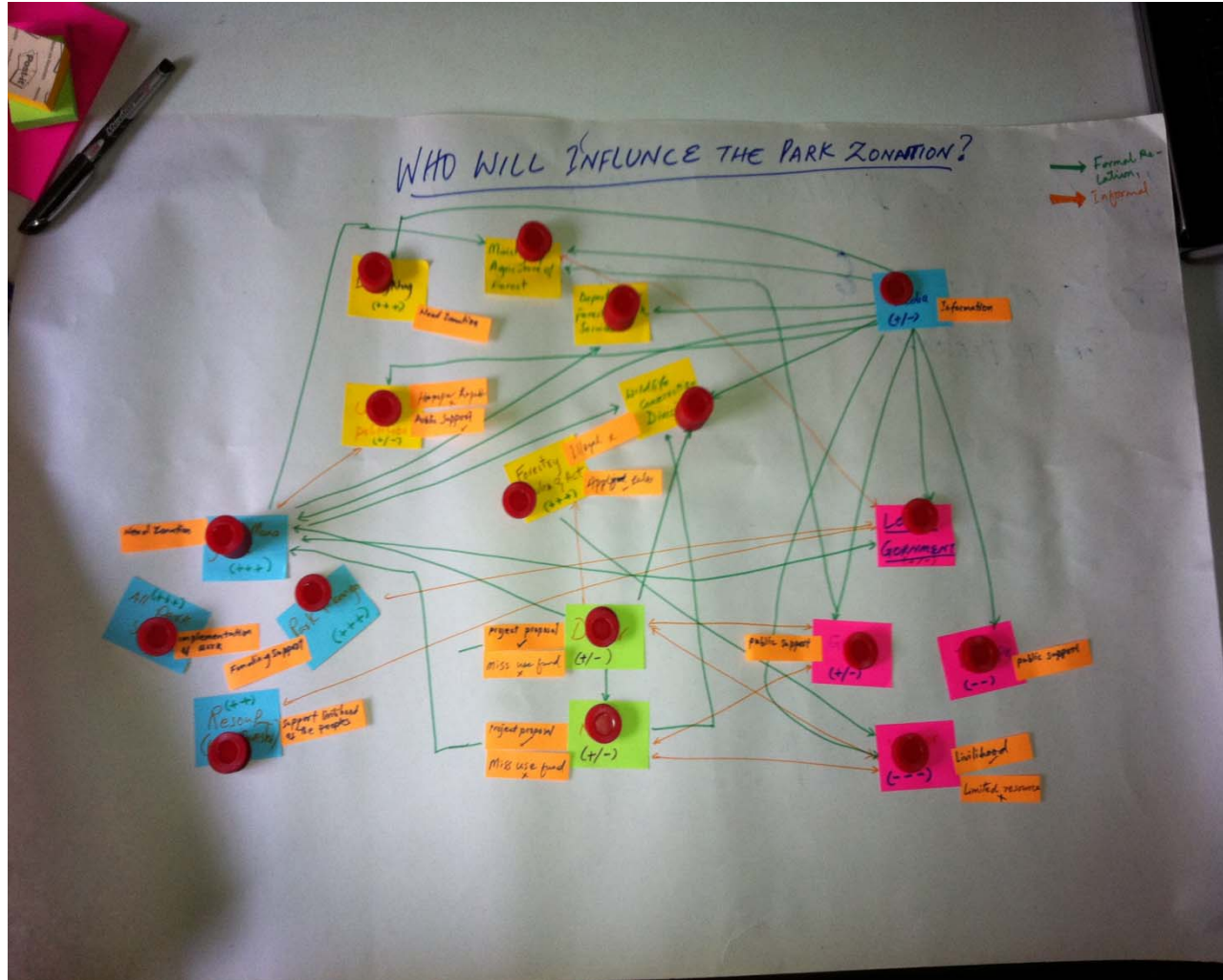
- Determine the **question** (e.g. “Who can influence the success of ...?”)
- Identify and place on mapping sheet, key **stakeholders** (categories, groups, individuals)
- Select and name **links** among these stakeholders
- Draw these links, showing the direction of **flows**
- Define the **motivation** of key stakeholders
- Note the motivation and identify the **position** (+,-,+/-) each has on your initiative or project
- Create **influence** towers for key stakeholders

# What does a Net-Map look like?

# China



# Bhutan

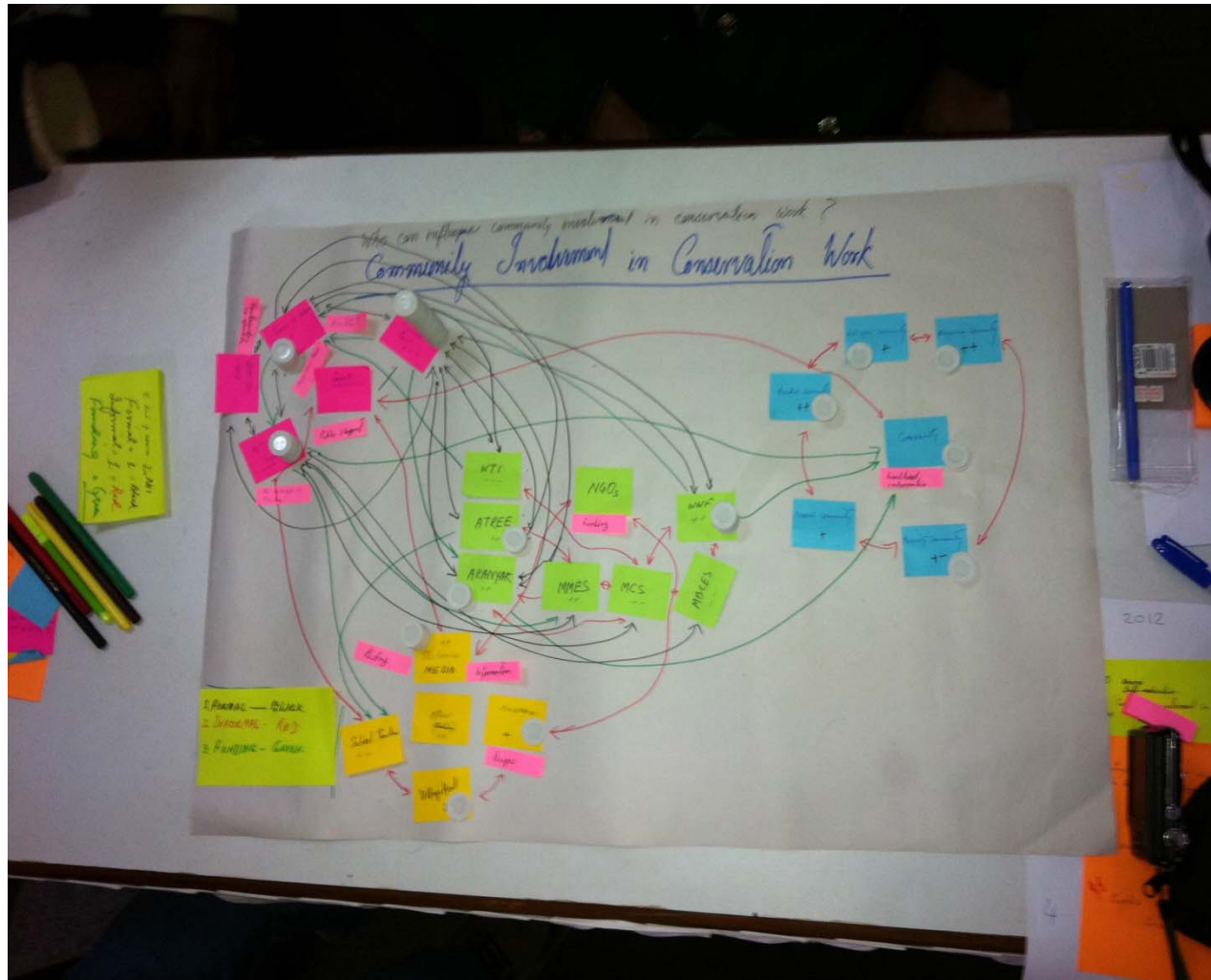


# Russia





# India



# Nepal



# What do you do with it?

- ❖ Based on the specific question you want your Net-Map to help answer, discuss what this influence map shows you:
  - Where does ‘influence’ come from?
  - What happens in case of conflicting motivations?
  - How can friction be reduced, alliances created?
  - What can be done to increase the strength of positive and reduce the strength of negative influences?
- ❖ Use these insights to identify action steps.

## Step 1: Craft your question carefully

“Who can influence... (YOUR PROBLEM or CHALLENGE)”?

For EXAMPLE, “Who can influence rapid change in the spatial form of city X by February 2013?”

## Step 2: Who are the key stakeholders?

“Who is involved in... (the project)?”

- Categorize key stakeholders (e.g. govt./non-govt./private sector)
- Name specific (selected) actors in each category
- Write names on color coded actor post-its and arrange on empty Net-Map sheet.

## Step 3: Select Links

**“What links (formal and informal) among the key stakeholders are critical to the success of this project?”**

- Select links to include on the Map
- Name the links (e.g. money, information, authority)
- Develop a color code/key for the selected links.

## Step 4: Draw links, showing flows

### “Who is linked to whom?”

*Go through the different kinds of links one by one (e.g., “Who gives money to whom?; Who holds power over whom?”)*

- Draw arrows between actors/stakeholders.
- If two actors exchange something (e.g. information) draw double headed arrows.
- If actors exchange more than one thing, add differently colored arrow heads to existing links.

## Step 5: What are their motivations?

**“What are the motivations of stakeholders with regard to the project?”**

- Identify the main motivation of each stakeholder, preferably in one or two words
- Write on a small post-it, and stick next to the stakeholder's name
- Include more than one motivation for a stakeholder, if needed



## Step 6: For or against?

**Who are for and who are against the success of your project?**

- Add signs for (+), against (-), or mixed feelings (+/-).
- You can use double (++, --) and triple signs (+++, ---) to denote strong support or strong opposition.

## Step 7: Set Up Influence Towers

“How strongly can a stakeholder influence ...?”

- This is about influence on the project and not “general influence” in the abstract.
- Assign influence towers to each key stakeholder: the higher the influence on the issue at stake, the higher the tower.
- Place influence towers next to the name of each actor → use the poker chips.
- Note the height of each tower on the Net-Map.

# Report to the Plenary

- What was your question?
- Which key stakeholders did you identify?
- What are the links that connect them?
- Who exerts what influence?
- Where can alliances be formed?
- What did you find most surprising or interesting in this mapping exercise?

# Wrap-up

- Net-Mapping brings together the knowledge of individuals, enables discussion, and allows group validation.
- It facilitates possible “next steps.”
- It can be used repeatedly and with different groups, to capture changes over time.