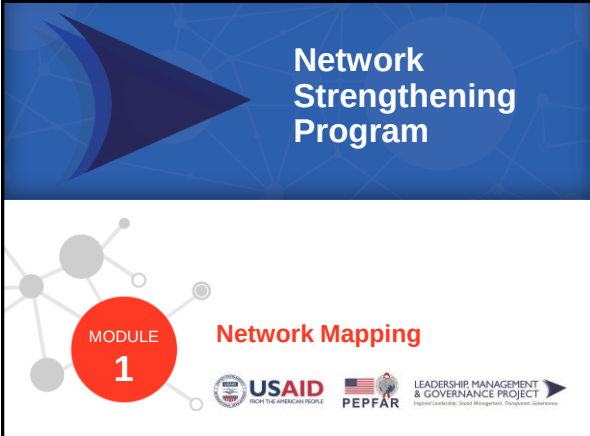


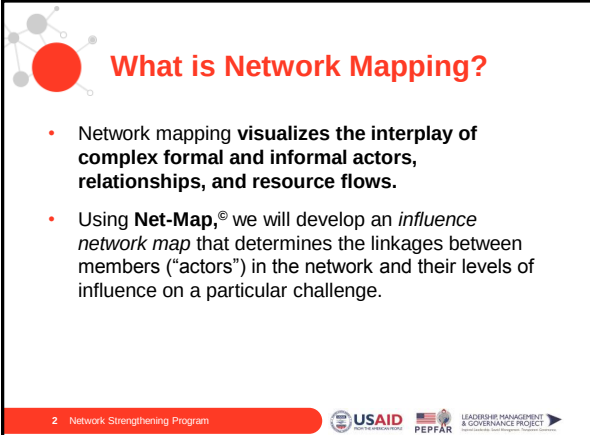


Network Strengthening Program

MODULE 1

Network Mapping

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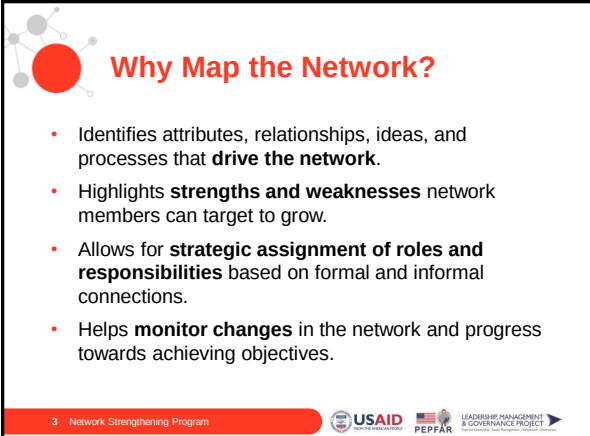


What is Network Mapping?

- Network mapping visualizes the interplay of complex formal and informal actors, relationships, and resource flows.
- Using **Net-Map**,[®] we will develop an *influence network map* that determines the linkages between members (“actors”) in the network and their levels of influence on a particular challenge.

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Why Map the Network?

- Identifies attributes, relationships, ideas, and processes that **drive the network**.
- Highlights **strengths and weaknesses** network members can target to grow.
- Allows for **strategic assignment of roles and responsibilities** based on formal and informal connections.
- Helps **monitor changes** in the network and progress towards achieving objectives.

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The Net-Map Process

1. Identify network challenges and define questions
2. Identify actors and actor groups
3. Draw linkages between actors
4. Build towers of influence
5. Identify the goals of actors/actor groups
6. Review and discuss network maps

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Identify Network Challenges and Define Questions

- Identify some complex issues or challenges the network faces, for example: finances, communications, agreements, etc.
- Frame the challenge as a question: **“Who influences XY?”**, where XY is the complex issue or challenge faced by the network that is influenced by different actors with various goals, who are formally and informally linked.

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Activity Breakout

- Break into 3 to 4 small groups, with each group working on a different question identified during the plenary.
- Write your group's question, **“Who influences XY?”**, at the top of the flipchart paper at your table.

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Identify Actors and Actor Groups

- Brainstorm the various actors who influence XY – the particular question your group is working on. Ask: **“Who influences XY?”**
- Group the actors into 4 to 5 distinct groups, for example: government, NGOs, the private sector, local/regional/national entities, etc.
- Write each actor on a Post-it note, using a different color for each group.**

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Identify and Draw Linkages Between Actors

- Brainstorm the various connections between the actors. Ask: **“How do these actors interact to influence XY?”**
- Group interactions into 4 to 5 broad types of formal or informal linkages, for example: advice, command, funding, info sharing, political pressure, etc. Avoid using links that nearly all the actors share.
- Draw the linkages between actors, using a different colored marker for each type of linkage.**

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Build Towers of Influence

- Discuss various actors' influence. Consider each actor's ability to influence XY (the specific issue at hand), *not* their formal role or position in a hierarchy. Ask: **“Who influences XY in what way? How influential are they, and why?”**
- Using influence pieces, build an influence tower for each actor.** The higher the stack, the more influence the actor has. Remember to think about actors' influence in relation to one another.

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Identify Goals of Actors/Actor Groups and Determine Influence

- Discuss the goals and motivations of the various actors, as related to the challenge XY. Ask: **“Do actors have a positive, negative, or neutral influence on XY?”**
- Draw symbols on each actor card, noting whether the actor has a positive (+), negative (-), or neutral (+/-) influence on XY.

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Review and Discuss Network Maps

Present your Net-Map to the larger group. Share some of the discussions your group had as you were working through the Net-Map.

Questions for the large group to consider:

- What is strange, unique, or striking?
- Which actors could play a role in supporting the network to resolve its challenge? Who is influential? Whose goals align with the goals of the network?
- Which linkages act as enablers or barriers related to the challenge? How could these linkages be strengthened or weakened?
- Where are potential coalitions, cut-points, and bottlenecks?

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Moving Forward

- Keep in mind the attributes, relationship, ideas, and processes we identified that drive the network.
- Throughout the workshop, **consider how you can use this knowledge to be more strategic about how you work together within your environment to achieve your objectives.**

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