



IDEV

Independent Development Evaluation  
African Development Bank



# IDEV Stakeholder Mapping

**An overview of how IDEV puts stakeholder mapping into practice.**

[idev.afdb.org](http://idev.afdb.org)

Presenter

Dieter Gijbrecchts


Date and venue

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# Presentation outline

- IDEV's approach to stakeholder mapping
- Step-by-step guide to IDEV's stakeholder mapping
- Questions



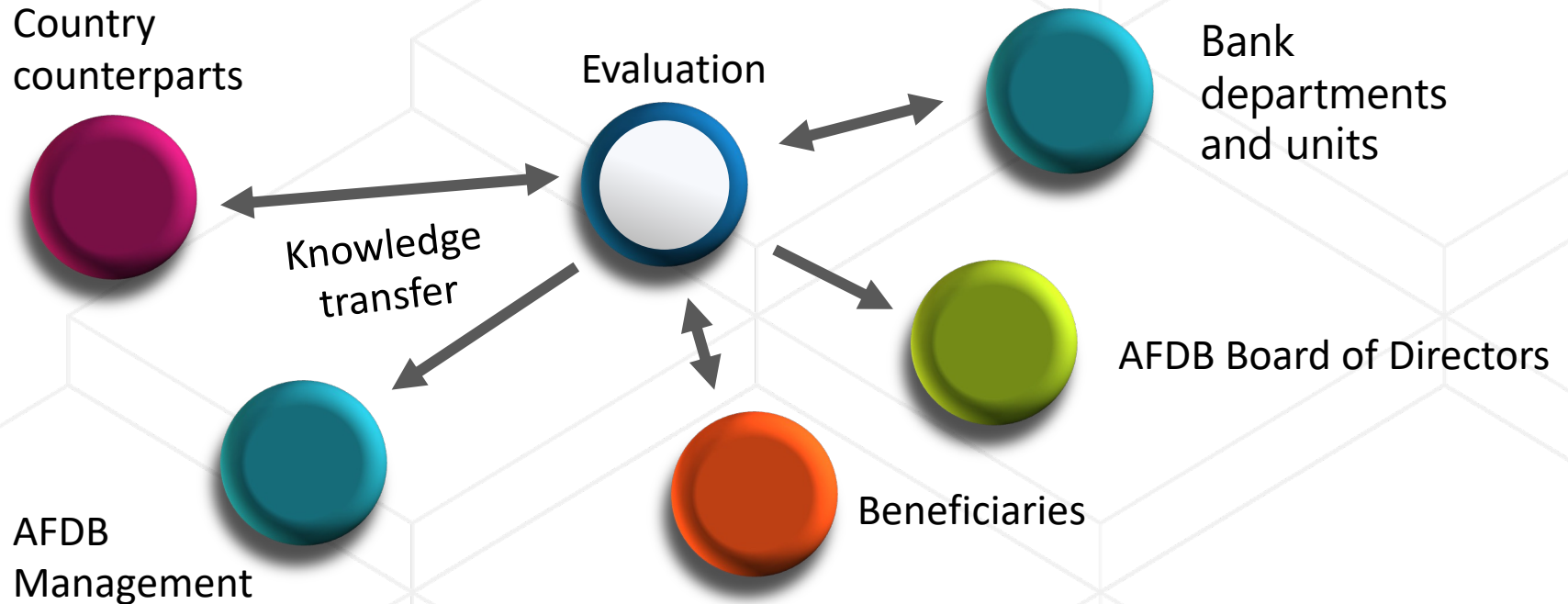
# IDEV's approach to stakeholder mapping

# IDEV's knowledge management approach

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- Focused on catalyzing learning by the AfDB and its partners to improve the impact and outcomes of its work.
- Every evaluation has stakeholders
- Every evaluation has a “dissemination” plan
- Stakeholder mapping is done for all evaluations
  - identifies stakeholders to engage /communicate with during and after the evaluation
  - Guides the dissemination plan for the evaluation
- Our stakeholder mapping has evolved, especially in the last 5 years or so. We have also developed new knowledge products and activities to address knowledge needs of stakeholders

# What or who is a stakeholder?



## Why map out your stakeholders?

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- Understanding different audiences, users, owners and participants who all have **different knowledge needs**.
- Understanding stakeholders' relationship with evaluation (use, interest, engagement) allows for **more useful evaluations and better dissemination and uptake**.
- Building knowledge partnership: focus on key target stakeholders helps to **build evaluation culture**.

The background features a light gray grid of hexagons. A series of white lines create a staircase effect, ascending from the bottom left towards the top right. A solid blue shape is in the bottom left corner, and a vertical bar with colored segments (orange, green, blue, purple, red) is on the right edge.

# Step-by-step guide to IDEV's stakeholder mapping

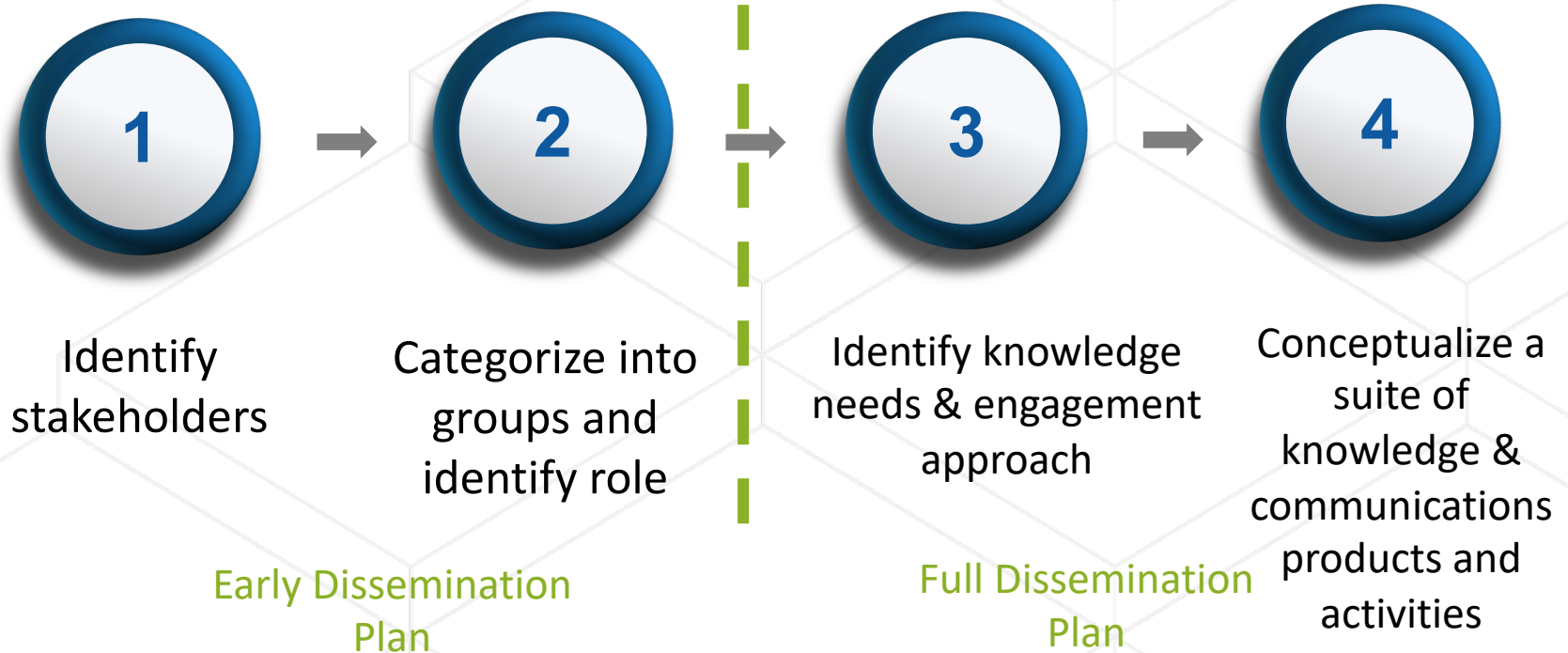
# IDEV stakeholder mapping

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*When?*

- 1** At early stage, identification of stakeholders informs evaluation approach paper or inception report
- 2** Elaborated in early dissemination plan, before evaluation conducted
- 3** Full dissemination plan after evaluation complete

# Stakeholder mapping steps



## Stakeholder mapping steps

1

Step one: identify stakeholders

### Covid-19 evaluation stakeholders

- Board of Directors
- Management
- AfDB Departments
  - Human Capital,
  - Regional Coordination Dept.
  - Sector Operations depts.
- Regional Member Countries counterparts (Gov. Ministries, )
- Partner MDB evaluation entities
- Etc...

# Stakeholder mapping steps

1

Step one: identify stakeholders

2

Step two: Map out stakeholders (Categorize into groups and identify role)

Lower interest

Higher interest

High influence

**B) Keep satisfied. Meet knowledge needs**

**A) Key partner & champion. manage closely. Build knowledge partnership**

Low influence

**D) Monitor. Keep informed**

**C) Keep informed. Meet knowledge Needs if relevant.**

# Stakeholder Map – COVID-19 evaluation example - groups

	Lower interest	Higher interest
High influence	<p><b>Category B: Keep satisfied / meet knowledge needs:</b></p> <ul style="list-style-type: none"> <li>• General Bank Staff not likely to work on crisis-response or health-related work.</li> </ul>	<p><b>Key partner / champion / manage closely / knowledge partnership:</b></p> <ul style="list-style-type: none"> <li>• Senior Management</li> <li>• Board of Directors</li> <li>• AfDB Departments <ul style="list-style-type: none"> <li>• Human Capital,</li> <li>• Regional Coordination Dept.</li> <li>• Sector Operations depts.</li> </ul> </li> <li>• Evaluation Reference Group</li> </ul>
Low influence	<p><b>Category D: Monitor</b></p> <ul style="list-style-type: none"> <li>• Partner MDB evaluation entities</li> <li>• Evaluation Consultants</li> <li>• Academia</li> <li>• Evaluation Community</li> </ul>	<p><b>Category C: Keep informed:</b></p> <ul style="list-style-type: none"> <li>• Regional Member Countries counterparts (Gov. Ministries, )</li> <li>• CSOs</li> </ul>

# Stakeholder Map – COVID-19 evaluation example - roles

Stakeholder	Role in Evaluation
<p>AfDB Departments</p> <ul style="list-style-type: none"><li>• Human Capital,</li><li>• Regional Coordination Dept.</li><li>• Sector Operations depts</li></ul>	<ul style="list-style-type: none"><li>• Providing source material and documentation for review.</li><li>• Participation in a limited number of interviews</li><li>• Use knowledge to inform policies, strategies and interventions.</li></ul>
<p>The Board of Directors / CODE</p>	<ul style="list-style-type: none"><li>• Review and approval of evaluation.</li><li>• Discussion of salient points and Management's response to report</li></ul>
<p>Regional Member Countries counterparts (Gov. Ministries, )</p>	<ul style="list-style-type: none"><li>• Use of knowledge to inform own country policies and strategies and future interventions</li></ul>

# Stakeholder mapping steps

- 1 Step one: identify stakeholders
- 2 Step two: map out stakeholders
- 3 Step 3: identify knowledge needs & engagement approach

Stakeholder	AfDB sector operations Depts.
<b>Role in the Evaluation</b>	Provide data / information Use findings, lessons & recommendations in design of policies, strategies and interventions
<b>Knowledge Needs</b>	Findings, lessons and Recommendations – particularly related to emergency response interventions
<b>Knowledge products</b>	Summary Report, Brief, presentation & database of evaluation findings, lessons and recommendation.
<b>How will this information be communicated? How engage stakeholder?</b>	E-Newsletter, social media, website & EVRD, knowledge workshop, dissemination of printed products

# Stakeholder mapping steps

Product / activity	Stakeholders	Channel / media
<b>Summary Report</b>	All category A, B, C audiences	Website, e-newsletter, social media, print
<b>Brief / Highlight</b>	All Category A and B, including operations Dept.	Website, e-newsletter, social media, print
<b>Database of evaluation lesson and recommendations</b>	Categories A, B and C.	Evaluation Results Database, social media.
<b>Knowledge workshop on evaluation</b>	AfDB sector operations, Human Development Dept. & regional hubs.	Virtual or in person event in collaboration with dept.

1

Step one: identify stakeholders

2

Step two: map out stakeholders

3

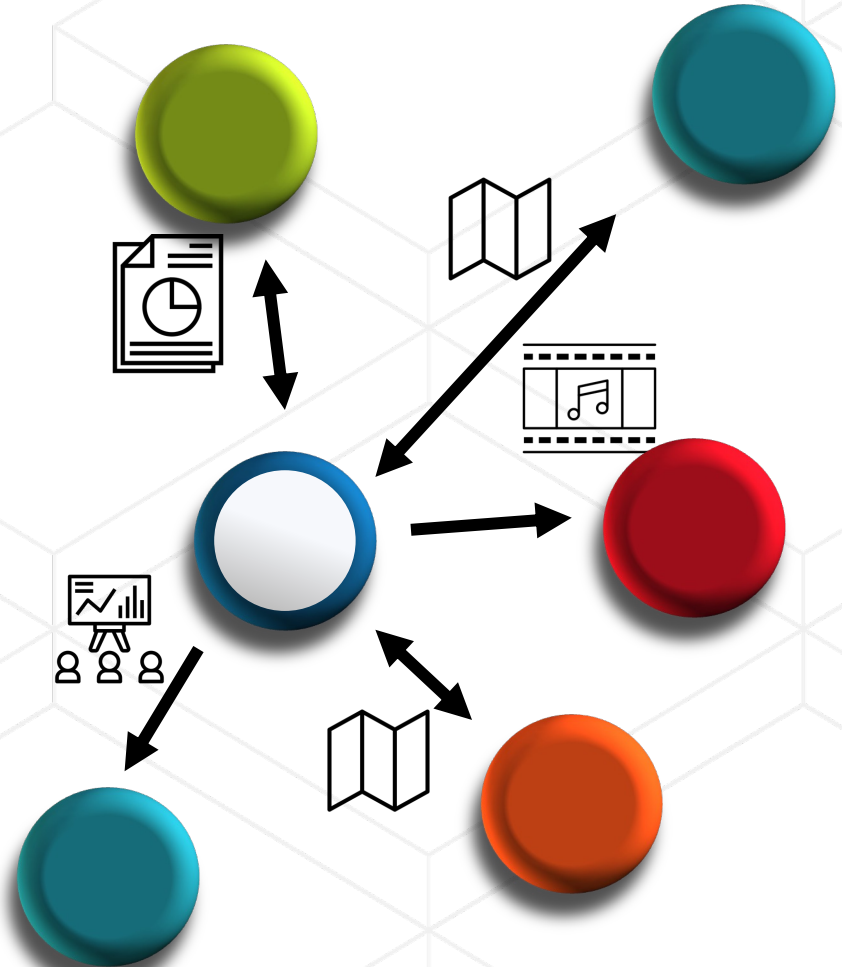
Identify knowledge needs & engagement approach

4

Conceptualize suite of knowledge products and activities

# Stakeholder mapping steps

- 1** Step one: identify stakeholders
- 2** Step two: map out stakeholders
- 3** Identify knowledge needs & engagement approach
- 4** Conceptualize suite of knowledge products and activities



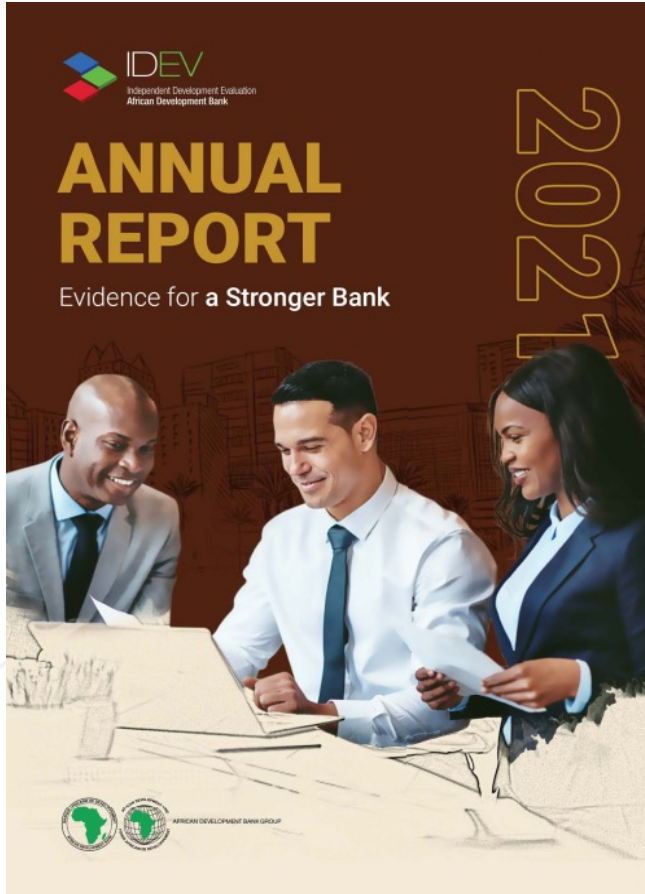


Questions?



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## KEEP IN TOUCH WITH US



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