Power Scan: A Practical Guide to Power Dynamics in West Africa

The Broker & Wageningen Center for Development Innovation (WCDI)

Power scan: A practical guide to power Dynamics in West Africa

A tool to identify power dynamics on a path towards climate change adaptation and sustainable resource management

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About this tool

This power scan provides partners operating within the Benkadi project with an actionable framework to integrate power relations in their baseline studies. The tool you have before you serves three objectives.

- Enable partners within the Benkadi programme to **gain a clear understanding of the power relations** affecting their work.
- Assist the partners **in identifying leverage points for achieving their objectives**. In other words, the tool will help identify these actors that hold power; that can be good partners; or that should be influenced or avoided in order to obtain the objectives of the Benkadi programme.
- Help **identify effective interventions** that generate impact conducive to the envisioned policy outcomes and systemic change. (1)
- Finally, the data collected with the help of this power scan will also be of great use for evaluating the effectiveness of Benkadi's strategies and interventions.

This tool is developed by The Broker – a knowledge brokering organisation based in The Netherlands – in collaboration with Wageningen Centre for Development Innovation (WCDI) and Woord & Daad. It is based on a Power Scan developed earlier by WCDI for the purpose of food systems transitions.

The tool comes with additional resources presented in the Annexes that serve to assist in the analysis. These annexes include key concepts on power relations and guidelines to capture specific manifestations of power. The tool as presented in the following pages is tailored to the needs and contexts of partners operating in the Benkadi programme. However, it also has the potential to be applied in other contexts and by other parties when adjusted to their specific objectives and needs.

For researchers to make full use of this tool, a solid knowledge of qualitative research is required. At the same time, the researchers should have a good overview of the national and local context in which the Benkadi programme takes place (a country quickscan developed by The Broker can offer a first steppingstone in this endeavour). Further, this power scan should be used iteratively – i.e. it should be applied multiple times, preferably with regular intervals – to monitor and evaluate the effectiveness of interventions and to inform adjustments to strategies along the way. The results of the power scan may also feed into Benkadi's Monitoring & Evaluation (M&E) framework and be used during mid-term or end-line evaluations to track changes in the transformation of (relative) power relations between actors towards achieving systemic change.

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(1) See the conceptual note (Annex 2) of this tool for the definition of systemic change and other relevant concepts.
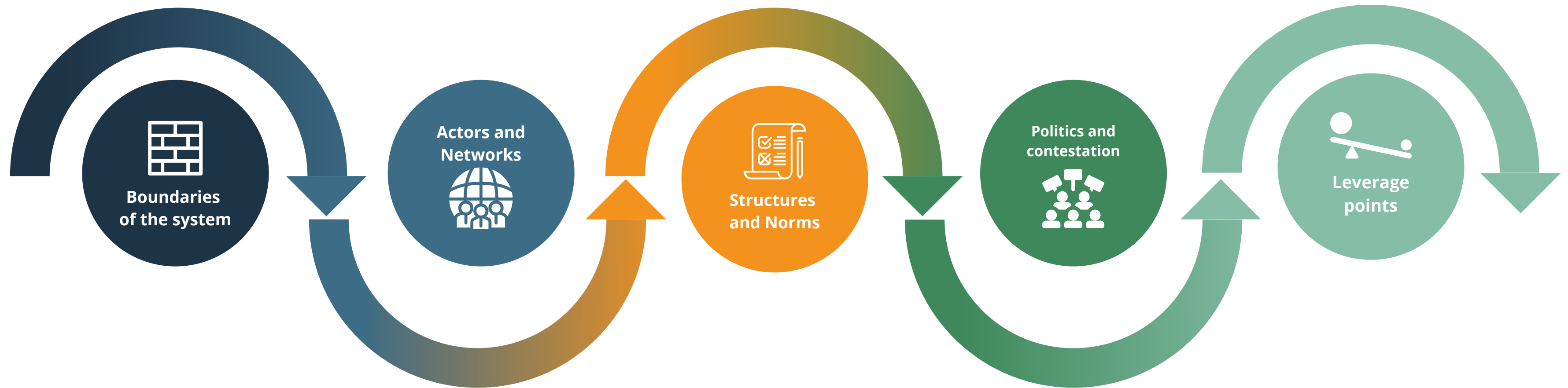
The Five Clusters of the Power Scan

This tool uses the five interlinked clusters identified by WCDI and the Swedish International Development Cooperation Agency (SIDA) as the key steps for conducting the power analysis (see Figure 1). These clusters have been adjusted to the focus and needs of the Benkadi programme and form the core of this tool. In the following each of the five interlinked clusters is dealt with in a similar fashion: They are explained in detail by means of two guiding sheets (A & B). The first guiding sheet (A) discusses the relevance of the cluster and introduces concepts related to the manifestations of power in the context of that cluster. The second guiding sheet (B) offers an operationalisation of the discussed concepts and an analytical framework to access the various manifestations of power relations. This analytical framework consists of concrete questions and checklists that serve to help the researcher conduct a robust analysis.

While an effort has been made to keep the contents of the guiding sheets as accessible and practical as possible, the use of complex concepts could not be avoided entirely. Therefore, a conceptual note (Annex 2) accompanies the guiding sheets, which researchers can refer back to. Similarly, Annexes 1, 3, 4 and 5 provide guidelines that can help the researcher implement the various methodological steps and approaches discussed in this tool.

The Five Clusters of the Power Scan

Boundaries of the system

Actors and Networks

Structures and Norms

Politics and contestation

Leverage points

Based on the knowledge of <u>The Swedish International Development Cooperation Agency (SIDA)</u> and <u>The Wageningen Center for Development Innovation (WCDI)</u>

Cluster 1: Determining the Boundaries of the system
Setting the stage for analysis

A. Relevance and conceptual background

The first entry point for engagement with stakeholders to achieve your policy objectives can be identified by **determining the boundaries of the system** and the relevant dimensions of power. Defining the boundaries of the system in which the envisioned transformation is to take place includes determining the geographic scope of the analysis; the core issues; the unit of analysis; and the research question(s) of the study. Additionally, this step includes identifying which **dimensions of power** are the most relevant for understanding power relations in the context at hand (see Annex 4 for the various concepts related to power and power relations).

To conduct this first step, **the Power Cube** can be employed as an analytical framework. The Power Cube explores the complex ways in which power relations can manifest themselves. It analyses power relations based on the level of policymaking (local, national, global); the spaces of policymaking (hidden, invited, or created); and the various dimensions of power (visible, indivisible, hidden). In the analytical clusters that follow (Clusters 2,3 and 4), the various aspects of the Power Cube are integrated to facilitate a thorough analysis (see the conceptual note in Annex 2 for a more elaborate discussion of the Power Cube).

Cluster 1: Determining the Boundaries of the system
Setting the stage for analysis

B. Operationalisation and analysis

The Benkadi programme's Theory of Change (ToC) and additional project documents can help define the scope, the core issues, knowledge gaps, and the first entry points for the analysis. A quick scan of these various documents and knowledge products will enable the researcher to identify specific elements that warrant special attention in carrying out the power analysis.

The following guiding questions can help you in this process:

- What is the geographic level at which your power analysis takes place? (per country)
- Can you describe the boundaries of the system that you are analysing (unit of analysis): What is outside the 'system' and what is within?
- What are the key questions that you want to answer with this power scan?
- What shifts in power relations do you want to work towards in your respective country? (in order to achieve the Benkadi objectives)
- So far, which forces form an obstacle to achieve the envisioned policy objectives?
- What sources of information will you use to answer your main questions in the power analysis? What documents and people do you need to consult in order to answer your questions?
- What kind of biases could impact your analysis? How will you try to overcome this?

To answer the foregoing questions, a desk study of the ToC, additional programme document as well as results of baseline studies is the first logical step. Second, other relevant resources should be consulted – including (research) reports of external parties and interviews with experts.

Given the complicated context in which the Benkadi programme takes place, it is important that the researchers collaborate with the Benkadi staff to determine the boundaries of the system and the research question(s) for this power scan. Annex 4 provides a more detailed guideline to define the boundaries of the system and the research question(s). Once the boundaries are defined in collaboration with the Benkadi staff, researchers can use these boundaries to evaluate country-specific policy objectives.

You can find more information in the Annex 1, p.5 and Annex 4, p.26

Cluster 2: Actors and networks
Identifying key actors, their motivations, and their ability to enable or impede the desired policy change

A. Relevance and conceptual background

Power is manifested in the direct or indirect relations between various actors and networks. In their efforts to strengthen the role of Civil Society Organisations (CSOs) and their respective networks, as well as of vulnerable groups in the field of climate change and natural resource management, it is crucial for the partners operating in the Benkadi programme to **reflect on how powerful actors and networks can enable or hamper the desired policy outcomes**. The ability of stakeholders to facilitate or hinder policy change is determined to a large degree by the available resources at their disposal – including material and immaterial resources. Additionally, the extent to which stakeholders can exercise their power and affect policy decisions depends on the phase of the policy cycle (agenda setting, decision making, policy implementation, and monitoring) in which the issue is addressed.
Some stakeholders may have access to and influence over certain branches of the government only during certain phases of the policy cycle.

Understanding how actors interact with one another and what position they hold relative to the policy process and project objective will help determine how to strategically engage with these actors in order to best achieve the desired policy outcome.

For the purpose of the power analysis, **relevant stakeholders should be categorised into four groups**: targets, allies, opponents, and beneficiaries. **Targets** are those actors that need to change or take a particular decision in order to facilitate or promote the desired policy change. **Allies** are groups or individuals with matching views and networks conducive to the desired programme objectives. Close collaboration should be sought with these actors, as they can assist in achieving the envisioned objectives. **Opponents** are groups or individuals that have opposing views and may endeavour to impede progress towards the envisioned policy objective. **Beneficiaries** should be understood as the CSOs and groups in society that the Benkadi programme aims to support and represent.

Cluster 2: Actors and networks

Identifying key actors, their motivations, and their ability to enable or impede the desired policy change

Relevant concepts in this phase of analysis include structure and agency, the Power Cube, and various forms of power (power over, power to, power with, power within (see the conceptual guide in Annex 2).

- By understanding the importance of **agency**, one becomes aware of the influence actors can have on power structures: The right interventions by the right actors can make an important difference. It is, thus, crucial to identify which actors have the agency to generate the desired change; which ones are targets or potential allies; and what would be effective ways to engage with them.
- The **Power Cube** helps reflect on the spaces (hidden, invited, or created) and the levels (local, national, global) in which policy is shaped. The **space** in which one operates determines to a large degree what approaches are most effective. Similarly, different **policymaking levels** demand different tactics to affect change.

As policies in the field of climate change and natural resource management are typically shaped on various levels, a thorough understanding of these levels and what tactic is appropriate for each of them will help affect the desired change.

- In order to understand how the power relations between various actors are shaped, the concept of **forms of power** is useful in this part of the analysis. The concept of 'power with' is particularly relevant as it draws attention to the benefits of collaboration. 'Power with' underlines the importance of identifying allies to strategically work with in order to strengthen one's position.

To realise their objectives, the Benkadi partners should strategically navigate within various spaces and levels of policymaking. Operating strategically will enable the partners in the Benkadi programme to best leverage their own agency as well as benefit from the agency of (potential) partners by tapping into the strength that lies in the power relation identified as 'power with' (further described in Annex 2 accompanying this tool).

Cluster 2: Actors and networks
Identifying key actors, their motivations, and their ability to enable or impede the desired policy change

B. Operationalisation and analysis

To understand how various actors and networks are related to each other in the system in which the Benkadi programme takes place, a stakeholder analysis must be conducted. The following guiding actions and questions will help in this endeavour. Additionally, Annex 5 provides a step by step guide to conduct a stakeholder analysis.

- Make an **overview of all relevant stakeholders** that are directly or indirectly involved in each of the sectors – i.e. natural resources management and climate change resilience – that require change in the policy cycles at different levels. Focus on actors that are active within your defined system of analysis (see results Cluster 1).
- Use the four above-mentioned categorisations – i.e. targets, allies, opponents, beneficiaries – to **group the actors** you have identified (See the guideline in Annex 5).
- For each actor, define at which **level of policymaking and/or phase in the policy cycle** the party can affect change relevant to the Benkadi programme.
- Pick one of the **objectives of the Benkadi programme** and keep the **list of identified and categorised stakeholders** ready for further analysis.
  - Select one of the stakeholders.
  - Reflect on the views/goals of the identified stakeholder in relation to the selected objective. Depending on the stakeholder's underlying beliefs, values, motivations, and world views (Cluster 3), the identified stakeholder can either: 1) reinforce the status quo (keeping things as they are); 2) be in favour of innovation (small incremental changes in the system); or 3) support transformation (aiming at a reconfiguration of socio-technical constellations, including structures and norms). **Determine the most likely position of the selected stakeholder** vis-à-vis the selected programme objective. Ensure that you do not reason from your project objective – i.e. what position stakeholders would ideally take. Instead, try to identify the actual position and views of the selected stakeholder.

Cluster 2: Actors and networks
Identifying key actors, their motivations, and their ability to enable or impede the desired policy change

- Identify the present **networks and resources** of the stakeholder. Resources can be material (e.g. money, ownership rights, products) as well as immaterial (e.g. social network, knowledge, legitimacy). Collective action and decision-making power can also be understood as resources. See Annex 2 for the description of sources of power.
- Repeat the foregoing steps for all identified stakeholders.

Based on this analysis, you will be able 1) to understand the ability of actors to positively or negatively influence the envisioned transition and 2) how to strategically engage with them. This is an important step towards identifying leverage points for attaining your policy objective. Leverage points will be further discussed in Cluster 5.

You can find more information in the Annex 5, p.32 and Annex 4, p.13

A. Relevance and conceptual background

Relevant stakeholders do not operate in a vacuum. Rather, their behaviour is defined, to a large extent, by **existing structures and norms** in society. For example, they are limited by informal norms, beliefs and values that exist on family-, community- and market-level. Their actions are further shaped by formal policies, laws, rules and regulations. Understanding the structures, trends, and path-dependencies that constitute these social arrangements is a crucial step in a power analysis. The questions and actions described in this cluster will produce a clearer understanding as to why particular actors are in favour of or against the envisioned policy objectives. This understanding will help in determining a suitable approach for changing, dealing or working with different stakeholders in order to achieve your objective.

Understanding the structures that shape the behaviour of different actors is instrumental in the attempts of partners operating in the Benkadi programme to strengthen the position of CSOs and vulnerable groups in their activities related to climate change and natural resource management. In this step of the analysis, the earlier introduced concepts of **structure and agency** are of great relevance. Structures, often also referred to as 'institutions', draw attention to the importance of looking at and beyond the behaviour of individual actors (see conceptual note in Annex 2). These institutions, which can be either formal or informal, can be understood as the 'rules of the game' – i.e. **these institutions define how actors can and should behave**. Again, the Power Cube is of great use because the institutional structures central to this cluster are part of and at the same time shape the power dimensions that the Power Cube helps identify.

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Cluster 3: Structures and norms
Analysing underlying structures, trends, and path-dependencies that shape power relations

The concepts of positive power (earlier referred to as 'power with') and negative power (also described as 'power over') are also useful in the analytical steps in this cluster. **Negative power or 'power over' refers to the overt oppression and/or repression of people** by powerful actors (see Annex 2). This 'power over' does not only take the form of outright coercion, but is also manifested in internalised norms and values, and psychological, more covert domination. Gender norms, religious values, and unwritten rules within the family, community, market, and government all shape the behaviour of various stakeholders. It is important to understand that actors can hold multiple forms of power and their norms and values may partially overlap as well as collide with yours, depending on the context and the policy objective at hand.

One actor can have negative power in relation to a certain objective (e.g. in relation to gender equality) while positive power in relation to another (e.g. in relation to the depletion of natural resources). Having a clear understanding of actors' norms and values, and the underlying structures that inform and reinforce those, is therefore crucial to identify leverage points for achieving one's policy objectives.

Cluster 3: Structures and norms

Analysing underlying structures, trends, and path-dependencies that shape power relations

B. Operationalisation and analysis

For this part of the analysis, a **root cause analysis** should be conducted in order to uncover the underlying power structures – including gender norms – that shape the behaviour and position of stakeholders in relation to your policy objectives. This root cause analysis is realised through in-depth interviews with key stakeholders and experts. The following checklist and guiding questions provide an analytical framework for conducting in-depth interviews with key actors and experts. Annex 3 provides more detailed guidance on how to conduct semi-structured interviews.

- What **socio-cultural identities** (e.g. ender norms, age, ethnicity/social groups/classes) exist in the current system and how do these contribute to social hierarchies, power imbalances, and political contestations?
- To what extent do gender, age, and ethnicity-related norms reinforce or transform power relations? How are these social identities used to reinforce or challenge existing power structures?
- Which **beliefs, norms, and cultural practices** can affect your and your (potential) partners' ability to influence policies and realise the envisioned change?
- What role can **traditional and religious institutions and leaders** play to support or prevent you from achieving your objective?
- How do key actors and vulnerable groups (including women, youth, people with disabilities) perceive and understand the existing status quo and unequal power relations? To what extent do they internalise the existing power relations? (see the Power Cube in Annex 2 as well as more details in Annex 3)
- Which aspects of existing social norms and cultural values can you identify as **entry points for change**? How can these norms and values contribute to your policy objective (innovation, or transformation)?

You can find more information in the Annex 3, p.17

Cluster 4: Politics and contestation

Understanding how power holding actors legitimise their power and include the voice of excluded groups

A. Relevance and conceptual background

In order to understand how existing power relations are legitimised and, conversely, contested in society, the conducted stakeholder analysis (Cluster 2) and root cause analysis (Cluster) should be complemented with the analysis of the **strategies used by marginalised groups** to contest existing unequal power structures. The dominance of power holders – be they family members, community representatives, traditional chiefs, other organisations or networks – is not set in stone. Rather, it is subject to permanent struggle and opposition. Key concepts that define the nature of this struggle and opposition are legitimacy, representation, and accountability.

- **Legitimacy** refers to an authority/power holder having the right and justification to exercise power and make decisions that affect other actors or groups in society. When authorities lack legitimacy, it is unlikely they will generate popular support for their decisions without the use of violence or other forms of coercion (3). These power holders use different sources of power (see Annex 2) in order to generate legitimacy. When these sources of power are effectively contested, they lose their dominance.
- **Representation** deals with the question of whether various groups in society have someone to represent them in decision-making – either in formal or informal processes – and speaks on their behalf. It is about the ability of groups and individuals to recognize themselves and to see their interests being taken into account in the decision-making process.
- **Accountability** refers to the ability of citizens to hold authorities and (elected) representatives accountable for their actions as well as the readiness of these power holders to have their actions questioned. Additionally, accountability means that, if this questioning of power holders results in the conclusion they did not deliver on their promises or mandates, mechanisms are in place that enable society to sanction or replace those in power. The notion of accountability is relevant in the Benkadi programme, given the ambition to strengthen CSOs to take up the role of 'watchdog' in their respective countries.

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(3) It is important to note that when we talk about legitimacy in the context of the Benkadi programme, we are not focussing on the number of votes obtained during elections. Power holders in the countries where the Benkadi programmes is implemented can also be traditional chiefs who manage land and natural resources, the witch doctors, ancestors, the richest men in town.

Cluster 4: Politics and contestation

Understanding how power holding actors legitimise their power and include the voice of excluded groups

The notion of spaces (closed, invited, and created) in the Power Cube helps understand the channels through which individuals and various groups can express their views, make their voices heard, and address their concerns. Various groups in society can use different forms of participation to express their voice. These forms of participation include voting, hearings and litigation, protests, lobby and advocacy, to name just a few. The channels or spaces in which groups can express their voices influence the nature of their representation, and the extent to which marginalised groups are included in the decision-making process. The concept of created spaces will be of use in this part of the analysis, as it captures the ability of these groups to challenge existing power structures by means of alternative, non-conventional forms of participation, including unconventional methods such as witchcraft, demonstration, and armed revolt.

The forms of power 'power with' and 'power over' have already been discussed in clusters 2 and 3. In addition, 'power to' and 'power within' are also of use in this politically focused cluster of the analysis. 'Power to' refers to the ability of actors to realise positive change through their actions. It is strongly related to the concept of agency, as it is the power to make a difference, to create something new, to achieve goals. 'Power within' is related to a person's sense of self-worth and self-knowledge, including the ability to observe individual differences while still respecting 'the other'. This notion of power allows people to recognise their own capabilities and is a prerequisite to realising positive change through action.

Cluster 4: Politics and contestation

Understanding how power holding actors legitimise their power and include the voice of excluded groups

One aspect of political contestation is about the ability of those groups without decision making power to come together and organise to offer opposition to dominant power structures and authorities. To understand their actions, successes and failures to exert influence, the concepts of **agency** and **forms of power** provide a useful framework. These concepts allow the researcher to capture the organisational capacity of these groups to challenge existing power structures and power holding authorities.

Identifying the boundaries of the system (cluster 1), key actors and networks (cluster 2), as well as the most important structures and norms (cluster 3) are essential steps to grasp the dynamics of politics and contestation addressed in this cluster. An understanding of the political contestation in the system in which the Benkadi programme is implemented (as will be gained in this cluster) can help in grasping how partner organisations and marginalised groups can challenge the status quo. In other words, bringing to light the complex and dynamic process of decision making, representation and contestation, will help pinpoint even more precisely the leverage points for realising policy shifts and systemic change.

Cluster 4: Politics and contestation

Understanding how power holding actors legitimise their power and include the voice of excluded groups

B. Operationalisation and Analysis

At the end of this phase, you should be able to 1) understand **how power-holding authorities legitimise their power** and 2) identify **which conventional and unconventional channels marginalised groups can use** in order to express their concerns and hold power holders accountable for their actions. This step in the analysis serves to determine how to achieve inclusion of the beneficiaries of your project in the decision-making process, and what type of support they need to have their voices heard, claim their rights and challenge obstructive power structures.

The following questions can be used to guide the investigation, which will take the form of in-depth interviews:

- Who has the **official authority** around the policy issues that you aim to address (i.e. the objective within your ToC)?
  - At what administrative level(s) is this authority present? (e.g. central government, sub-national level, community level)?
- To what extent is this **authority contested**?
  - By whom? (Of particular interest is contestation by marginalised groups)
  - What is the contestation about? (Possible issues include values, beliefs; institutions in place; structures in place; relations between actors; factual issues and data)

Cluster 4: Politics and contestation

Understanding how power holding actors legitimise their power and include the voice of excluded groups

- What **checks and balances** are in place to hold the legitimate authorities accountable for their policies, programmes, interventions?
- What **strategies** do communities, CSOs and other groups or individuals use to hold political authorities accountable and how effective are these?
- Which spaces can these communities, CSOs and other groups or individuals use voice their concerns?
  - To what extent are those spaces inclusive? I.e. is there a space for marginalised groups to make their voices heard? Are they represented?
  - Is the voice of marginalised groups really taken into account or is their inclusion mere tokenism? Why is this the case?
- What **strategies** do marginalised groups use to contest existing power relations? (strategies can vary from strikes, demonstrations, armed resistance, terrorism, activism through associations, movements, unions, political parties etc.)
  - Does each different group apply a different strategy?
  - How effective are these strategies of contestation to transform the current power structures?

You can find more information in the Annex 4, p.19

Cluster 5: Leverage Points

Identifying leverage points through which transition can take place

A. Relevance and conceptual background

In this final step of the analysis, the information collected in the previous four clusters is brought together and analysed. Based on the findings, this step serves to identify what points in the system are 'leverage points'. When changes are made in, or influence exerted over, these identified points, they will act as a lever for broader change across the system. By focusing one's efforts on the right leverage points, it is possible to generate maximum effect with limited resources. For the purpose of the Benkadi programme, this could mean that the ambition to strengthen the position of CSOs and represent the interests of non-power holders in the management of natural resources (to foster climate change resilience), can be advanced by strategically establishing alliances with and/or changing the mindsets and behaviours of only a select number of actors.

This final step not only enables the researcher to pinpoint the most promising leverage points; it also serves to identify what type of interventions – in collaboration with beneficiaries and allies – should be initiated to effectively make use of these leverage points. Activities that result from this final part of the analysis will help achieve one or more of the following interrelated objectives: improving certain connections in a network, mobilising different resources, and strengthening a certain actor/network to implement a new programme. These activities, if carried out well and targeted at the right leverage points, will help challenge and transform obstructive power holders and -relations as well as strengthen enabling actors and relations.

The combined insights of the foregoing four clusters, as well as the leverage points and activities formulated in this final step, all serve to inform the partners operating in the Benkadi programme on how to strategically engage with key stakeholders and how to achieve the programme objectives in their given contexts. The actions identified in this final cluster, if they are indeed adopted by the implementing partners of the Benkadi programme, can then be incorporated in the programme's M&E plan, so as to assess their effectiveness at a later stage.

Cluster 5: Leverage Points

Identifying leverage points through which transition can take place

B. Operationalisation and Analysis

The following guiding questions help identify leverage points and draw conclusions from the insights generated in clusters 1-4:

- Based on the analysis of the previous clusters (1,2,3,4), to what extent are the **objectives of the programme** still valid? Is there a need to change, add, adapt the objectives?
- Where in the system are the **most promising leverage points** that could help achieve your objectives? (changes in structure, actors & relations, changes in contestation strategies). To answer this question, complete the following steps:
  - Go through the findings in each of the previous clusters (1,2,3,4). For each step, write down the major entry points/leverage points.
  - For each of the listed leverage points, identify what objective(s) it could contribute to. In other words, which objective(s) in the Benkadi programme could the identified leverage points help realise?
  - Now that you have linked objectives to the leverage points, identify the most promising leverage points. Promising leverage points are those that have one or more of the following characteristics: 1) the leverage point can function as a **'spider in the web'**; i.e. change at this point will lead to widespread change in the system; 2) change at this leverage point contributes to the achievements of multiple objectives; 3) the leverage point can be considered **'low hanging fruit'**; i.e. it is likely that little effort is needed to realise change; 4) change at the leverage point is likely to generate **long-term impact** (even if impact is less visible on the short-term).
- Once the most promising leverage points are identified, for each of them, answer the following questions:
  - What attitude do actors have towards the identified leverage points?
    - Who will possibly resist and who will support?
    - How will they do this?
  - What are the power relations you aim to change through these leverage points?
    - What factors and actors could be blocking/resisting this?
    - What does this mean for your lobby and advocacy (L&A) and social inclusion strategies? To what extent is there a need to change/adapt your strategies?

Cluster 5: Leverage Points

Identifying leverage points through which transition can take place

- With regard to these L&A and social inclusion strategies, which stakeholders should be involved in the Benkadi programme and what do you expect them to achieve?
  - Go over all stakeholders identified and grouped in cluster 2 and use the insights on their values and norms gained in cluster 3 to answer the following questions:
    - To what extent do you expect the stakeholder at hand to uphold the same values regarding social inclusion as are central to the Benkadi Programme? To answer this question, classify the expected likelihood of success for each stakeholder in convincing them to lobby for social inclusion – ranging from Total Success, Part success, Part failure and Total failure.
    - For the stakeholders linked to Total Success: What L&A strategy would generate the most joint impact and augment the positive impact of the stakeholder on the achievement of your envisioned outcomes?
    - For the stakeholders linked to Part Success: What L&A strategy would strengthen the views and actions of the actor conducive to your goals? What can you do to change or transform those views that do not match yours?
    - For the stakeholders linked to Part Failure: What L&A strategy would strengthen the views and actions of the actor conducive to your goals? What can you do to change or transform those views that do not match yours?
    - For the stakeholders linked to Total Failure: What L&A strategy would limit the negative impact of the stakeholder on the achievement of your envisioned outcomes?
  - In addition to the norms and values of stakeholders, what is the impact of external factors on their ability to impede or promote the achievement of the envisioned policy outcomes?
    - What are expected barriers for actors in mobilising resources and institutions to contribute to the achievement of the envisioned goals?
    - What are expected enablers for actors in mobilising resources and institutions to contribute to the achievement of the envisioned goals?

Cluster 5: Leverage Points

Identifying leverage points through which transition can take place

Having identified the most promising leverage points, the envisioned change they could generate, as well as the obstacles that could stand in your way, it is now possible to identify what type of actions can be undertaken to generate change and make the most effective use of the leverage points. Even though this power analysis does not provide a clear answer as to what actions would be most effective or appropriate, the findings of each cluster will give some direction as to the type and focus of actions. To determine this course, answer the following questions:

- What are the most important insights you gained from this analysis? For each cluster list one insight.
- Which elements are still particularly unclear? What can be done, what questions need to be answered, to fill these knowledge gaps?
- What are the implications of the analysis for your ToC, strategies and activities in this programme?
- Based on the insights regarding the boundaries of the system, actors and networks, structures and norms, modes of contestation as well as the most promising leverage points, what type of actions would you – as the researcher – recommend to the partners operating in the Benkadi programme? For each action you would recommend answer the following questions:
  - What is the action you recommend?
  - Who should be taking this action?
  - Why do you recommend it? On what insights is your recommendation based?
  - What is the envisioned effect of the recommended action?
  - What are the main obstacles that make this action difficult?
  - What is needed to realise this action? (e.g. financial resources, capacity, more insights, other material or immaterial resources)

You can find more information in the Annex 4, p.20

For more information on the Broker, visit this link

For more information on Wageningen University, visit this link