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**Child-friendly Accountability Toolbox – Module 9, p. 97**

**Stakeholder Analysis: Identifying target audience, influencers and adversaries**

**Objective:** To identify the target audience and potential allies and adversaries.

Complete the stakeholder analysis below sequentially (beginning in Column A and moving towards Column D). If you don’t know the answer to one of the questions, take time to collect the necessary information through interviews with key informants or secondary resources. In the chart below, example data has been entered for illustrative purposes (red).

| , | **A. Target audience: (Whose behavior do you want to change?)** | **B. Influencer (1): Who can influence your target audience?** | **C. Influencer (2): Who can influence your target audience?** | **D. Adversary (1): Who is likely to oppose the desired behavioral change** |
| --- | --- | --- | --- | --- |
| **Actor** | Teachers | School administration staff | Parents | School board |
| **What are key values and belief that determine action?** | Corporal punishment teaches children to behave in class | Corporal punishment teaches children in behave in class | Corporal punishment is a normal and unavoidable part of school | Corporal punishment improves the quality of education and makes the school more desirable |
| **What are related issues that are of importance to them?** | Job performance/maintaining their position | School enrollment | Education of their children | School enrollment and school reputation |
| **What action do we want this group of people to take?** | Adopt alternative disciplinary actions | Require that teachers use alternative disciplinary actions  | Demand that teachers use alternative disciplinary actions | Require that teachers use alternative disciplinary actions |
| **What might make them change their behavior?** | Introduction to alternative methods; information about the impact of corporal punishment on student behavior; reduction of class sizes | Information about the impact of corporal punishment on student behavior and student academic scores | Information about the impact of corporal punishment on student behavior and student academic scores; emotional and psychosocial impact of corporal punishment of children | Information about the impact of corporal punishment on student behavior and student academic scores |
| **What kind of message or medium might be appealing to them?** | Constructive teaching solutions; teaching professionals or teaching tools | Teaching professionals or teaching tools; parents; board of directors | teaching professionals; community leaders | Parents; Accrediting agencies; Ministry of education |