

		Influence	
		Low	High
Alignment	High	Secondary supporters These stakeholders support you but do not have very much power. Keep them engaged, as it is important to have a broad support base.	Primary supporters These stakeholders could become major allies and help you achieve your objectives. Focus engagement efforts here.
	Low	Secondary opponents Though they oppose your work, they do not have much power. Listen to them to understand their concerns, but otherwise they can be ignored.	Primary opponents These stakeholders may disagree with your objectives or have other plans. Be aware of them and try to change their views if possible.

of stakeholder's influence, attitude, and accessibility to determine who to approach and how to approach them.

Supporters and opponents map

Not every stakeholder will be willing to work in your favour, some may even oppose some of the campaign's objectives. This map will help you gain awareness of who will be willing to help and who may impede progress. Group stakeholders in the boxes grouped by **Influence** and **Alignment** like in the table below.

Using the tool above, how would you classify the following sample stakeholders? What would you do to engage them effectively (how much resources would you invest in engaging them, how would you approach them, etc.)?

- **The mayor of a small town:** This mayor is interested in protecting young children from the disease. They aren't well connected with other mayors though and intend on working alone.
- **A group of parliamentarians:** In this example, these parliamentarians want to cut public expenses. They do not believe that the government should increase investments in health and have some influence over the budget.
- **The Minister of Health:** The Minister of Health is a former paediatrician who is very concerned about malaria. They are well respected among other members of government.
- **A small business in the capital city:** This business wants to build a positive name for itself but does not have that many resources to support the campaign.
- **The leaders of a small village:** In this example, the leaders of a small village that is very isolated, but has many malaria problems, do not trust national health workers. They are suspicious of attempts to increase health services and have refused to participate in past indoor residual spraying campaigns.

- **Religious leaders:** A group of prominent religious leaders want to help alleviate poverty and solve health problems. Many people respect them and listen to their weekly radio broadcasts.

Section 2: Toward a plan of action

At this point, you are ready to develop a concrete plan for how you will engage your target audiences to achieve your objectives. This section will help you articulate your theory of change, build a detailed action plan to guide your work, assess the resources you will need, and evaluate risks.

Action planning

Action planning should take place with members of your campaign before beginning activities. Working together, you and your team will agree on an approach suited to your team structure and aims, with clear responsibilities defined for all parties.

Action planning matrices are best organized by objective, to visualize how each action contributes to their achievement. After listing your top-line objectives, add the indicator you will use to measure progress, the targets you hope to achieve, the date you hope to achieve them by, and delegate their responsibility to an individual.

The **Political engagement**, **Private sector engagement**, and **Community engagement** modules can help you decide what types of actions to use to reach each stakeholder.

The action planning stage is the ideal time to begin thinking about monitoring and evaluation (M&E). Use the [M&E framework tool](#) on page 76 after developing your action plan to choose indicators and show how they related to the activities, outputs, and outcomes covered by your campaign.



Action plan

Objective	Activity	Indicator	Target	Date	Responsibility

Below is a sample, filled action planning matrix. Note how there can be multiple activities under each objective, and multiple indicators for each activity.

Sample action plan

Objective	Activity	Indicator	Target	Date	Responsibility
Obtain public pledges of commitment to malaria elimination from 100 members of parliament by January 2020.	Organize a parliamentary workshop about the Zero Malaria Starts with Me campaign	Workshop attendees	200	May 2019	National Malaria Control Programme Policy Director
		Public pledges following the workshop	100	May 2019	
	Meet with parliamentarians to encourage them to become champions for the campaign	Meetings with parliamentarians	10	June 2019	National Malaria Control Programme Policy Director
Increase national use of long-lasting insecticidal nets (LLINs) in malaria-endemic areas to 80% by January 2020	Launch radio advertisement campaign encouraging LLIN use	Radio advertisements transmitted	1000	May 2019	Partner non-governmental organization (NGO) Behaviour Change Communication Lead
	Promote LLIN use at school workshops led by community champions	School workshops held	100	June 2019	Partner NGO Behaviour Change Communication Lead

Message development

When you engage partners, stakeholders, decision-makers, and the public, you will need to agree on key messages that answer the question: **What is your campaign about?**

A good message is simple and easy to understand. Avoid all acronyms and steer clear of jargon (LLINs, vector control, ACTs, etc.). You want your message to resonate with people and make them care about your issue. A useful format could be to start with a description of the campaign, then use a key piece of evidence about the problem, and finish with your campaign's goal.

For instance: "Zero Malaria Starts with Me is a campaign for a malaria-free Africa. Malaria is entirely preventable and treatable, yet still kills a child every two minutes. With your help, we can end the disease for good."

Once you have developed a few general messages to describe your goals, think about how you can adapt, or frame, the message for different audiences. Many of the stakeholders you will need to engage have other priorities and interests besides malaria. When interacting with them, you will want to make the campaign as relevant as possible to their work. What do they care the most about? Then, be