



Australian Government

Land & Water Australia

Department of the Environment,
Water, Heritage and the Arts

Influence Mapping: Budget

March 2009

Engagement & Planning Tool

When to use

In developing an organisational strategy, investment plans and budgets (organisational or program). It is best done after, or together with, the assessment of other stakeholder influences.

Other tools for similar situations

Stakeholder analysis
Socio-economic profiling

Companion Tools

Stakeholder attitude and influence analysis
NRM practice change planning framework
Stakeholder identification

Description

This quick desktop tool enables the identification of the types and extent of influences that stakeholders may have on organisational or program budgets. It assists in understanding the degree to which budget decisions may be influenced and how this may be managed.

Stakeholders may also influence activities in a range of other ways; these can be identified using the tool "Stakeholder Attitude and Influence Analysis". Influence mapping can be conducted by one individual or a small team. It requires an assessment (quantitative or qualitative) of the level of influence that different stakeholders have on budgets.

Benefits

This analysis is an efficient way of identifying budgetary influences and clarifying the extent of control that an organisation has over its budget(s). Understanding these factors enables the organisation to manage these influences. It is also useful to identify gaps in the understanding of influences.

Limitations

The analysis draws from the perceptions of those involved. This should be kept in mind, and any bias carefully considered. To overcome this limitation, it may help to:

- ▶ Be cautious not to jump to assumptions
- ▶ Draw on real budget figures and written agreements
- ▶ Critically assess the information

What is required?

- ✓ **Skills** Involve people with an understanding of the stakeholders, but recognise any biases.
- ✓ **Resources** Can be conducted by an individual or a small team.
- ✓ **Information** Budget figures and information about stakeholder influences (formal and informal) will enable a more informed assessment.

✓ = LOW LEVEL

✓✓ = MEDIUM LEVEL

✓✓✓ = HIGH LEVEL



CLIENTS|PEOPLE|PERFORMANCE

GHD Hassall

Making Successful Investments in NRM Practice Change

A RESEARCH PROJECT FUNDED BY LAND & WATER AUSTRALIA, THE AUSTRALIAN GOVERNMENT AND PARTICIPATING REGIONAL NRM BODIES

Mapping Influences on Budgets

Following the steps below will help in identifying the *who, how and what* of budgetary influences. The outcomes of this can be mapped on the table below. This can then be used to assess how much of an organisation's total budget is/is not under the organisation's control, and the nature and degree (or intensity) of outside influence.

Step 1

Brainstorm and list who influences how the total budget is divided / spent (Column 1).

Step 2

For each organisation listed, identify the type of influence on budgetary decisions, e.g. historical, formal, informal. (Column 2).

Step 3

Determine the proportion of the total budget that is influenced by each organisation listed (Column 3). Depending on how your organisation arranges its budgets / accounting, this may be done at a whole of organisation or program level, by asset types, or by other organisational sectors.

Step 4

Apply an influence intensity weighting to each type (Column 4). This step will help you identify how easy/difficult it will be to manage and prioritise influences. Influence intensity is divided into two parts:

- a) interest strength – ranging from very high (5) to very low (1)
- b) influence impact potential – ranging from very high (5) to very low (1)

Influence intensity index = $\sqrt{a \times b/25}$

The result of this calculation will give you an influence intensity result of:

- | | |
|-----------|------------|
| 0 - 0.2 | very low |
| 0.2 - 0.4 | low |
| 0.4 - 0.6 | neutral |
| 0.6 - 0.8 | high |
| 0.8 - 1 | very high. |

For example: if interest strength is high (4) and impact potential is high (4), then Influence intensity = $\sqrt{4 \times 4/25} = \sqrt{16/25} = 0.8 = \text{high}$

Step 5

Identify what activity(s) the budget of each influencer is allocated to (Column 5). This step may not be relevant here, depending on the steps taken in (3).

