

Stakeholder Identification & Mapping

Learning Objectives

At the end of this module, you will be able to:

- **Identify your stakeholders**
- **Perform stakeholder mapping**
- **Prioritize and perform stakeholder interviews**
- **Conduct a stakeholder analysis**
- **Identify stakeholders who will support or be opposed to your policy solution(s)**
- **Prioritize stakeholder engagement**



Identifying Your Stakeholders

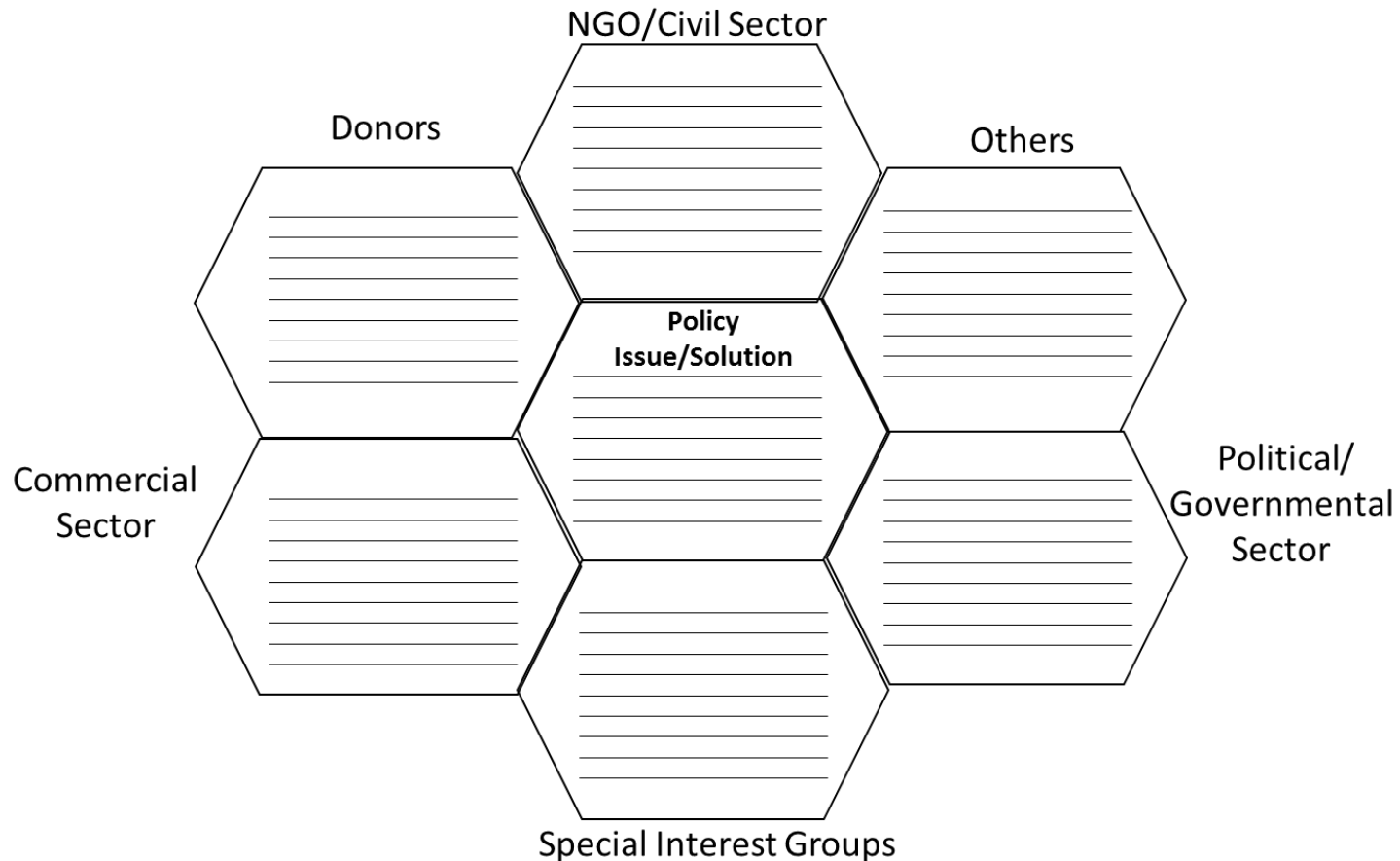
Who is a Stakeholder?

- **Person/organization with vested interest in policy issue**
- **May be for/against the policy or solution being promoted**
 - Civil sector/Other (medical associations, civil society, other users/consumers)
 - Political /Government (governors, ministers, legislators, Ministry of Health [MOH], Ministry of Finance)
 - Special Interest Groups (labor unions, professional associations, healthcare organizations, private industry)
 - Commercial sector (private companies and organizations)
 - International donors
 - NGOs/Non-profits

Why is it Important to Identify Your Stakeholders?

- They can provide input when developing and/or implementing policy options
- Allows you to target your problem statement for your intended audiences
- Represents a systematic approach to build consensus to support your policy brief
- Encourages early discussions about how to address opposition

Step 1. Stakeholder Identification Diagram



Understanding and Engaging Stakeholders

We can develop a better understanding of our stakeholders by performing:

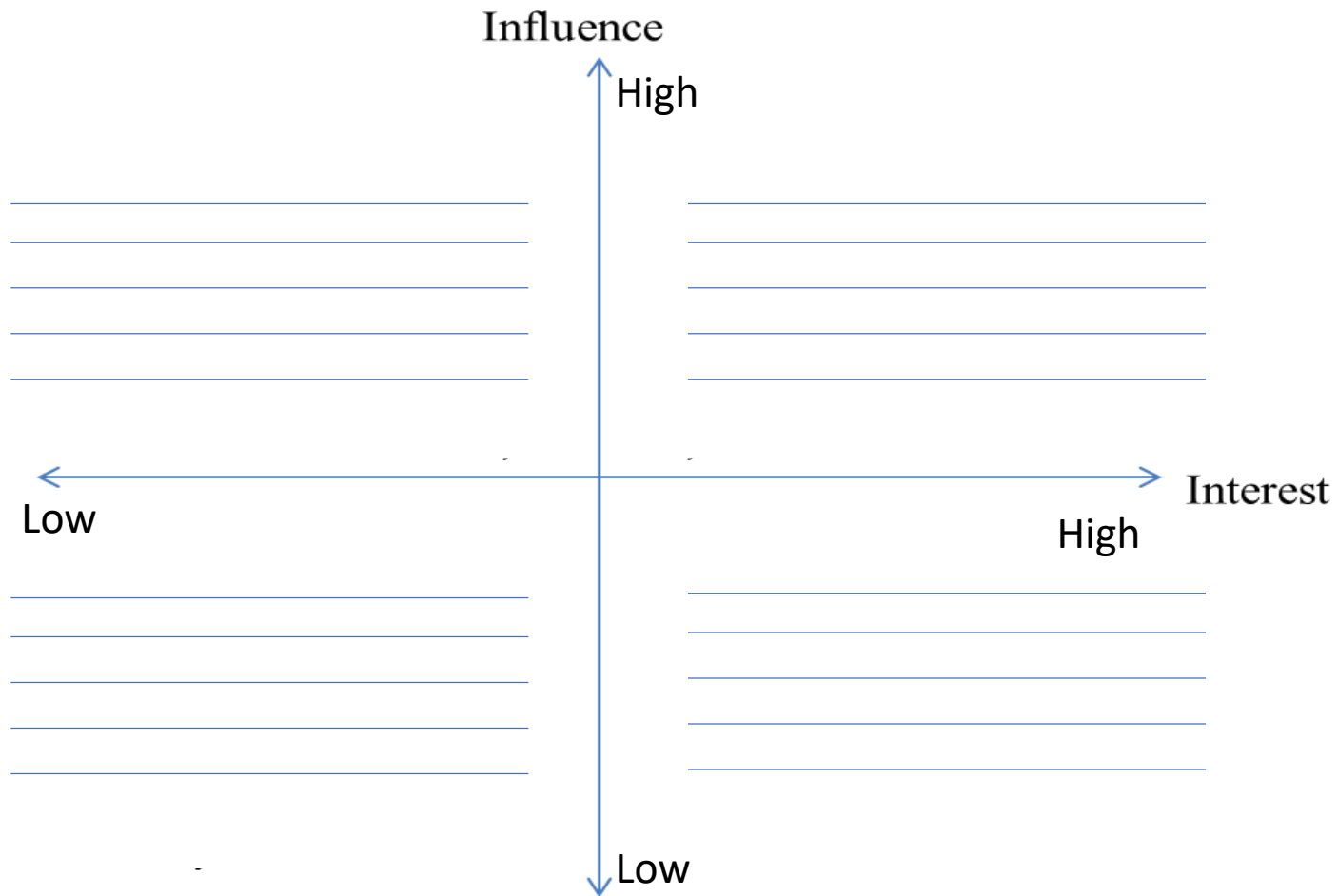
- 1. Stakeholder Mapping**
- 2. Stakeholder Interviews**
- 3. Stakeholder Analysis**

Stakeholder Mapping

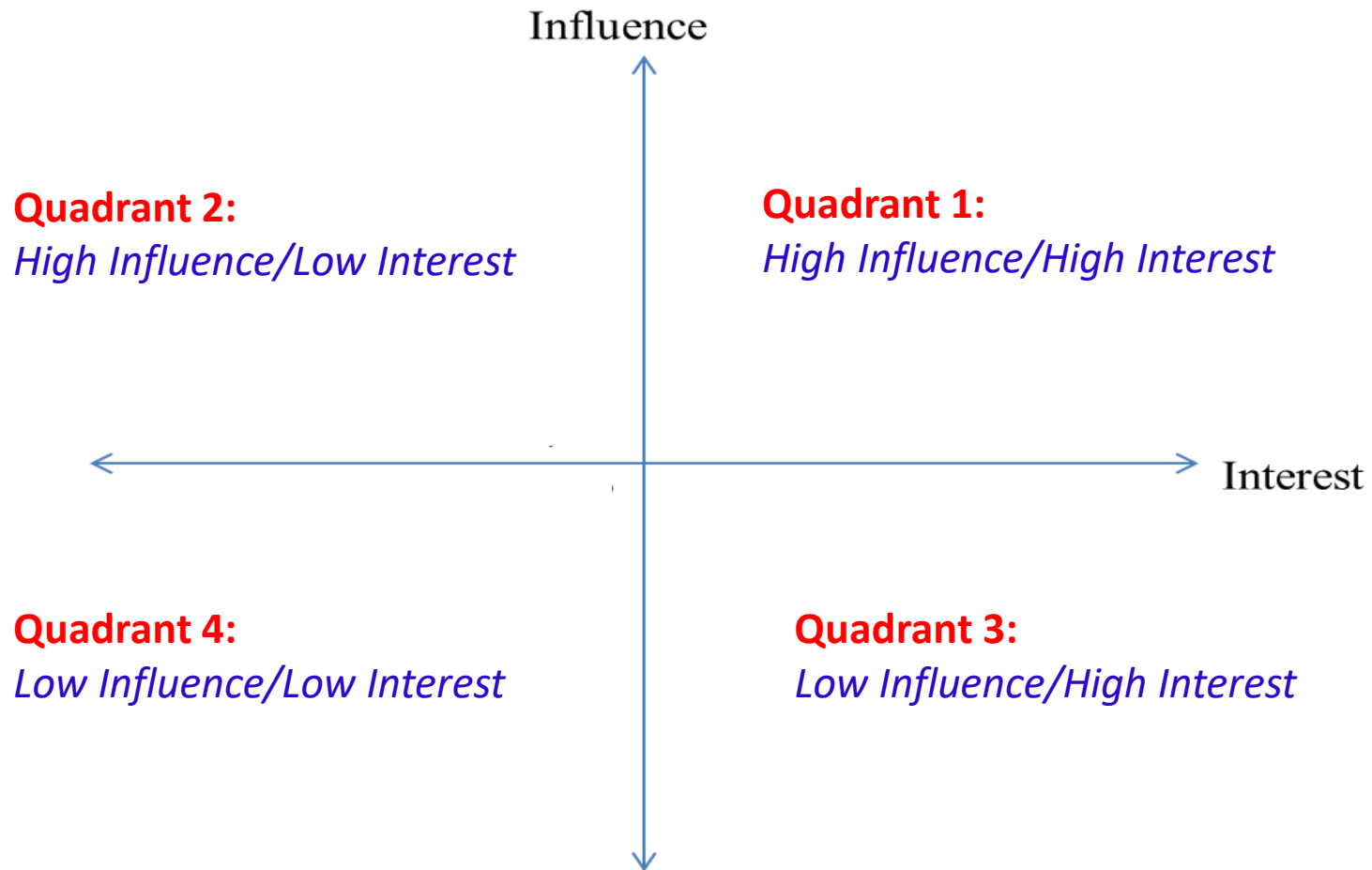
Step 2. Stakeholder Mapping

- Process for assessing perceived interest (how much they care) and influence (how much they can help or hinder us) of stakeholders
- Performed after stakeholder identification and prior to stakeholder interviews and analysis
- Absolutely critical to policymaking

Stakeholder Map



Stakeholder Map



Stakeholder Interviews

Step 3. The Stakeholder Interview

- **Can be conducted at any point in the policy development process**
- **Early interviews guide choice of policy options**
 - What is operationally feasible
 - What would be supported by major stakeholders (politically feasible)
- **Later interviews required for coalition building**
 - Level of knowledge of issue
 - Position on issue
 - Resources available
 - Capacity to mobilize resources

The Stakeholder Interview Process

- **Stakeholder analysis interviews should occur with as many stakeholders as possible**
 - Prioritize according to your stakeholder map
- **Make sure your interviews include stakeholders from various sectors and points of view**
 - Make sure to interview 1-2 stakeholders that you think will be ***opposed*** to your solution(s).



Preparing for Stakeholder Interviews

- **Develop introductory language to clearly explain your objectives**
- **Target interview questions to specific stakeholders**
 - Qualitative (not multiple choice or yes/no)



Stakeholder Interviews (Interview)

- **Interview should include:**
 - Introduction stating the objective/duration of interview
 - NOT longer than 1 hour!
 - Explanation of public health problem and any jargon, or ambiguous terms
 - Explanation of policy options if already defined
 - Disclosure on who is collecting the information.
 - Explanation of what will be done with the information and assurance that responses will remain confidential

Stakeholder Interview Script

Stakeholder Interview Guide 1

Script to help develop or refine policy options

Introduction:

Thank you for agreeing to meet with us today. We are interviewing stakeholders to guide the generation of a policy to solve *[insert public health problem]*. *[Public health problem]* affects *[X]%* of people in *[insert country]* and costs *[insert country]* *[insert amount in local currency]*.

We will be taking notes during our discussion. However, your responses will be kept confidential and will not be shared beyond the small team working to develop the policy brief.

Interview guide:

1. How much do you know about *[insert public health problem]*?
2. What do you understand *[insert public health problem]* to mean?
3. How important do you think this problem is to *[insert country]* and to *[insert organization name]*?

If policy options have been drafted, but you still want input on shaping them:

We have come up with a number of potential policy options to solve this problem that we'd like to discuss with you today. *[Explain policy options as well as the reasons for proposing each, e.g. evidence in the literature, success in other countries, feasibility, etc.]*

If policy options are not yet developed:

4. What types of policies do you think might be effective to solve this problem?

Continue for all interviews

5. Have these policies been discussed before in your organization? If so, can you summarize the discussions to date?
6. Do you think the policies would be feasible? Please explain why or why not.
7. If they are not feasible, can you suggest some alternate options that would be more feasible or ways to adjust the policies to make them more feasible?
8. What costs would be involved in implementing the policy?
9. Who has the authority to make the policy option a reality?

Stakeholder Interview Protocols and Guidelines

- **Interviewers should be comfortable and familiar with the script in advance**
- **Make sure the interviewee understands the questions**
- **Ensure that responses provide the information required for the stakeholder analysis tool**

Stakeholder Analysis

Step 4. Stakeholder Analysis

Qualitative assessment of key stakeholder characteristics:

- **Knowledge about the policy options**
- **Interests related to the policy**
- **Position for or against the policy options**
- **Potential alliances with other stakeholders**
- **Ability to affect the policy process (through power and/or leadership) / advance the policy brief in the future**

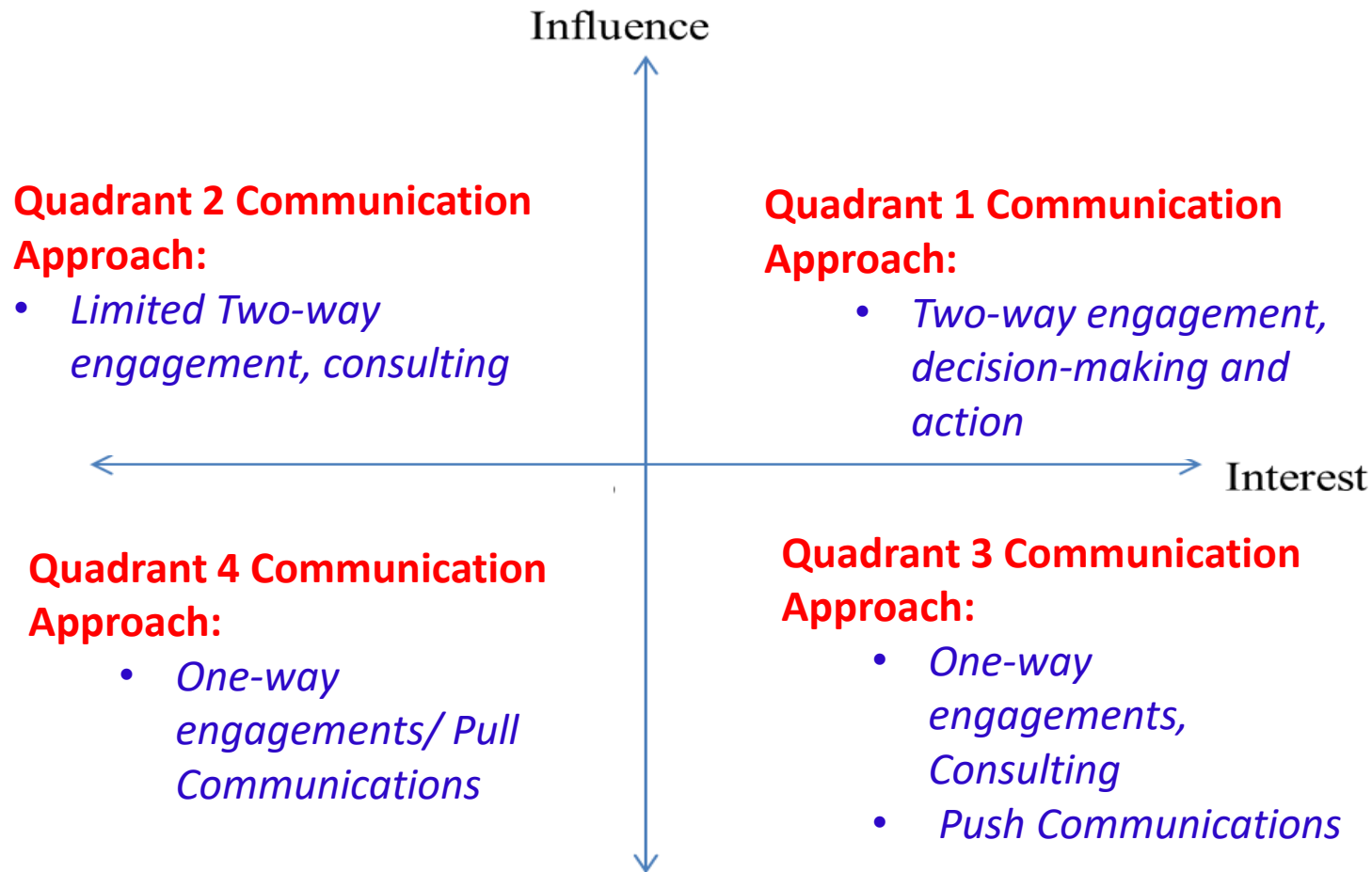
Stakeholder Analysis Tool

- **Tool for stakeholder engagement and prioritization when working on the policy brief**
- **A qualitative assessment**
 - Understanding of stakeholder landscape
 - Determination of stakeholder support or opposition
 - Determination of other key stakeholders

Stakeholder Analysis Tool

Stakeholder Holder Analysis ¹					
Organization/ Group/ Individual	Group or Individual's vested interest in the policy issue	Level of Knowledge about the issue	Resources Available	Resource Mobilization Capacity	Position on Solution <i>Enter one rating only. If not known, enter "DK"</i>
Complete name of the organization or group. Please indicate if it is a national, regional or local group	Identify reason or nature of group's or individual's interest in the issue.	Enter Low, Medium, or High) Indicate the level of knowledge of the group about the issue.	Identify specific resources held by group or to which it has access. (Resources include staff and volunteers, financial, technology, information, legal, religious/moral or others)	(Enter Low, Medium, or High) Estimate how easily groups can mobilize resources in pursuit of objectives.	+1 = Support 0= Neutral -1= Opposed
Government Sector (ministers, ministry of health [MOH], social security agency, ministry of finance)					
Ex. Transport Ministry Official	Address motorcycle mortality	Medium	Legislation enforcement	Medium	+1

Stakeholder Engagement and Communication Plan



Stakeholder Mapping, Interview, and Analysis Summary

- 1. Identify potential stakeholders.**
- 2. Map your stakeholders according to perceived levels of interests and influence.**
- 3. Prioritize influence and perform stakeholder interviews**
- 4. Perform stakeholder analysis to determine key supporters, opponents, and actual status for policy interest and influence.**
- 5. Prioritize engagement with stakeholders who will be influential for your policy solution(s).**

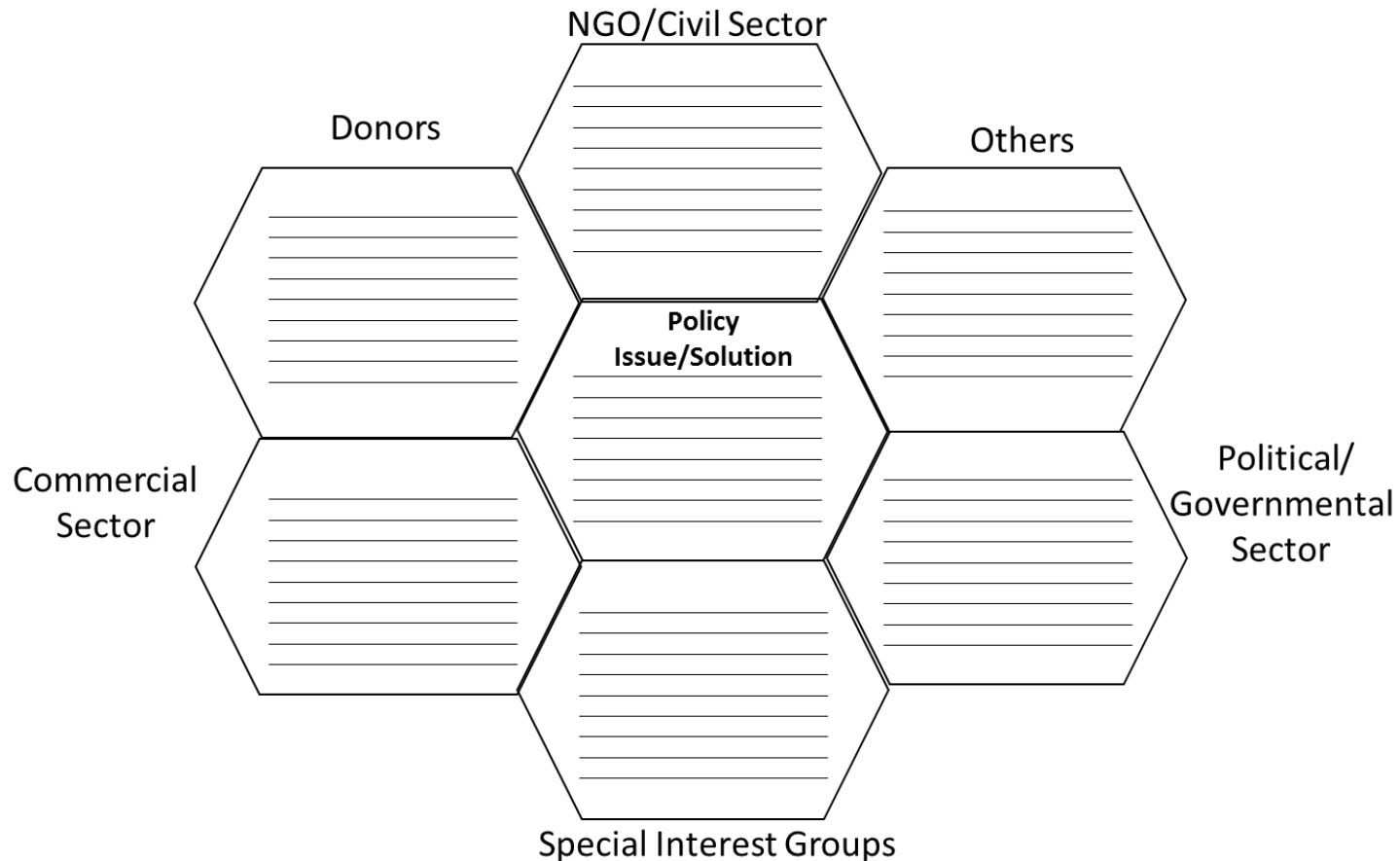
Review: Purpose of Stakeholders

- **What is the primary purpose of mapping, interviewing, and analyzing stakeholders?**
 - ☐ **To identify opposition and support for policy options**
 - ☐ **To help evaluate policy options for feasibility**
 - ☐ **To identify champions who can help push the policy options through in the future**
 - ☐ **All of the above**

Review: Purpose of Stakeholders

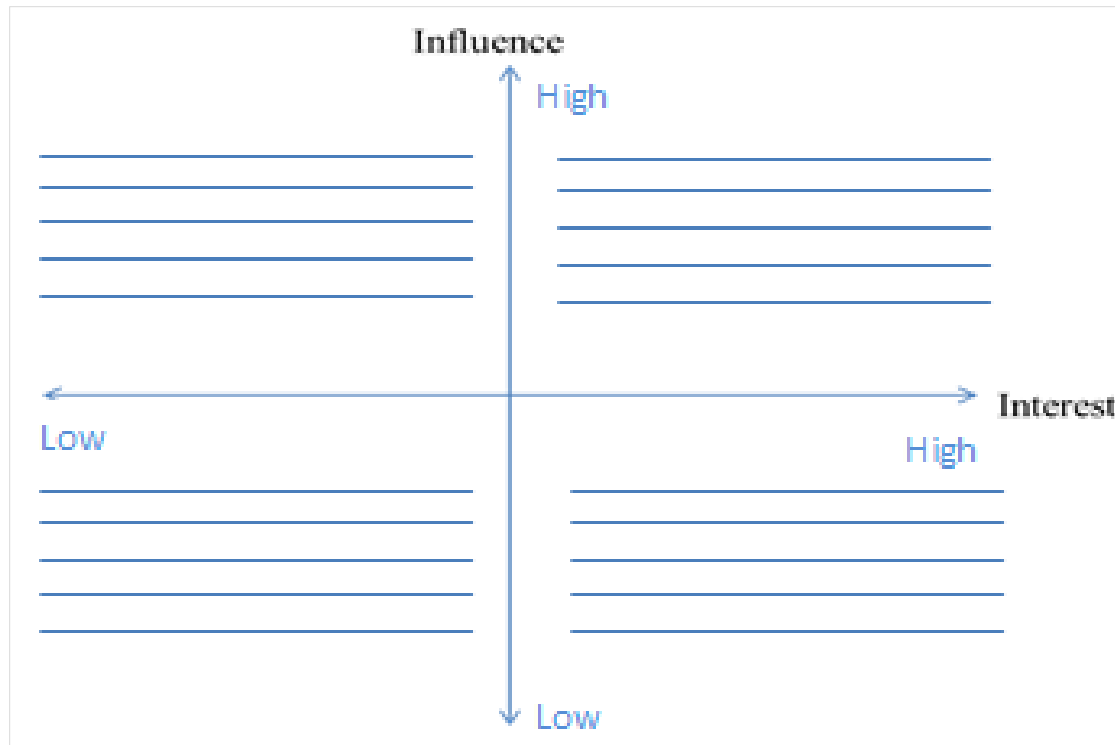
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Exercise. Stakeholder Identification Diagram



Exercise. Create a Stakeholder Map.

Create a Stakeholder Map for the stakeholders you identified for your own project.



END
