



جامعة القدس  
Al-Quds University

# Stakeholders in policy making: Stakeholders analysis

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# Outline

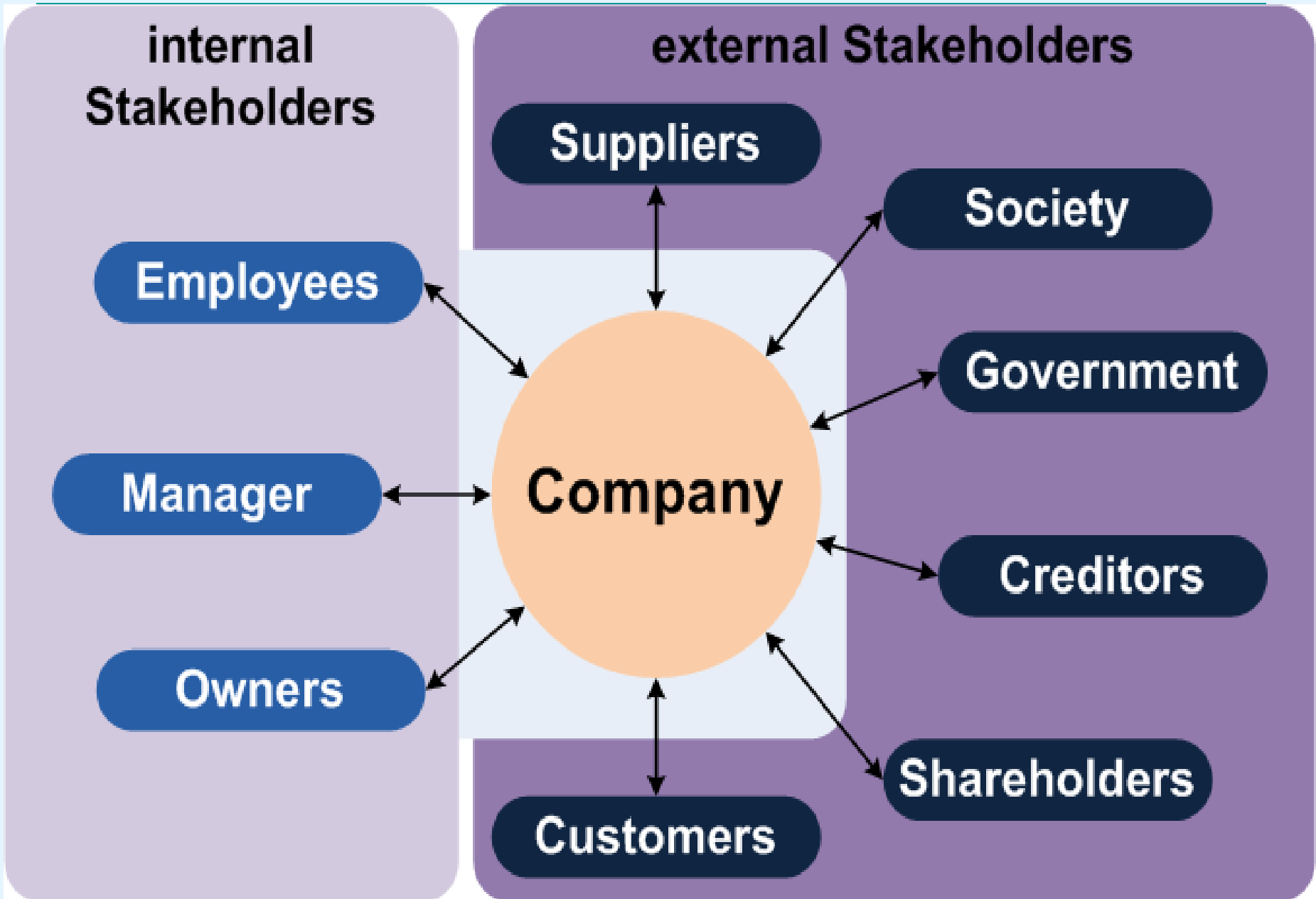
- Stakeholders
- Stakeholders on health policy making
- Stakeholders analysis
- Group work: case study 3

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# Who plays role in policy making?

## Who sets the agenda? Stakeholders

- Stakeholder (actor/player) is a person, group, organization, or system **likely to affect or be affected** by a proposed action/change) in an area.
- This includes those who can gain or lose by the change.



# Who plays role in health policy making?

## Stakeholders

- **There are many actors, interest groups in the health policy making process:**
  - Government: MoH, MoF, .....public agencies, civil servants
  - Politicians
  - Media
  - International agencies: World Bank, WHO, UNICEF, Global Fund, etc
  - Donors
  - Academia and researchers
  - Health professional bodies/associations, national labor unions ....
  - Industry/ suppliers: drug, supplies, and medical technology companies
  - Health care providers, facilities, hospitals, clinics directors
  - Users/ patients/ organized community groups
  - Insurers, National institute of social security, private insurance, payers
  - Religion groups
  - Others

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# Interest, pressure groups

- **Interest, pressure, cause group:** a group of people concerned about a particular issue with little or no formal organization. Goal to promote an issue or cause.
  - Voluntary- people or organizations choose to join, patient groups, environmentalist, peace, professional groups, etc.
  - Aim to achieve desired objective, goal oriented,
  - Do not attempt to infiltrate into the policy process to the level to become part of the formal process - not like political parties, do not plan to take a political power. But, sometimes become part of the political system to achieve objectives e.g. green parties.

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# Most influential interest groups

1. **Professional monopolists:** physicians and other professionals whose dominant interest served by the economic and political structures of the government (MoH) structure.
2. **Corporate rationalizers:** those challenging the professional monopolists trying to plan and rationalize services e.g. the private insurers, government payers, employers etc.
3. **Equal health advocates, community health advocates:** groups lobbying for patients rights, fair access, poor access, and marginalized groups needs, trying to give the views of patients and population in decision making.

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# Stakeholder analysis

- Stakeholder analysis is an approach, a tool or set of tools for identifying actors, generating knowledge about their interest, interrelations, and their influence on policy-making and implementation.



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# The role of actors: Stakeholder analysis

- A process where all the individuals or groups that are likely to affect or be affected by a proposed action are identified and then sorted according to how much they can affect the action and how much the action can affect them.
- This information is used to assess how the interests of those stakeholders should be addressed in a project plan, policy, program, or other action.

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# Why to conducting stakeholder analysis?

- **Use stakeholders analysis to:**
  1. identify people, groups, and institutions that will influence the policy pr programme (either positively or negatively)
  2. anticipate the kind of influence, positive or negative, these groups will have on the policy or programme
  3. develop strategies to get the most effective support possible for the policy/ programme and reduce any obstacles to successful implementation

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## *Stakeholder analysis:*

### *Which stakeholder characteristics are analyzed?*

- *Characteristics such as*

- knowledge of the policy,
- interests related to the policy,
- position for or against the policy,
- ability to affect the policy process (through their power and leadership) are analyzed, and
- potential alliances with other stakeholders.

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# How to do a stakeholder analysis?

## 1. Identify and map internal and external stakeholders

- Identify all individuals, groups, institutions that will affect or be affected by the change (policy/ programme).

*(Data collection methods: brain storming, interviews, surveys, documentary review etc)*

Fill under stakeholders column

# How to do a stakeholder analysis?

| <b>Stakeholders</b> | <b>Interest in the issue</b><br><i>(advantage/benefit,<br/>disadvantage/ harm)</i><br><i>(high, low)</i> | <b>Assessment of<br/>impact/ influence</b><br><i>(high, medium, low)</i> | <b>Strategy to deal with<br/>stakeholder</b><br><i>(Ensure support, decrease<br/>obstacle/opposition)</i> |
|---------------------|--|--|---|
| 1. ..               |  |  |   |
| 2. ....             |  |  |   |
| 3.....              |  |  |   |
| 4.....              |  |  |   |
| .....               |  |  |   |

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# How to do a stakeholder analysis?

2. Review the list and identify the specific **interest of these stakeholders** have in the policy/ program.

■ **Consider issues like:**

- ❑ the policy/ program benefits to the stakeholder
- ❑ the policy/ program activities might cause damage (loss) or conflict for the stakeholder
- ❑ Level of interest (High, medium, low)

Record these under stakeholder interest column.

# How to do a stakeholder analysis?

| <b>Stakeholders</b> | <b>Interest in the issue</b><br><i>(advantage/benefit,<br/>disadvantage/ harm)</i><br><i>(high, low)</i> | <b>Assessment of<br/>impact/ influence</b><br><i>(high, medium, low)</i> | <b>Strategy to deal with<br/>stakeholder</b><br><i>(Ensure support, decrease<br/>obstacle/opposition)</i> |
|---------------------|--|--|---|
| 1. ..               |  |  |   |
| 2. ....             |  |  |   |
| 3.....              |  |  |   |
| 4.....              |  |  |   |
| .....               |  |  |   |

# How to do a stakeholder analysis?

3. **Assessment of impact:** Review each stakeholder list and ask the question: *How important is the stakeholder's interest to the success of the proposed policy/ programme?*

## Consider:

- the role the key stakeholder must play for the proposed policy/ programme to be successful and the likelihood that the stakeholder will play this role
- the likelihood and impact of a stakeholder 's negative response to the proposed policy/ programme
- Assign "High" for extremely important, "Medium" for fairly important, "Low" for not very important.
- Record these letter in the column entitled " Assessment of impact".



# How to do a stakeholder analysis?

| <b>Stakeholders</b> | <b>Interest in the issue</b><br><i>(advantage/benefit, disadvantage/ harm)</i><br><i>(high, low)</i> | <b>Assessment of impact/ influence</b><br><i>(high, medium, low)</i> | <b>Strategy to deal with stakeholder</b><br><i>(Ensure support, decrease obstacle/opposition)</i> |
|---------------------|--|--|---|
| 1. ..               |  |  |   |
| 2. ....             |  |  |   |
| 3.....              |  |  |   |
| 4.....              |  |  |   |
| .....               |  |  |   |

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# How to do a stakeholder analysis?

4. Identify, consider the kind of things, *strategies*, that could do to get stakeholder support the change and reduce opposition.

- **Consider**

- How might approach each of the stakeholders. what kind of information you will then need.
- How important is it to involve the stakeholder in the planning process?
- Are there other individuals or groups that might influence the stakeholder to support the initiative?

Record the strategies for obtaining support or reducing obstacles to the project in the matrix.

# How to do a stakeholder analysis?

| <b>Stakeholders</b> | <b>Interest in the issue</b><br><i>(advantage/benefit, disadvantage/harm)</i><br><i>(high, low)</i> | <b>Assessment of impact/ influence</b><br><i>(high, medium, low)</i> | <b>Strategy to deal with stakeholder</b><br><i>(Ensure support, decrease obstacle/opposition)</i> |
|---------------------|---|--|---|
| 1. ..               |   |  |   |
| 2. ....             |   |  |   |
| 3.....              |   |  |   |
| 4.....              |   |  |   |
| .....               |   |  |   |

# Stakeholder map

High power

Influence/power of stakeholders

**Meet their needs**

[2] Keep them satisfied,  
work on these,  
communicate don't bore

**Key player**

[1] Manage closely,  
keep fully engaged  
and satisfy their needs

**Least important**

[4] Monitor,  
communicate don't  
bore

**Show consideration**

[3] Keep these informed,  
talk to them, utilize

Low power

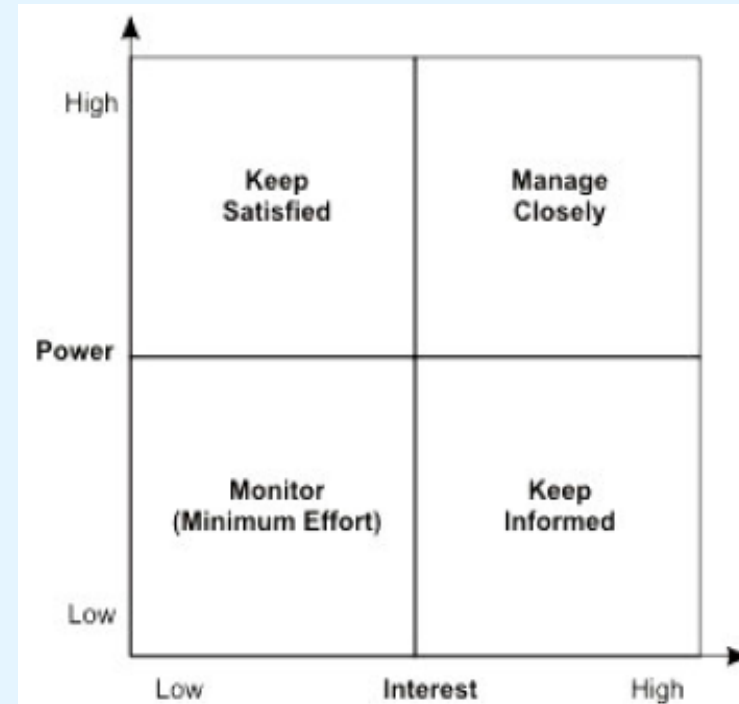
Low interest

Interest of stakeholders

High interest

# Guidance for using stakeholder map:

- **[1] High power, high interested people:** these are people that you must fully engage and make sure the greatest efforts to satisfy. Maintain involvement to ensure their ownership.
- **[2] High power, less interested people:** put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.
- **[3] Low power, high interested people:** keep these adequately informed and talk to them to ensure that no major issues are arising. These people can often be very helpful with details for the change.
- **[4] Low power, less interested people:** again, monitor these people, but do not bore them with excessive communication.



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