Power in Networks: Unlocking Potential through Stakeholder Mapping
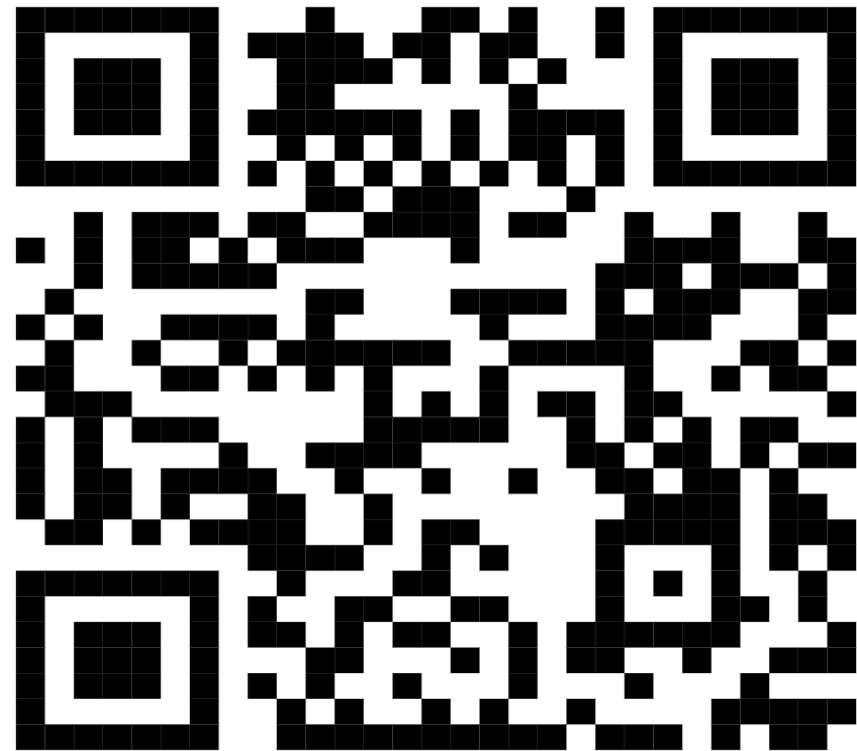
Dr Zalilah bt Abdullah

Institute for Health Systems Research, NIH

iHSR
INSTITUTE FOR HEALTH SYSTEMS RESEARCH

SESI SIMPOSIUM (8 OKTOBER 2024 /8.30 - 9.30 MALAM)

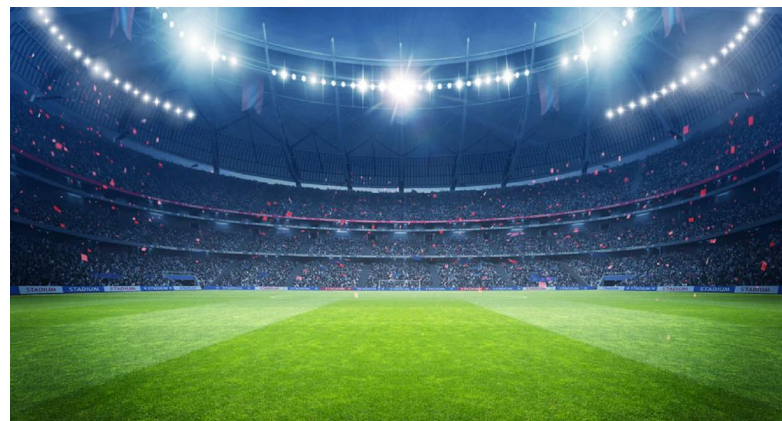**SILA IMBAS KOD QR ATAU AKSES PAUTAN UNTUK PENGESAHAN KEHADIRAN**

LEVEL OF ENERGY

1

2

3

4

Stakeholder

Hemmati,Minu (2002)

Stakeholders are described as **those who have an interest in particular decision** either as individuals or representatives of a group. This include people who influences a decision, or can influence it, as well those affected by the decision.

Concannon TW et al, 2012

A stakeholder is any "**individual or group** who is **responsible for or affected** by health- and healthcare-related decisions that can be informed by research evidence"

Association for Project Management.

Stakeholder is the term used in most instances to refer to individuals or groups who have **an interest or role** in the project, programs or portfolio, or are impacted by it.

https://www.apm.org.uk/resources/find-a-resource/stakeholder-engagement/

HEY! I'M A STEAKHOLDER, TOO!

GETTING EVERYBODY ON BOARD

https://blog.ganttpro.com/en/key-principles-in-project-stakeholder-management/

# Benefit of stakeholder engagement

Building Trust with Stakeholders

•Involving stakeholders early helps build trust and credibility.

•When stakeholders are part of the process, they understand it better and feel their ideas are valued.

•This gives them a sense of ownership in the outcomes, rather than feeling left out when results are presented

Anticipating Controversy
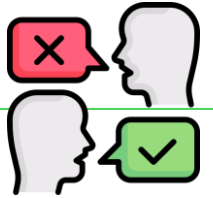
•**Engage stakeholders early** to identify potential disagreements.

•**Understand the topic's background** by addressing ongoing debates and sensitive issues.

•Stakeholders help identify **blind spots** in the report, refining questions and ensuring results are communicated effectively.

Ensuring Transparency and Accountability

•**Involving stakeholders** ensures openness and clarity for all.
•Critical for **policy impact reviews**, as it upholds fairness and public trust.
•Engaging a **wider community** promotes democratic rights, ensuring their voices are heard.
•Demonstrates **responsibility** and builds ongoing support for the review process

Improving Relevance

•Engaging stakeholders, like patients and policymakers, ensures reports are timely and useful.
•It's essential to involve those who will use the evidence to address the right questions.
•Stakeholders provide valuable insights based on their experiences, helping to identify key outcomes.

Challenges of Stakeholder Engagement

Challenge 1: Stakeholders have multiple priorities, are constrained by time, opportunities are limited.

→ Stakeholders are more likely to make time if they perceive the project as relevant to them and there is a clear purpose to the engagement.

Challenge 2: People change all the time – both stakeholders and project team members.

Challenge 3: Finding Common Interests
•**Why Involve Stakeholders?**
Stakeholders are involved because they have a connection to the project.
If there's no shared interest, they may not be the right fit.

→ •**Understand Their Perspective**
Put yourself in their shoes—what's important to them?
If you can't find anything, reconsider their role in the project.

Who are your stakeholders?

Stakeholders Engagement

Who?

- Any Individual or organization **affected** by the problem under investigation.
- **Who** has **interest** to address the issues.
- **Who has influence on** the translation of research findings into policy and practice.
- Examples of Health care /Public health stakeholders
  - Government agencies , beneficiaries, policymakers, funding agencies, providers or implementors , civil society, researchers monitoring and evaluation service.

Stakeholders of KOSPEN (KOMUNITI SIHAT PEMBINA NEGARA)

Policy
Government Agencies :
NCD, MOH, Putrajaya
Kemas
JPNIN

Implementers
Government : JKN , PKD, KK(Pasukan iNCD)
Community : Key community Leaders, Volunteers "Agent Of Change"
Non-Government : NGOs

Community (Individuals)

Stakeholder Relationship Model

Diers-Lawson, A (2020) "Applying the Stakeholder Relationship Model as an Issue Management and Risk Communication Tool." In: Sabuncuoglu Peksevgen, B and Fuglseth, K and Sivertsen, E and Halvorsen, JA, (eds.) Themes in Issues, Risk and Crisis Communication: A Multi-Dimensional Perspective. Peter Lang Publishers, Berlin. ISBN 978-3-631-84424-3 DOI: https://doi.org/10.3726/b17931

Organisation

Issues

Stakeholder

Adaptation of Diers 2012

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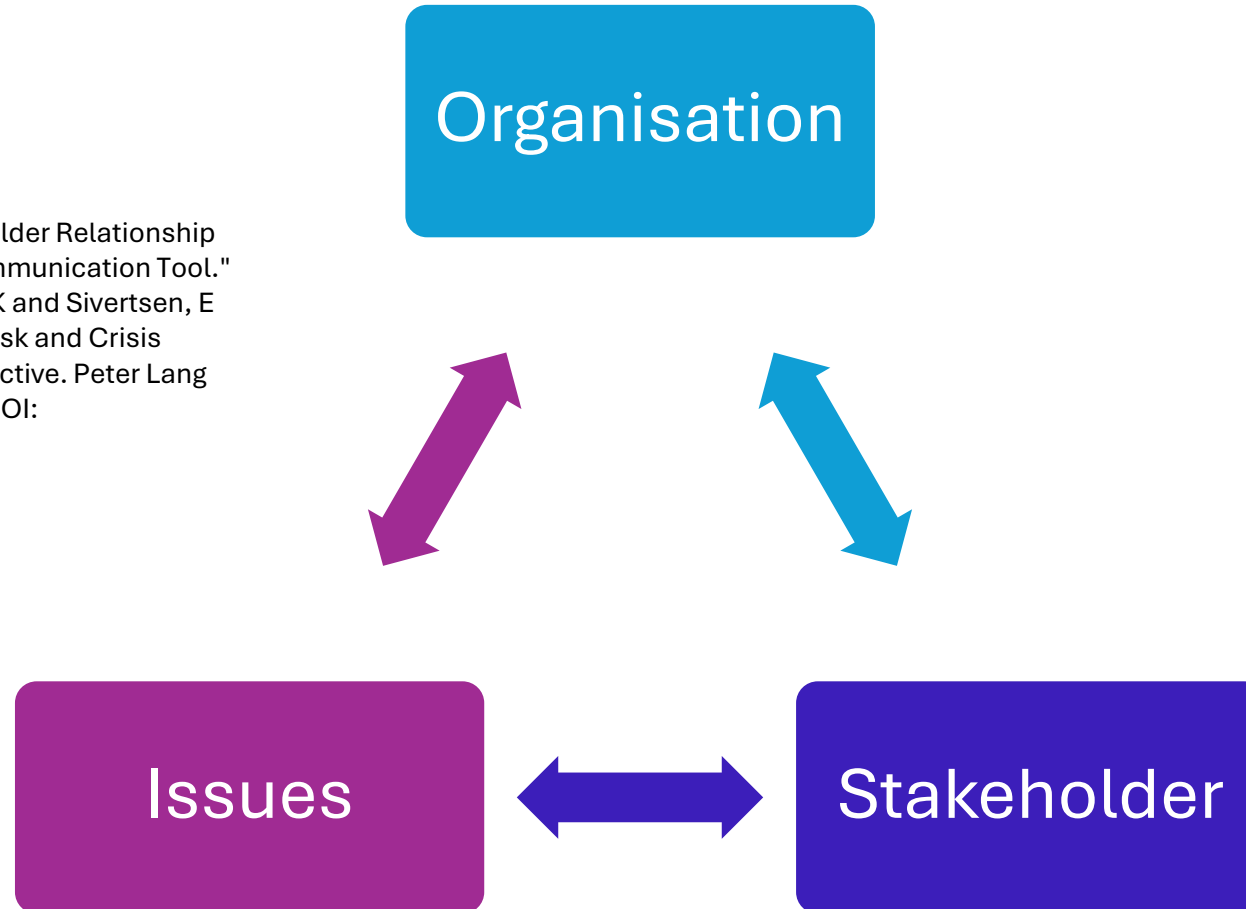
Stakeholder Relationship Module

Key factors:
Blame (responsibility attribution)
Competence
Commitment
Clear Association

Organisation

Issues
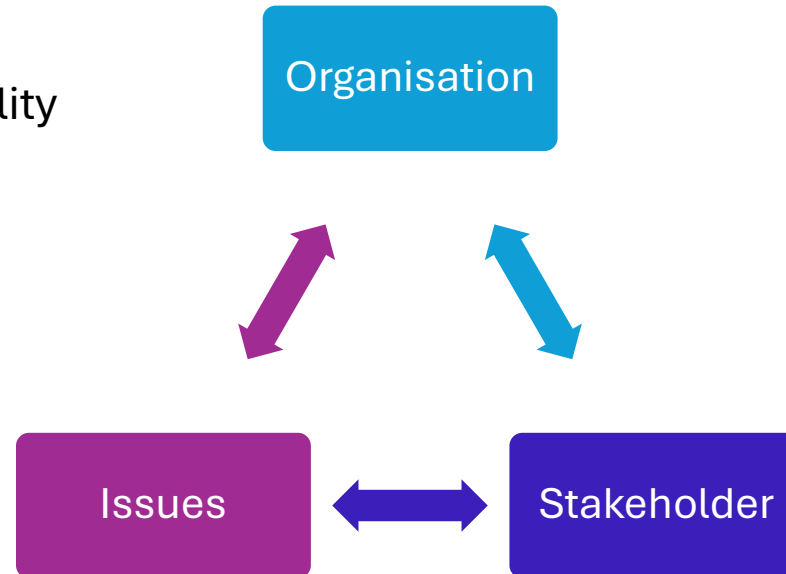
Stakeholder

Key factors:
Reputation
Perceived
Knowledge
Trustworthiness
Identification
Value Congruences

Key factors :
Issue specific
Prior experiences
Relevance – self and others
Information Expectation
Emotions

How to create a stakeholder map

#1. Define the purpose of the stakeholder map

- **Clarify your objective**: Are you launching a new initiative, such as software/digital program, or navigating organizational changes?

- A stakeholder map serves to:

- **Align stakeholders** with the project's goals

- **Manage expectations** effectively

- Once the purpose is well-defined, you can proceed to the next steps with confidence.

#2. Identify your stakeholders

Significance: A crucial early step in managing a product's lifecycle.

- **Approaches**: While referring to documents like the project SOP / References is useful, **brainstorming** with your team remains the most effective method.

- Develop an exhaustive list of stakeholders.
- Consider anyone with a vested interest in the product.
- Avoid excluding anyone at this stage.
- **Key Factors**:
- Stakeholders will vary based on your organization, the product's impact, and its objectives.
- The stakeholder list is dynamic and will require regular updates.

Stakeholder Mapping

Questions designed to reveal stakes, identity the right people to involved in particular situation

Who is or will affect (positively or negatively)

Who holds official position relevant to what are doing?

Who has been involved in any similar situation in the past?

Where names come up regularly when you are discussing this subject?

How to create a stakeholder map

#3. Determine their level of involvement

After identifying stakeholders, the next step is to assess their level of involvement across various project phases.
The stakeholder involvement will fall into four different levels:

High power, high interest (manage closely) – These "key stakeholders" significantly impact your product and are vested in its success.

High power, less interested (keep satisfied) – They may not wield much influence but are keenly interested in your product's outcomes.

Low power, high interest (keep informed) – They have the power to affect your product but may not be deeply interested.

Low power, less interested (monitor) – They have limited impact and interest.

How to create a stakeholder map

#4. Analyse and categorise your stakeholders

Once you've identified your stakeholders, you should analyse them by understanding their:
- ❖ interests,
- ❖ goals,
- ❖ concerns, and
- ❖ potential conflicts.

Several data sources in order to determine your stakeholders' levels, such as:

- Survey responses

- Interviews and conversations

- Sentiment analysis of their responses/comments

- Past experiences and interactions

- Demographic data

In some cases, you may also need to **lean on your team's assumptions** until you get to know your stakeholders better.

STAKEHOLDER ENGAGEMENT – STAKEHOLDER ANALYSIS

Stakeholder Name	Impact *How much does the project impact them? (High,Medium & Low)*	Influences *How much influences do they have over the project? (High, Medium & Low)*	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project	Strategy for engaging with the stakeholder

Example 1

Stakeholder	Potential role in the issue or activity	Expectation / Needs	Potential impact (Support / oppose the activity, to what extend and why)	Level of concern / interest	Level of power/ influence

Example 2

NATIONAL INSTITUTES OF HEALTH
MINISTRY OF HEALTH MALAYSIA

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Stakeholders Analysis Matrix

Stakeholder	Potential role in the issue or activity	Expectation/ Needs	Potential impact (Support / oppose the activity, to what extend and why)	Level of concern/ interest	Level of power/ influence
Individual and Relatioship : Person / Relationship affected with Mental health issues					
Persons with psychosocial disabilities (including MNS mental, neurological and substance use disorders)	Persons with psychosocial disabilities are involved as **direct target beneficiaries** of the mental health service.	Better service for treatment	Support	High	Low (power can increase if the come in the group , get media attention)
Family/carers of persons with psychosocial disabilities	Families and carers of persons with psychosocial disabilities are involved in **helping persons seek mental health care and hence**, reducing their own burden of care. Families may also be a **barrier to recover due to stigma and discrimination.**	Better service for treatment	Support	Low	Low

Makan, A., Fekadu, A., Murhar, V., Luitel, N., Kathree, T., Ssebunya, J., & Lund, C. (2015, 2015/07/08). Stakeholder analysis of the Programme for Improving Mental health carE (PRIME): baseline findings. International Journal of Mental Health Systems, 9(1), 27. https://doi.org/10.1186/s13033-015-0020-z
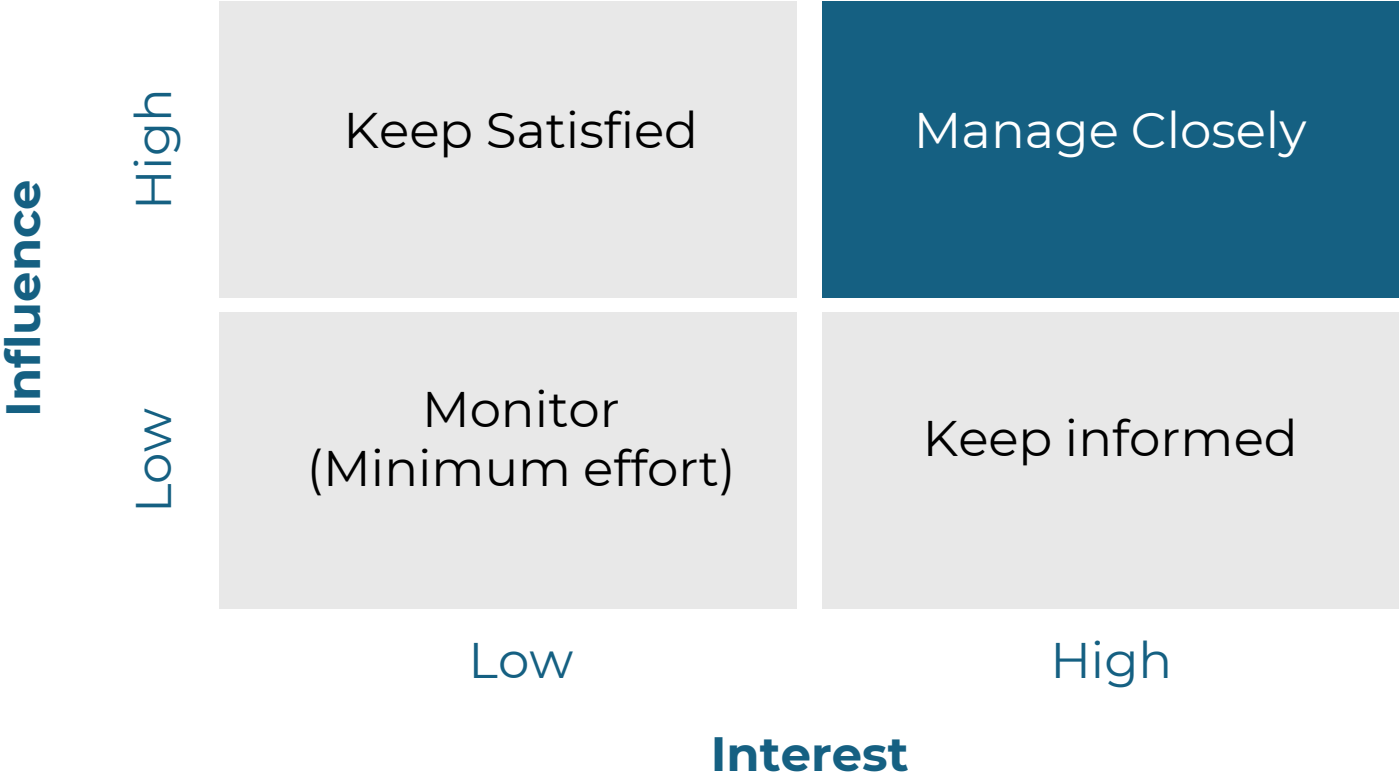
NATIONAL INSTITUTES OF HEALTH
MINISTRY OF HEALTH MALAYSIA

Stakeholders Analysis Matrix

Stakeholder	Potential role in the issue or activity	Expectation/ Needs	Potential impact (Support / oppose the activity, to what extend and why)	Level of concern/ interest	Level of power/ influence
Policy level					
Ministries of Health (MoH)	Country Ministries of Health are partners in PRIME and are primarily responsible for policy formulation at a national level, and policy implementation, monitoring and supervision at a state/district levels.	In line with policy agenda	Support (Budget issues will affect their support)	High	High
Primary Health Care (PHC) Agencies within MoH	Responsible for PHC Policy Implementation within the MoH.	In line with policy agenda	Support	High	High

Makan, A., Fekadu, A., Murhar, V., Luitel, N., Kathree, T., Ssebunya, J., & Lund, C. (2015, 2015/07/08). Stakeholder analysis of the Programme for Improving Mental health carE (PRIME): baseline findings. International Journal of Mental Health Systems, 9(1), 27. https://doi.org/10.1186/s13033-015-0020-z
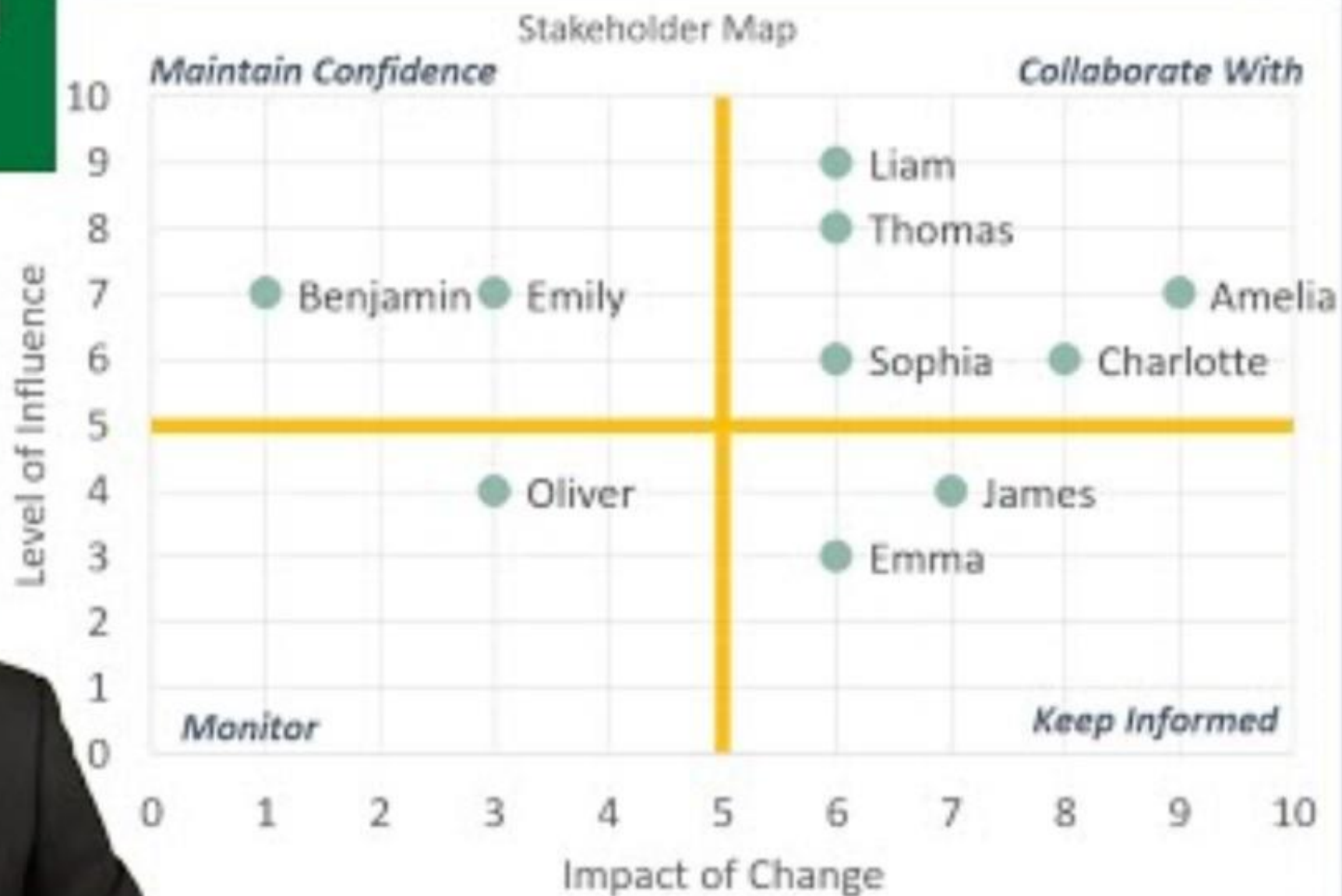
NATIONAL INSTITUTES OF HEALTH
MINISTRY OF HEALTH MALAYSIA

Stakeholder Mapping

- High Influence, High Interest

- High Influence, Low Interest

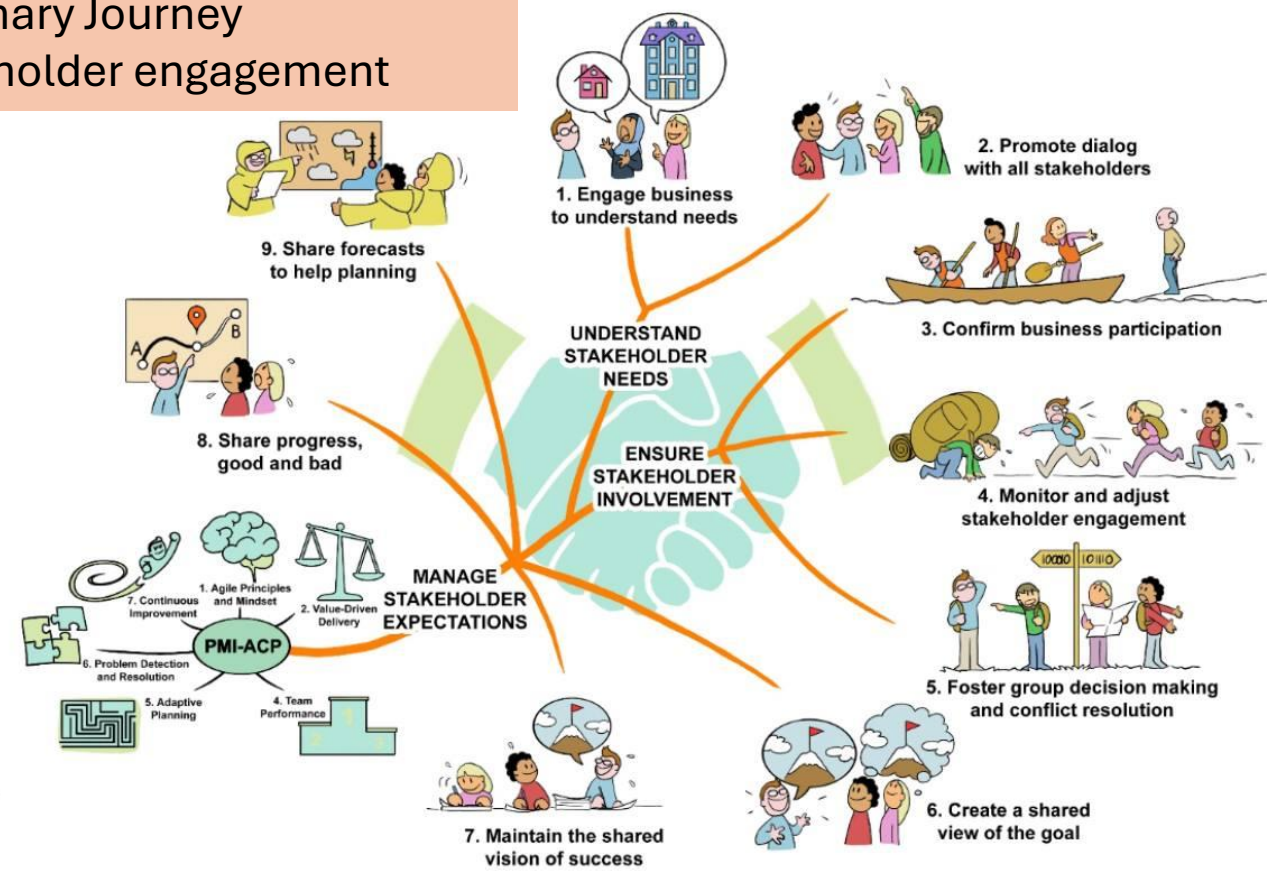- Low Influence, High Interest

- Low influence, Low Interest

Influence

High | Keep Satisfied | Manage Closely
Low | Monitor (Minimum effort) | Keep informed

| | Low | High |

Interest

Stakeholder engagement

Latih Tubi 1

KEMENTERIAN KESIHATAN MALAYSIA

Kriteria Penderma Darah
Anda layak menderma darah sekiranya:

▸ **Sihat tubuh badan**
Berumur di antara 18-70 tahun

Berumur di antara 18-60 tahun untuk pertama kali menderma

17 tahun (perlu mendapatkan kebenaran bertulis daripada ibubapa/penjaga)

▸ **Berat badan 45 kg ke atas**

▸ **Telah mengambil makanan sebelum menderma darah**

▸ **Pendermaan terakhir 3 bulan lepas**

▸ **Tidur minimum 5 jam**

▸ **Tiada masalah kesihatan**

Bagi penderma wanita:
• Tidak datang haid
• Tidak mengandung
• Tidak menyusukan anak

Tidak Terlibat Di Dalam Sebarang Kegiatan Berisiko Tinggi Seperti Berikut:

Hubungan jenis sesama jantina (homoseksual)

Hubungan jenis dengan kedua-dua jantina (biseksual)

Hubungan jenis dengan pekerja seks komersial

Bertukar-tukar pasangan seks

Mengambil dadah secara suntikan

Menjadi pasangan hubungan jenis kepada golongan di atas

World Blood Donor Day — World Health Organization

Sumber: Pusat Darah Negara

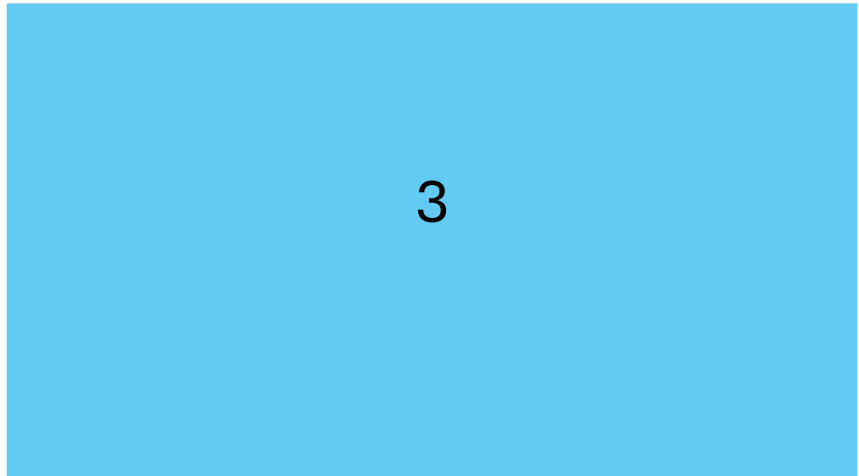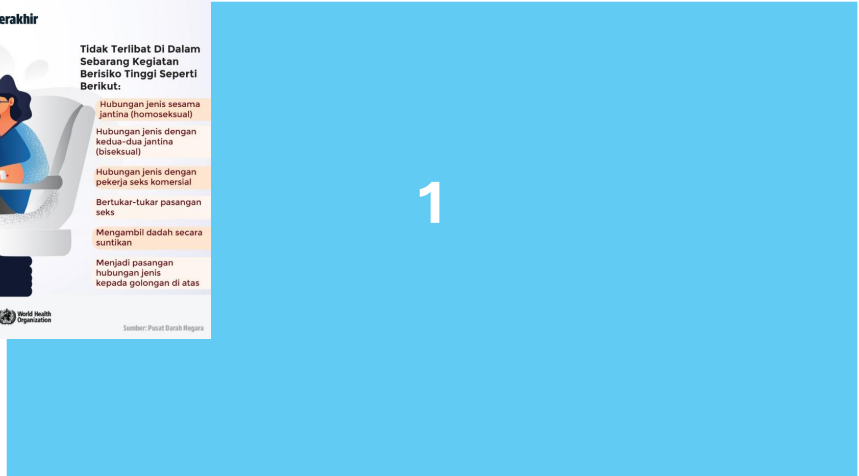KOMUNITI SIHAT PERKASA NEGARA [KOSPEN]

Who are your stakeholders?

Kriteria Penderma Darah

Anda layak menderma darah sekiranya:

▸ **Sihat tubuh badan**
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·Tidak menyusukan anak

Tidak Terlibat Di Dalam Sebarang Kegiatan Berisiko Tinggi Seperti Berikut:

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Hubungan jenis dengan kedua-dua jantina (biseksual)

Hubungan jenis dengan pekerja seks komersial

Bertukar-tukar pasangan seks

Mengambil dadah secara suntikan
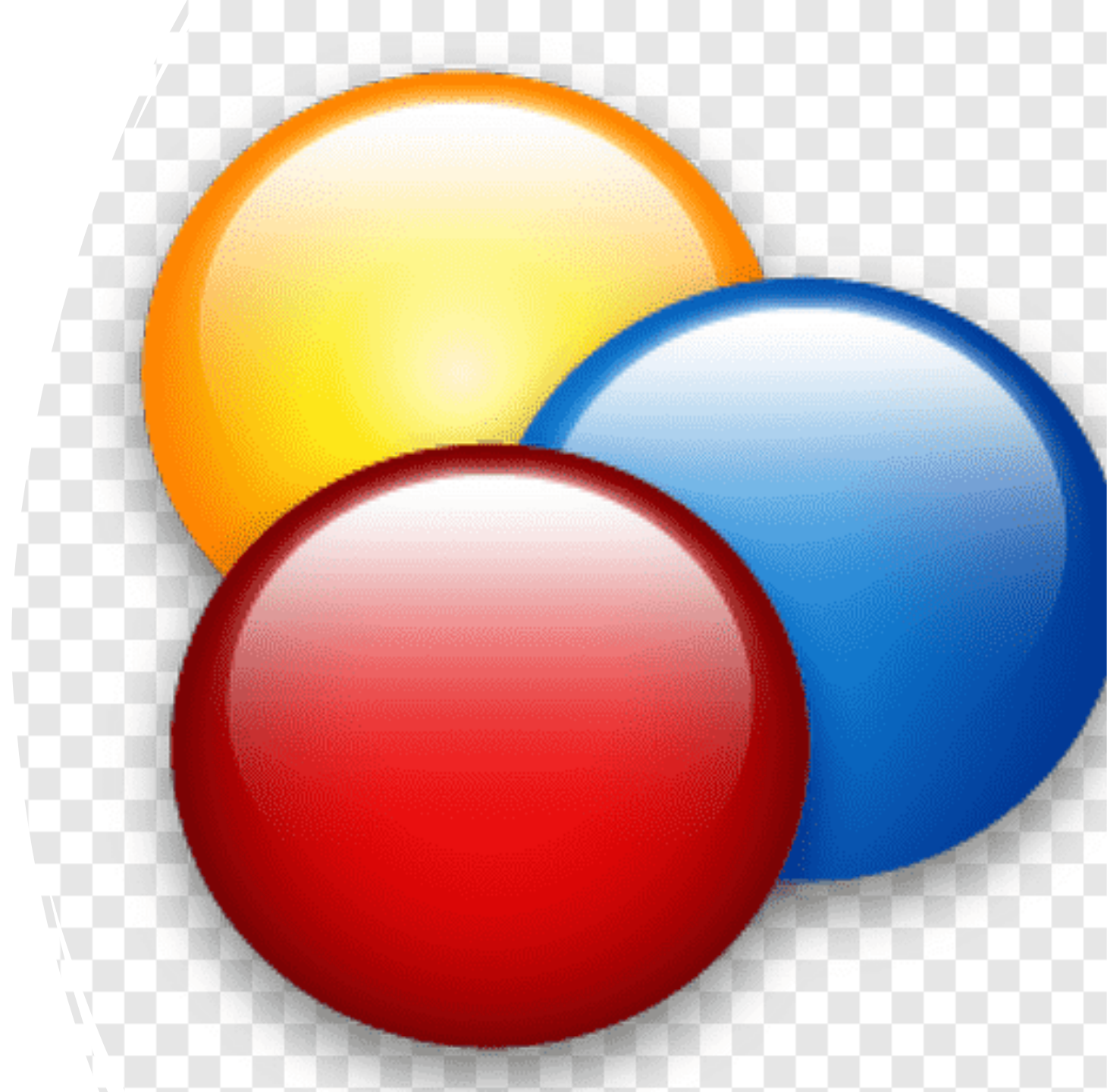
Menjadi pasangan hubungan jenis kepada golongan di atas

World Blood Donor Day

World Health Organization

Sumber: Pusat Darah Negara

KOMUNITI SIHAT PERKASA NEGARA [KOSPEN]

Latih Tubi 2
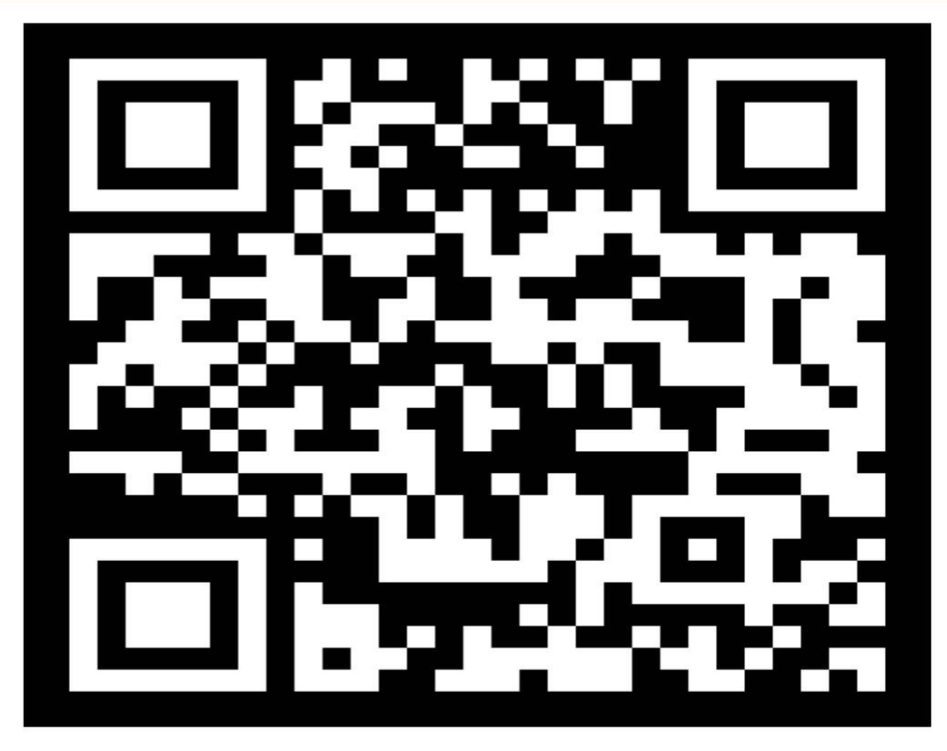
The ball game

Internal stakeholder

The Rules

1. You cannot pass the ball to the person next to you

2. the ball must return to the person who start with it

3. the ball must travel trough the air

4. the ball cannot be rolled across surface, eg floors, walls etc

5. Once you drop the ball, you have to restart again.

BORANG PENILAIAN SIMPOSIUM

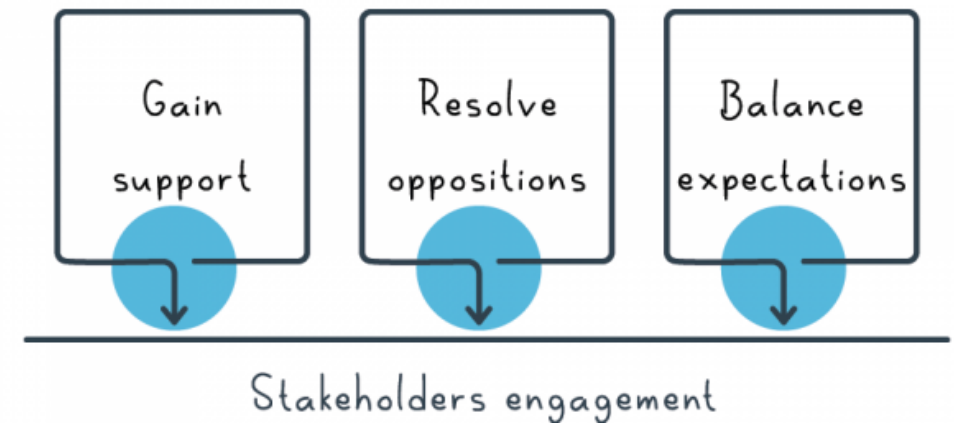## SILA IMBAS KOD QR UNTUK BORANG PENILAIAN SIMPOSIUM
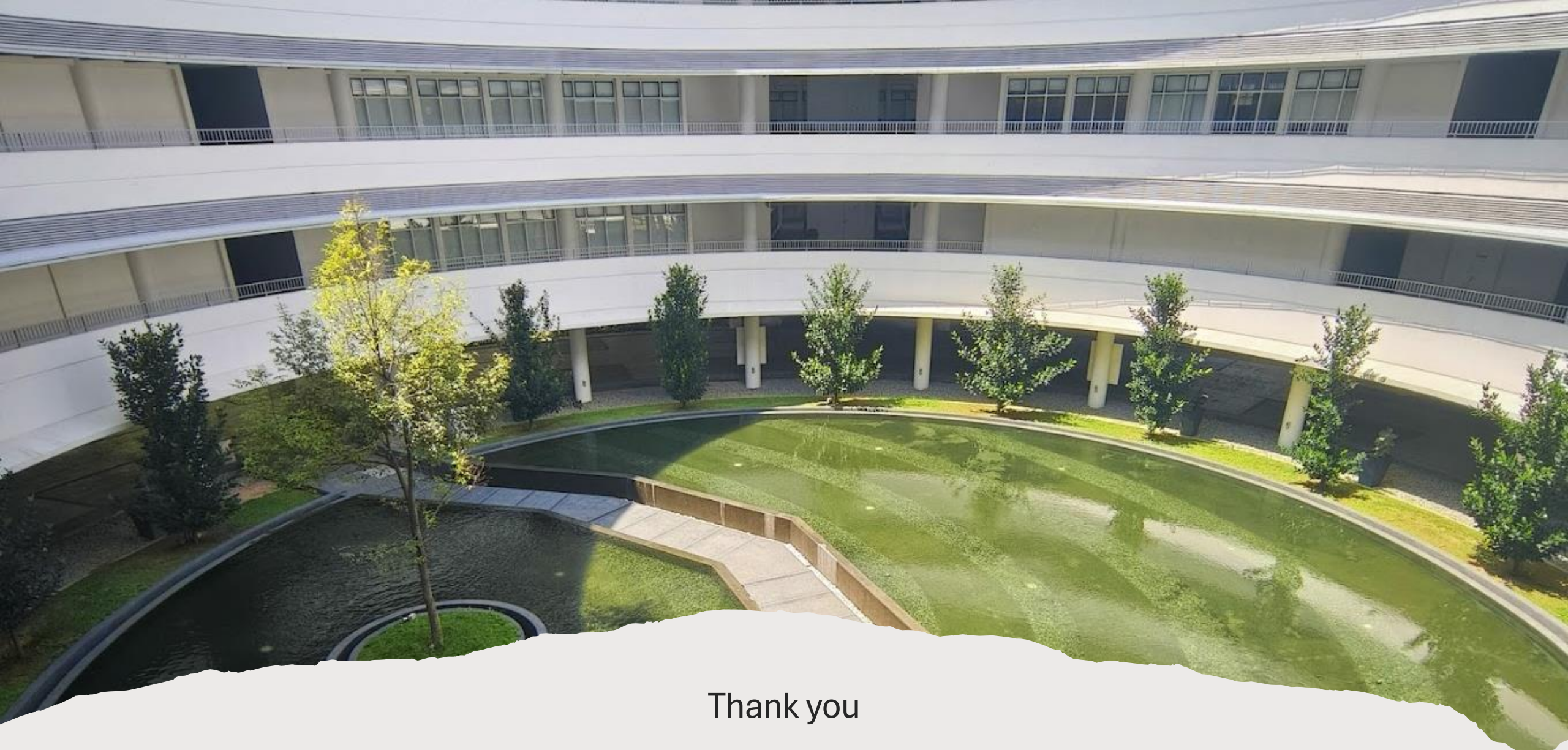
SUMMARY : IMPORTANCE OF KNOWING STAKEHOLDERS

- They have different roles in the decision-making process
- View activities from different perspectives
- Have different degrees of understanding
- They need/want different information
- When you need information at different level complexity
- Have different intensities of interest

Engagement
A bi-directional relationship between the stakeholder and researcher that results in informed decision-making about the selection, conduct, and use of research.

Concannon TW et al, 2012

Gain support   Resolve oppositions   Balance expectations

Stakeholders engagement

Thank you

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