



Stakeholder Analysis Tool for KTNET Africa Coalition Partners

March 2014

Introductory remarks

Dear colleagues,

This is a simplified stakeholders analysis tool. It should act as a starting point for influencing policy and practice. This is an improvement of what was shared in the KTNET meeting held in Kampala last year 2013. It is our hope that it will be a helpful tool and an interesting exercise.

Tip: It is important that you fill the spaces systematically since certain pieces of information later in the tool require having filled the earlier spaces.

What is a stakeholder analysis?

A stakeholder analysis is a process of systematically gathering and analyzing qualitative information to determine whose interests should be taken into account when developing and/or implementing a policy or programme. (Schmeer, 1999)

This stakeholder analysis will help you get to know your stakeholders that are likely to be impacted or influence the uptake of your research work. It will also help the KTNET Secretariat put in place for you communication strategies and design knowledge translation strategies based on a clear understanding of your stakeholders.

Steps for a stakeholder analysis

This stakeholder analysis will involve **only two** steps:

Step 1 – Writing a statement describing your policy issue

Step 2 – Filling the analysis matrix showing the stakeholders, their knowledge, their interest in the issue, their influence, their resources and their involvement.

Step 1: Policy issue targeted by our coalition work

The purpose of this step is to clearly articulate the policy issue which is being targeted by your coalition work. A policy is a course of action or goal pursued by a government or organization.

For example: If the problem has been a declining enrolment in the social insurance scheme from 80% to 50% among the rural population in Kenya in the last five years ending 2013, the policy being targeted could be: **Increasing enrolment for social insurance among the rural households in Kenya.**

In order to get the policy clear, it is important that you articulate the problem in your proposal and the policy should be formulated in a way that would address this problem.

Kindly list in the table below the people in your team who are participating in this exercise:

#	Name	Designation
1		
2		
3		
4		
5		
6		
7		
8		

Now, in the space below, write in a succinct way, the problem your project is addressing and then the policy issue/s which your coalition work intends to influence.

1) Problem addressed by the project:

.....
.....

2) The policy which your coalition intends to influence:

.....
.....
.....

Hint: Have you stated your policy issue? Congratulations. Please move to step 2 which is filling the stakeholder matrix

Step 2: Filling the Stakeholder analysis matrix

The purpose for this matrix is to identify your potential stakeholders, their knowledge, their interest in the issue, their influence, their resources and their involvement in the policy or issue being targeted. A stakeholder is an individual or organization who is affected by that policy or is able to influence that policy either negatively or positively. There are three types of stakeholders:

1) Primary stakeholders: these are people whose livelihoods are directly affected by the policy e.g. households in case of an insurance scheme. Households are directly beneficiaries of the social insurance. If there is insurance, they are able to access health care easily than when it is not there and they have to depend on their out-of-pocket funds.

2) Secondary stakeholders: these are people whose livelihoods are indirectly affected by the policy on social insurance e.g. local governments. If many people are in social insurance schemes, the local governments would be able to have people accessing health care and the complaints of people about poor access to health care services reduces.

3) Tertiary stakeholders: these are people who can influence or have an interest in the issue. They may not be directly affected. An example are the researchers and journalists. The study researchers conduct can highlight the challenges of social insurance and with great advocacy in scientific presentations, social insurance may be

improved. As for the journalists, they may not benefit directly or indirectly from the social insurance but as a result of their writing in the newspapers or in media, something may be done to improve social insurance.

Hint: It is better to work on this as a team of about 4– 8 people sitting together. The team could draw the table on a flip chart first and get a draft of what they will later put in the table on this sheet.

Guide to filling the stakeholder matrix:

Column 1: This column is filled for you. The first category of stakeholders to write about are the primary stakeholders. Below them are the secondary stakeholders and lastly the tertiary stakeholders.

Column 2: This is the column where you need to list stakeholders whom you will have categorized as primary, secondary or tertiary. Before you fill this column, it would be good for the team to brainstorm on all stakeholders on this policy. After getting the full list of about 15 – 20 stakeholders, you can then label behind each of them whether they are primary, secondary or tertiary.

Hint: Please write the list of all the stakeholders on this policy in the space below

Primary stakeholders:

Secondary stakeholders:

Tertiary stakeholders:

Column 3: In this column, you are to write in the row for a specific stakeholder, whether the stakeholder is not knowledgeable on the policy issue (0), has low knowledge of the policy issue (1), has medium knowledge (2) or is highly knowledgeable (3).

Hint: In the strict sense, it is difficult to know how the stakeholder is knowledgeable on the particular issue. However, to begin with, the team gives how they expect the stakeholder to be knowledgeable. Give what you think is the best guess.

Column 4: This is a bit easier. In this column, you put against each stakeholder, the interest that stakeholder shows in the particular policy. For those who are not interested, it is (1), those interested (2) and those highly interested (3).

Hint: most of the stakeholders may not demonstrate special interest. However, some will be keen about the policy hence you give them (3) and others not bothered – give these (1). Most will be just interested hence given (2). Please fill this section now.

Column 5: This is the section showing how much power a stakeholder has on such a policy issue. Can they influence this position? . If a stakeholder is in a position to promote the policy issue s/he can be rated (2), and those likely to block can be rated (1).

Hint: One would expect that primary stakeholders have a lot of influence either in supporting the policy or rejecting it. The secondary or tertiary may be supportive or not as well. This means that each stakeholder is either supportive or not. Kindly fill this section.

Column 6: This is the column on resources. Different stakeholders have different resources. Some have financial (f) which could be used for additional support; others have human resources (h) which could bring in additional manpower to advance the cause while others can offer technical support, technological resources (t) like new media (online social and professional networks) in helping to further advance the proposed policy issue. There are those with political resources (p). These are politicians who can give political support to the policy. **This is done on a scale of 0 to 1 where 0 = Not available while 1 = Available.**

Hint: Some stakeholders have more resources than others. For instance politicians may have political resources but also financial resources while peasant households may not have much in terms of resources although they may be very interested. For those with some resources, put there (1) and explain which resources they have while those without, put there (0).

Column 7: Stakeholder involvement: This highlights those stakeholders who are heavily involved with you in the policy issue. In our example, the insurance companies are heavily involved in the issue but the households may not be really involved unless if they have organizations where they can voice their concerns. In this section, we will use a scale of 0 to 2 where 0 = Low or no involvement, 1 = Partially involved and 2 = Fully involved.

Hint: It is better to write the number but also give an explanation on how that particular stakeholder is involved in this policy. That makes it easier for readers to understand what your number means.

Column 8: Barriers to involvement. There are many barriers to involvement for any stakeholder. These may not be categorised in any way. In your team, you will list these barriers in the table.

Hint: There will be barriers that will keep recurring like poverty, lack of communication etc. However, for ease of analysis, it is better to keep writing these barriers in each row where they occur because by doing that, it is easier for the reader to check which barrier are for which stakeholder.

ILLUSTRATION:

Using “**Increasing enrolment for social insurance among the rural folks in Kenya**” as our policy issue, each page has an example on how you should fill the matrices for the three stakeholder categories.

Analysis Matrix:

N.B. Use the guide at the bottom of the table to fill it. One example is given for each of the different stakeholders.

#1 Hierarchy	#2 Stakeholders	#3 Knowledge	#4 Interest	#5 Influence	#6 Resources	#7 Level of involvement	#8 Barriers to involvement
Primary Stakeholders	1-Households 2- 3- 4- 5-	2-Medium knowledgeable	2- interested	1-Blocker	1- financial	1-partially involved	-Ignorance -poverty
Secondary stakeholders	1-Insurance companies 2- 3- 4- 5-	3-Highly knowledgeable	3- very interested	2-Promoter	1- has finance, technological, human & political	2- fully involved	
Tertiary stakeholders	1-Social Dev't Minsitry 2- 3- 4- 5-	3-Highly knowledgeable	3- very interested	2-Promoter	1- has finance, technological, human & political	2- fully involved	

Quick Guide

Column 3: use a scale of 0 to 3 where 0 = Not knowledgeable, 1= Low Knowledge, 2 = Medium knowledge and 3 = Highly knowledgeable;

Column 4: use a scale of 1 to 3 where 1 = Not Interested, 2 = Interested and 3 = very interested;

Column 5: use a scale of 1 to 2 where 1 = negative influence and 2=positive influence;

Column 6: use a scale of 0 to 1 where 0 = no resources and 1 = having some resources;

Column 7: use a scale of 0 tp 2 where 0 = Low or no involvement, 1 = partially involved and 2 = fully involved;

Column 8: use no scale, write the specific barriers.

Congratulations!

You have finished filling the stakeholder analysis tool. You could go back and cross check on whether everything you wanted to write has been written. Once you are comfortable with what you have written, please, submit your stakeholder analysis to Kakaire Ayub Kirunda on akakaire@musph.ac.ug with copy to Elizeus Rutebemberwa on ellie@musph.ac.ug and David Roger Walugembe on dwalugembe@musph.ac.ug

We sincerely thank you for this exercise and we promise to give you feedback on what you have written within a week of writing it.

Congratulations once again!