What do we mean by stakeholders and their interests?

• Those who may be affected by or have an effect on an effort.

• Those interested for academic, political, or philosophical reasons.

• They can be divided into primary, secondary, and key stakeholders.

• Their interests depend on how they affect or are affected by the effort, and can span a broad range of categories.
Why identify and analyze stakeholders and their interests?

- It puts more ideas on the table.
- It includes varied perspectives from all sectors and elements of the community affected.
- It gains buy-in and support for the effort from all stakeholders.
- It saves you from being blindsided by concerns you didn’t know about.
Why identify and analyze stakeholders and their interests?

- It strengthens your position if there’s opposition.
- It increases the credibility of your organization.
- It increases the chances for the success of your effort.
Who are potential stakeholders?

Primary stakeholders:
• Beneficiaries or targets of the effort.

Secondary stakeholders:
• Those directly involved with or responsible for beneficiaries or targets of the effort.
• Those whose jobs or lives might be affected by the process or results of the effort.

Key stakeholders:
• Government officials and policy makers.
• Those who can influence others.
• Those with an interest in the outcome of an effort.
When should you identify stakeholders?

As early in the process as possible!
Apply stakeholder analysis / stakeholder mapping
Stakeholder Analysis

1. **Promoters** have both great interest in the effort and the power to help make it successful (or to derail it).

2. **Defenders** have a vested interest and can voice their support in the community, but have little actual power to influence the effort in any way.

3. **Latent** have no particular interest or involvement in the effort, but have the power to influence it greatly if they become interested.

4. **Apathetic** have little interest and little power, and may not even know the effort exists.
Identifying stakeholders and their interests?

• Brainstorming.

• Collecting categories and names from informants in the community.

• Consulting with organizations that either are or have been involved in similar efforts, or that work with the population or in the area of concern.

• Getting more ideas from stakeholders as you identify them.

• If appropriate, advertising.
Identifying stakeholders and their interests?

• Newspaper

• Institutional reports and publications

• Speeches

• Political platforms

• Organization annual reports

It is important to consider the potential stakeholders in different geographical areas
Identifying stakeholders in healthcare quality issues?

- **Providers**: Tend to view quality in a technical sense – accuracy of diagnosis, appropriateness of therapy, health outcome.

- **Payers**: Focus is on cost-effectiveness.

- **Employers**: Want both to keep their costs down, and to get their employees back to work quickly.

- **Patients**: Want compassion as well as skill with clear communication.
Identify stakeholder Interests

Discover and try to understand stakeholder interests by asking them what’s important to them.