

Stakeholder Analysis Worksheet

How to Use the Tool

The Stakeholder Analysis is presented in a tabular format with five columns and as many rows as there are relevant stakeholders to consider. Stakeholders are considered relevant only if the group or individual is deemed to have significant mobilizable resources to support or oppose the introduction, scaling and institutionalization of iCCM. The best way to develop a first draft of this list is a brainstorming session with six to 10 knowledgeable individuals. It is not unusual for such brainstorming sessions to identify 20 or 30 significant stakeholders. This preliminary list should be edited and used as a point of departure for the analysis.

Column 1 (Stakeholder) presents a list of relevant stakeholders by name of the group or individual.

Column 2 (Interest in Issue) summarizes how interested the group or individual is believed to be in iCCM. If the group or individual is not very aware of iCCM, then it is ok to start with consideration of how interested they are in broader issues of CHWs or community health. These questions are best answered either by engaging these groups/individuals in a conversation, but you can also start 'putting yourself in their shoes' based on what you know about the group/individual.

Column 3 (Resources Available) identifies resources that the group possesses that could be brought to bear in decision-making about iCCM. Can the group/individual offer some special knowledge or information? Would the group/individual's status or presence on one side of the issue heavily influence efforts to implement, scale-up or institutionalize iCCM?

Types of resources can be classified as follows:

- Economic: financial or in-kind resources.
- Information: expertise, knowledge, communication of relevant data and analyses.
- Legitimacy/Power: the ability to elicit, influence or compel support from others.

Column 4 (Resource Mobilization Capacity) describes the ease and speed with which the group can mobilize and deploy its resources. If the group cannot mobilize or make effective use of its resources, then it is not meaningful for this purpose. Rating mobilization capacity as high, medium or low is a good place to start.

Column 5 (Position on Issue) characterizes the group or individual's position regarding the issue. It should give an indication of the strength of the opposition or support. Rating the group or individual's position on a scale from -3 to +3 is a good place to start.

Once completed, the Stakeholder Analysis is a powerful tool for brainstorming alternative strategies for amassing the support needed to take forward institutionalization, moving from one phase to the next. The most common strategies include:

- Begin with stakeholders possessing the strongest support (+3), then move to engage those with progressively lower levels of support (i.e. galvanize as much support from those already favorable, in order to work together to convince or mitigate the influence of those not in support).
- Consider creating a strategic partnership that might facilitate engagement by a core coalition of stakeholders with high interest, significant resources, and high mobilization potential.
- Identify people who are able to form bridges with other groups or individuals through professional and/or personal relationships.
- Reach out to additional stakeholders with significant resources and mobilization ability, but limited current interest; use current supporters with access to these stakeholders to explore ways to stimulate their interest in iCCM.
- Identify stakeholders with significant resources and mobilization potential who currently oppose iCCM; work to understand the reason for their opposition. Identify modifications that would reduce their opposition or generate their support.

Use the following matrix to chart a stakeholders' level of influence (power) and interest.

