SAP-E implementation in your country: nitiating communication and Stakeholder Analysis

Key steps to developing an implementation and advocacy communication plan in your country
- Form working group/committee – the national SAP-E network - through stake holder analysis
- Data/lived experience gathering and analysis to support the demand for improvement
- Focus on getting a national stroke plan and engagement in meeting SAP-E targets
- Communicate to public, media, policy makers
- Supporting resource list including SAP-E tools

Stakeholder Analysis

This is a prerequisite task to the subsequent Stakeholder Management and Stakeholder Engagement tasks, which are critical components for the successful delivery of the SAP-E.

Stakeholders are in general defined as "*any party (individual or group) that can influence, be influenced or believe to be influenced by the project results*". The SAP-E stakeholders need to be rapidly identified, classified and managed, to **anticipate or better prevent unforeseen, adverse or conflicting events** on the project's path.

In our case, the project magnitude, the diverse national context in which it develops, its time related objectives, the objective of achieving a consistent and even level of quality of stroke treatment, all impose a **careful, detailed and continuous management of stakeholders**.

Country coordinators (where necessary with the aid of regional coordinators) should urgently prepare a **register of stakeholders**. Its structure should be the same in every country, for comparison and swift listing of the priorities.

In particular it should identify:
- **Project Sponsor[1]** (at country and, where relevant, at regional level);
- Decision Makers, which can be further broke down in:
  - Policy Makers (influence regulatory context and demand for service);
  - Health Managers (MoH, Health Councillors);
  - General and Medical Directors of Districts, Hospitals, Private Clinics, Rehabilitation Centres or other medical structures;
- Partners, who can facilitate the project:
  - Associations of Health Professionals (Physicians, Nurses, etc);
  - National, International and Non-governmental Scientific Societies and Organisations;
  - Universities and Research Centres;

---

[1] The Project Sponsor role is critical to the success of any project. He or she should hold the power to exert pressure, mobilize interest and resources, and overcome resistance, to promote the success of the project.
The Sponsor may be external to the project, but will also operate to protect it from interference and accelerate decision making.

- Customers, who would benefit from the project:
    - Patients' Support Associations
    - other Interest Groups (in Facebook, Twitter, or other social media)
- Opponents, or negative stakeholders (if it feels any one could interfere or hinder the project's objectives);

This exercise will make evident whether there are issues to tackle: e.g. the lack of a project sponsor, the absence of managers accountable for a piece of delivery, or others.

To complete this exercise the following should be ascertained for every item in the list:
- For every group-entity, a name who can be contacted and be available to meet;
- For every name, whether it plays a role internal or external to the project;
- The level of awareness about the project and its objective;
- The need they explicitly advocate;
- The influence they can have on the project (high, medium or low);
- Any risk or present issue related to such stakeholder;
- What strategy can motivate them;
- Key people to keep informed during the execution and frequency of update;

The attached follow-up file is useful to develop the stakeholder analysis, which is ongoing activity that requires monitoring as the scenario could change.