



Stakeholders Mapping

Pusat Kebijakan dan Manajemen Kesehatan
Fakultas Kedokteran, Kesehatan Masyarakat dan Keperawatan
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Steps

Mapping and Analysis

- Identify key stakeholders
- Analysis and mapping
 - Define their interest/concerns
 - Assess their commitments or resistance

Communication Plan

- Development of communication strategy and plan
- Stakeholders engagement

Continuous assessment

- Validate position
- Evaluation of communication strategy



Apa yang akan dibahas

- Mengapa perlu stakeholders mapping
- Bagaimana cara melakukan stakeholder mapping
- Strategi komunikasi



Mengapa perlu Stakeholder Mapping?



Konsepsi Stakeholders Mapping

Pergeseran Paradigma dan Tuntutan Pelibatan Stakeholders

Pergeseran konsep **Old Public Administration** → **New Public Management** → **New Public Service**

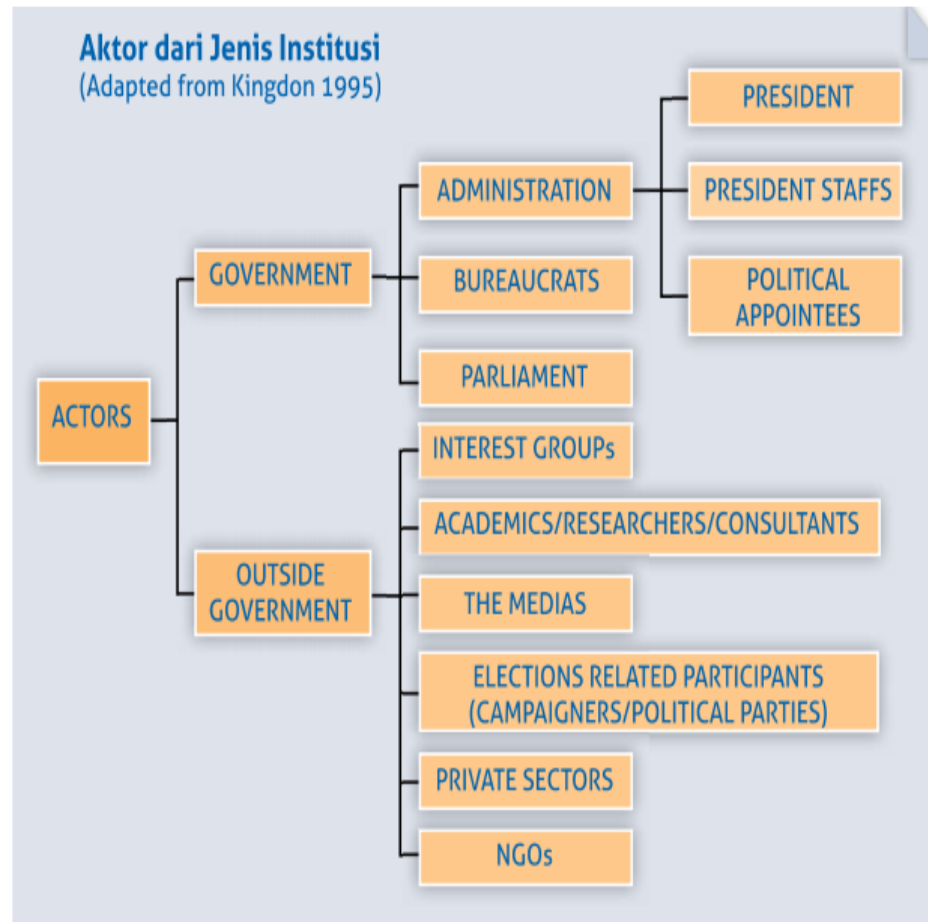
Paradigma berubah dari **Government** → **Governance**

Pemerintah tidak lagi menjadi satu-satunya aktor utama penentu kebijakan.

Kebijakan ditentukan dengan konsensus dari berbagai aktor mulai dari lokal, nasional maupun internasional



Aktor dalam penentu kebijakan





Pemahaman sederhana:

- Stakeholders:
 - Terpengaruh
 - Mempengaruhi
- Pemetaan:
 - Siapa yang terpengaruh
 - Siapa yang mempengaruhi
 - Siapa yang harus dilibatkan
 - Kapasitas siapa yang harus ditingkatkan



Apa Hasilnya?

- Gambaran **kepentingan** stakeholders dalam kaitan perumusan maupun implementasi kebijakan
- Identifikasi **potensi adanya konflik** dalam penentuan kebijakan
- Membantu memetakan **struktur hubungan stakeholders** sehingga dapat dijadikan pertimbangan penyusunan koalisi/kerjasama
- Membantu merumuskan **jenis partisipasi** yang diharapkan dari stakeholders yang berbeda.



Pertanyaan untuk Diskusi

- Mengapa Anda ingin melakukan Stakeholders Mapping? Apa tujuan Anda melakukan Stakeholders Mapping?
- Pada tahap apa Stakeholders Mapping Anda lakukan? Sebelum melakukan analisis kebijakan? Setelah melakukan analisis kebijakan?



Bagaimana cara melakukan Stakeholder Mapping



Apa yang harus dilakukan?

- Identifikasi Stakeholder Anda
- Susun daftarnya (lihat: Stakeholder Register)
- Lakukan analisis pemetaan



Stakeholders Register

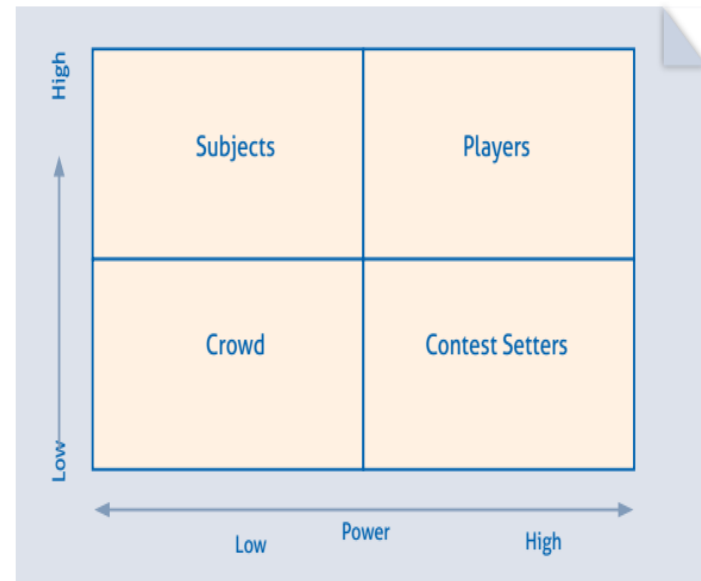
- (lihat template*)



Power Versus Interest Grid

*Bertujuan untuk menyusun strategi
tindak lanjutnya*

Gambar 3.4. Kuadran Power vs Interest Grid



Sumber: Eden and Ackermann (1998, 122)



The Participation Planning Matrix

Bertujuan untuk **merancang jenis partisipasi stakeholder** yang bisa kita lakukan

	Inform	Consult	Involve	Collaborate	Empower
Planning					
Execution					
Assessment					
Control					

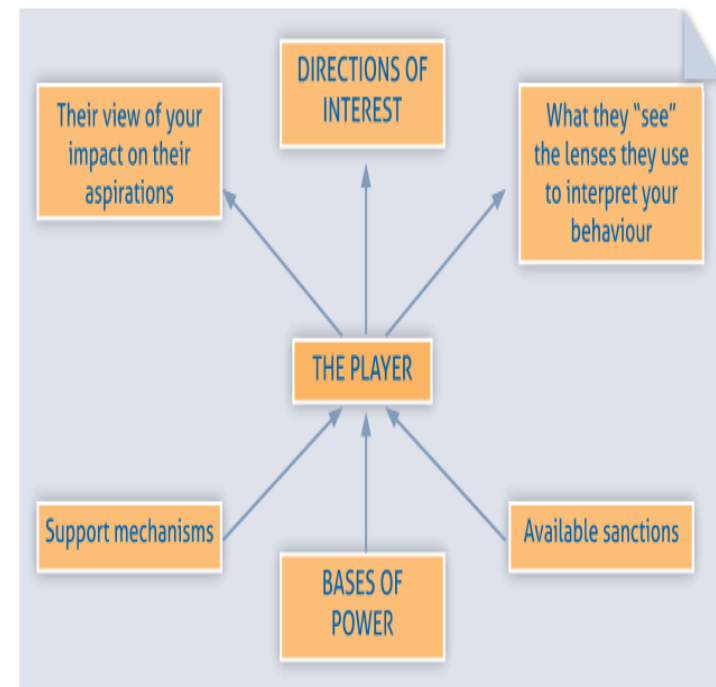


Bases of Power and Directions of Interest Diagrams

Identifikasi **sumber** atau basis kekuatan/*power*/wewenang dan kepentingan yang hendak dicapai.

Directions of interest melihat sejauh mana kepentingan *stakeholder* terhadap organisasi. Bertujuan untuk **mengidentifikasi kemungkinan posisi** mereka terhadap kita

Gambar 3.1. *Bases of Power-Directions of Interest Diagram*



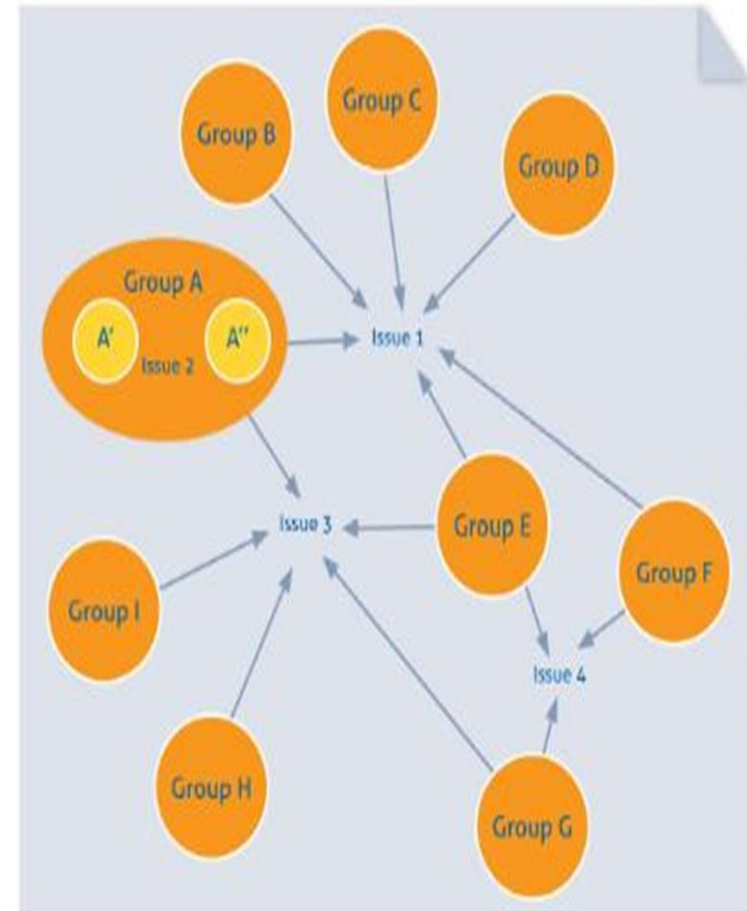
Sumber: Bryson (2004)



Stakeholder Issue Interrelationship Diagram

1. Hubungan berbagai jenis *stakeholder* berkaitan dengan berbagai isu kebijakan dan bagaimana berbagai *stakeholder* tersebut berhubungan satu dengan yang lain.
2. Bertujuan untuk mengetahui potensi kerjasama dan konflik **antar stakeholder**.

Gambar 3.2. Stakeholder-Issue Interrelationship Diagram

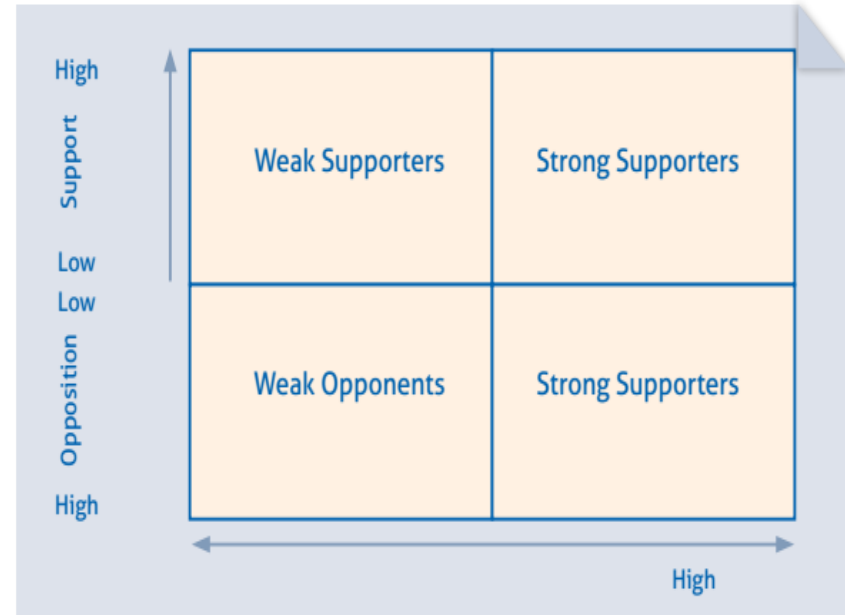




Problem-Frame Stakeholder Maps

Bertujuan untuk mengidentifikasi
“the winning **coalition**”

Gambar 3.3. Problem-Frame Stakeholder Map



Sumber: Bryson (2004)



Policy Implementation Mapping

Kategori	Kepentingan	Sumber daya	Saluran	Kemungkinan partisipasi	Tingkat pengaruh	Implikasi	Action Plan
Potensial pendukung - A - B - C							
Potensial penentang - D - E - F							

Bertujuan untuk
mengidentifikasi strategi
selama implementasi
program/kebijakan berdasarkan
sumber kekuatan stakeholder



Tugas

- Lihat template Stakeholder Analysis matrix*



Strategi Komunikasi



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Communication Plan

- Lihat template Communication Plan*

5 TIPS FOR AN EFFECTIVE COMMUNICATION STRATEGY FOR STAKEHOLDER ENGAGEMENT



STEP 01

Make sure all information regarding your project is presented in a transparent way. The more you share in an honest, factual and easy to comprehend format, the more likely it is that stakeholders will take the time to comprehend your intentions, what their role is, and how it may affect them.

STEP 02

Communicate with stakeholders in the manner that works best for them. Recognize that each person or community is different and select the most suitable communication channel – email, online platforms, social media, phone, or in-person group meetings. People should be offered a variety of options to communicate with you and provide their input.

STEP 03

Do not judge what your stakeholders value, instead seek to understand why. Keeping an open and curious attitude will help your team understand the history and concerns of your stakeholders. This open, curious attitude will help both sides reach creative solutions to overcome roadblocks, aligning values and interests in the process.

STEP 04

Provide feedback to stakeholders on how their interests and issues are addressed and resolved. Track commitments made to them and ensure project team members coordinate consultation events, share information, and assign tasks and follow-up actions.

STEP 05

Keep a careful record of all aspects of stakeholder communications that occur over time. This includes meetings, phone calls, emails, & commitments made. Misunderstandings & delays can be prevented if you can easily demonstrate the history of all aspects of communication with your stakeholders – which is especially challenging with multi-year projects where representatives change over time.

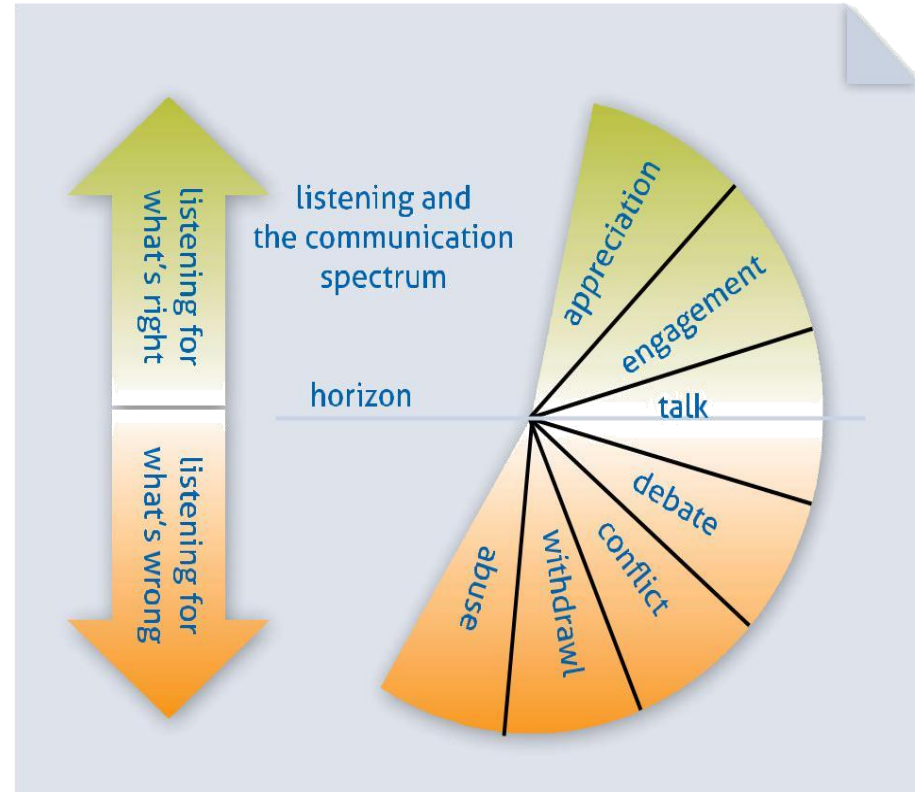


STRATEGI KOMUNIKASI

spektrum komunikasi

Kemampuan mendengarkan dan spektrum komunikasi:

Hubungan antara mendengarkan dan kualitas komunikasi tergambar pada spektrum di samping.



Sumber: <https://stakeholderengagementnz.wordpress.com/tag/communicationmodels>
(diakses 10 Mei 2015)



Framing



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Kemampuan kontekstual melalui teknik framing

- *Framing* dapat dianalogikan seperti kita sedang memotret.
- *Framing* memudahkan dalam memahami permasalahan yang ada.
- Dalam perspektif komunikasi, framing digunakan untuk membedah cara atau ideologi media saat mengkonstruksi fakta.
- Tips melakukan *framing*:
 - a. Level
 - a. Idea
 - b. Categorial issue
 - c. Specific issue
 - b. *Context*
 - c. Penyajian data



Framing effect

- **Attribute framing** refers to the positive versus negative description of a specific attribute of a single item or a state
 - "the chance of survival with cancer is 2/3"
 - "the chance of mortality with cancer is 1/3".
- **Goal framing** is the description of the consequences of performing or not performing an act as a gain or a loss
 - "if you undergo a screening test for cancer, your survival will be prolonged"
 - "if you don't undergo screening test for cancer, your survival will be shortened".



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