

**FACILITATOR NOTES ON:
“Social Health Insurance Development: Stakeholder Analysis”**

1. Objectives of case study:

The primary objectives of this exercise are to conduct a stakeholder analysis and, on the basis of this analysis, to consider what strategic action can be taken to address stakeholder concerns in the course of developing Social Health Insurance (SHI) policy.

The exercise is relevant both to specific discussion of SHI policy and to broader discussion of how to conduct a stakeholder analysis. It builds well on the exercise that considers actors positions in South African SHI policy development.

2. Description

This is a long exercise that requires participants to work in small groups using the details provided in the outline. The exercise should be undertaken by people that have sufficient knowledge of a country setting to be able to use the details of that experience in completing the task. If the participants are likely to be relatively uninformed about relevant issues, it would, therefore, be important to provide a set of accompanying papers that outline some relevant country experiences. The groups could then use these experiences in completing the tasks.

Finally, the feed-back session is planned as a poster session. Each group is given time to prepare a poster (for example, one sheet of flip chart paper) during the group work. These posters then become the basis of feed-back and discussion.

3. Preparation and linkages

This exercise is best used as part of a series of sessions on Social Health Insurance. It is best preceded by introduction and discussions of the nature of SHI and the key design issues that need to be considered in developing SHI proposals. The session requires participants to consider how these technical design details influence the process of implementation through their impact on actors. There might also be value, therefore, in including discussion of the common difficulties of SHI implementation experienced in practice – and of the need for support and buy in from influential actors.

4. Timing and logistics

Overall, the exercise is expected to take one whole day.

Small groups of 4-5 people should be established before the session begins. As noted above, these groups may need to undertake some preparatory reading to allow them to complete the tasks. They should also allocate amongst themselves some basic group tasks – allocating someone to act as timekeeper is particularly important!

The specific steps in the exercise are set out on pages 1-2 of the outline, with suggestions for timing. Groups need first to decide which broad country scenario

(p.2 exercise outline) they are going to work with during the exercise. They must then identify which sets of questions (p.3-5 exercise outline) they will address in their discussions. Overall, steps 3 and 4 of the exercise should take around 2.5 hours to complete.

Groups should be encouraged to ensure that posters are legible but do not take too much time to prepare! It is also critical to remind the groups to focus their poster on question set 4 (p. 3 exercise outline), rather than trying to cover all the questions listed on page 3 in their posters. However, as Question set 4 is the end point of the analysis undertaken in the previous steps, they are likely to have to use *some* of that earlier analysis in explaining and justifying their ideas about strategies.

As much of the work and thinking associated with this exercise occurs in the small groups, it is important for the facilitator to spend time with each group during these discussions. If feasible, it might be appropriate to allocate a facilitator to each small group.

The feed-back session (see page 2, exercise outline) should begin with an initial brief review of each poster (one group member highlighting key issues, 5 mins per poster). Then there should be detailed discussion of half of the posters for 30 minutes; with the remaining half discussed in the next 30 minute. These discussions should allow participants to ask each other questions, but the facilitator should also prompt discussion by comparing and contrasting posters, raising issues about which s/he is not clear, identifying key common points etc. Finally, the facilitator should wrap up the session by summarizing the key issues that have come out of the discussion.

5. Points for discussion

If the groups focus on specific country experiences, the facilitator needs to be sufficiently familiar with those experiences to be able to question and critique the groups' work. The specific points to raise are obviously dependent on the country experiences considered. More general points to focus on are:

Question set 1 (Table 1):

- Careful identification of all actors of relevance – considering even those who may appear to be relatively powerless but whose support could, nonetheless, be drawn on in strategic action (e.g. the public?) as well as those whose lack of support for a policy can, in the end, delay or prevent its implementation (e.g. front-line health workers)

Question set 2 (Table 2):

- Recognition that you do not always have enough information to assess actor interests and concerns – and so that getting that information is an important step in strategy development
- Careful review of sources of influence – going beyond the obvious (e.g. tasked with developing a policy; provide funding for policy implementation) to consider the often ignored (e.g. the public, whose support or opposition for policies may sway elections; the academics providing analyses that influence civil servants and politicians about whether SHI is feasible, and what form SHI proposals should take)

Question set 3 (Table 3):

- Recognition that you do not always have enough information to assess actor interests and concerns – and so that getting that information is an important step in strategy development
- Careful exploration of the balance of power between those in support and those in opposition to the policy

Question set 4:

- The ideas of Table 4 provide some sense of the range of possible strategies, but facilitators should encourage and support innovation!