



Costed Implementation Plan Resource Kit



Stakeholder Engagement for Family Planning Costed Implementation Plans

**A four-step action framework to meaningfully
engage stakeholders in the CIP process**

Produced by:



familyplanning2020.org/cip

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Overview of the Guide

About this Guide

This guide is part of a series of tools in the Costed Implementation Plan (CIP) Resource Kit. It aims to provide systematic, practical guidance and tools on how to meaningfully engage and manage stakeholders throughout all three phases of the CIP process: planning, development, and execution.

The guide first provides an overview of the concepts of stakeholder engagement, including how effective stakeholder engagement can contribute to successful CIPs. It then walks users through a four-step action process for engagement:

Action Step 1: Scoping: Develop a scope of engagement

Action Step 2: Mapping: Choose key stakeholders

Action Step 3: Planning: Create a stakeholder engagement plan

Action Step 4: Managing: Manage the engagement process

More about the CIP process can be found [here](#).

Intended Users of the Guide

This guide was developed for CIP task teams and individuals who are directly involved with CIPs. The specific roles of different CIP task team members in managing stakeholder engagement is as follows:

- During the planning phase, the CIP champion is responsible for stakeholder engagement.
- During the development phase (once the CIP task team is formed), the project manager responsible for running the entire CIP development process manages stakeholder engagement.
- Finally, during the execution phase, the appointed government focal point responsible for coordinating stakeholders manages the engagement process.

Detailed information about the roles and responsibilities of the CIP team members in the development phase is described [here](#).

How to Use the Guide

Concepts and approaches in this guide are based on global best practices for good stakeholder engagement, and on experiences planning, developing, and executing CIPs in more than 12 countries. However, there is no “one size fits all” model for stakeholder engagement — the process described in this guide can and should be tailored to meet the needs of particular countries, stakeholders, and situations. Ensuring appropriate engagement requires good judgment and asking the right questions to determine the most appropriate ways to engage stakeholders.

Concepts of Stakeholder Engagement

What is a Stakeholder?

In the context of a CIP, a stakeholder is a person, group, or institution with involvement in, interest in, or in-depth knowledge of family planning. This may include those who directly influence the success of the plan and those who are affected by the plan, either positively or negatively. Stakeholders can be governments, parliamentarians, donors, implementing partners in the public and private sectors, research and training institutions, regulatory agencies, users of family planning, and community members at-large. Each population subgroup that the plan aims to serve (e.g., young people, women living with HIV/AIDS, rural women, women living with disabilities) should be represented.

What is Stakeholder Engagement?

Stakeholder engagement is the systematic and strategic process of identifying and including individuals, groups, and institutions in the planning, development, and execution of the CIP. For the CIP to be successfully implemented, the interests, influence, and contributions of these stakeholders must be recognized. Without meaningful stakeholder engagement, a CIP is not likely to succeed. More information on the fundamental concepts of stakeholder engagement can be found in **Appendix 1**.

Why is Stakeholder Engagement Important?

The main goal of stakeholder engagement is to foster a government-led, but country-owned, plan. A country-owned plan is one in which all stakeholders share responsibility and accountability for the plan, especially when a variety of financial and technical resources are needed to achieve a country's goals. Hence, although the government may be at the steering wheel, a truly inclusive development process, informed by a range of in-country stakeholders, is important to the successful implementation of a plan. For example, a plan that involves only the government, donors, and international nongovernmental organizations — and thus does not involve stakeholders such as local nongovernmental organizations and the private sector — fails to recognize the essential role played by all actors and may result in a less-than-optimal contribution to the country's goals.

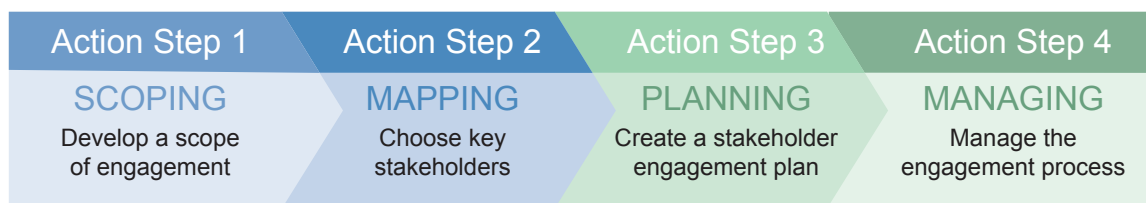
Ideally, during the CIP process, all stakeholders work collectively to reposition family planning at policy, program, and service-delivery levels and to coordinate and implement a unified family planning strategy. When coordinated, these key players can focus their momentum, resources, and energy on the same goal. This can improve program performance, maximize the efficient use of limited resources, and facilitate the sharing of information to troubleshoot potential problems.

Tip: Because stakeholder engagement must be broad, the stakeholders may have different expectations, interests, and concerns regarding the CIP. Meaningful stakeholder engagement involves recognizing these differences and being able to manage them effectively over time. Early, targeted, and continuous stakeholder engagement will result in better-planned and more-informed policies, programs, and services because it streamlines their development, facilitates decision-making based on realities, and ensures cooperation and alignment of interests among vested parties.

Stakeholder Engagement Framework

Effective stakeholder engagement follows a systematic framework of four actions: scoping, mapping, planning, and managing (**Figure 1**). The actions start in the planning phase of the CIP but need to be continuously refined throughout the entire CIP process. Refinement is needed to meet the unique objectives and desired outcomes of stakeholder engagement during each CIP phase. Another reason refinement is needed is that the interests, concerns, expectations, and commitment levels of stakeholders can change over time.

Figure 1: Conceptual Framework for CIP Execution



Action Step 1: SCOPING

The first action of effective stakeholder engagement is to explicitly state the objectives and desired outcomes of stakeholder engagement in your specific (i.e., historical, political, geographic, cultural) context. The resulting scope of engagement will help focus the subsequent actions of stakeholder monitoring and planning. The scope of engagement can cover all three phases of the CIP, or the first two phases.

To develop the engagement objectives and desired outcomes, the project manager (or other designated team member with good understanding of the country context) consults with the country government. The consultation may involve a single event or a series of events. It may take the form of a stakeholder meeting or one-on-one interviews with key government leaders.

Example engagement objectives are shown below, and are further elaborated on in **Appendix 2**. The CIP pitch presentation is a useful tool to use in both examples.

Example 1: *Secure government buy-in for a CIP.* In some countries, stakeholder awareness and support for a CIP is lacking. Hence, the first objective will be to secure buy-in.

Example 2: *Generate understanding among stakeholders about the rationale for the CIP (i.e., establish the “what” and “why” of the CIP).* In some instances, the government may have endorsed the development of the CIP, but stakeholders may not yet know about the effort.

Questions to ask during the consultation:

1. **What do we hope to accomplish through stakeholder engagement?**
2. **At what level should we engage particular stakeholders?**
Level of participation can fall along a continuum (see **Box 1**). Typically, the level of stakeholder participation in a CIP process is collaborative to achieve a relevant and country-owned plan.
3. **To what extent should the public at-large be engaged?**
For example, should there be consultations with the public and how?
4. **To what extent should stakeholders be involved in decision-making?**
For example, which stakeholders should be involved in decision-making? And at what point in the CIP process?
5. **What resources (financial and human) do we have for the engagement process?**
Depending on the level of participation, the costs and commitment of time for stakeholder engagement can be high.
6. **What platforms for stakeholder engagement already exist?**
For example, if a country has family planning technical working groups, then the engagement can build upon what is already established and active.

BOX 1 Levels of Participation in Stakeholder Engagement

INFORM: Communication is one-way, from the task force to stakeholders, to provide status updates on the CIP process; no input is solicited.

CONSULT: Stakeholders can provide feedback and make suggestions but do not have decision-making authority.

COLLABORATE: Stakeholders are active participants, including in decision-making.

Action Step 2: MAPPING

The second action of stakeholder engagement is to choose key stakeholders to engage in the CIP process. This involves identifying potential stakeholders; analyzing their degree of interest, concern, and capacity to influence the outcomes of the CIP process; and prioritizing them depending on their level of engagement. This action supports strategic engagement, ensuring that the right mix of participants is targeted and that no group is inadvertently excluded.

Task 1: Identify potential stakeholders.

The project manager works with the CIP task force to create a list of relevant people, groups, and institutions you may want to engage in the CIP process.

The project manager uses the scope of engagement developed in action step 1 to ensure that the stakeholder identification process is focused and relevant. For example, if resources for stakeholder engagement are limited, then the project manager should prioritize engagement of a few key stakeholders that represent the populations mentioned in the country commitment. If the scope describes that the public at-large will be engaged, then this will need to be reflected in the engagement plan. Also, whether the CIP is confined within the health sector or is a multi-sectoral effort will inform whether stakeholders from the non-health sector also need to be identified.

Box 2 lists several types of stakeholders that are commonly involved in family planning. This list may serve as a good starting point for identifying your potential stakeholders (per question 6 under action step 1).

After the project manager works with the CIP task force, additional candidates can be identified through consultations, suggestions from other stakeholders, public calls for participation, and desk reviews conducted as part of the situational analysis.

Once all potential stakeholders have been identified, a stakeholder matrix should be created (**Appendix 3**). Contact information (i.e., name, address, e-mail, phone number) and reason for being included (i.e., has a stake in the CIP) should be recorded for each stakeholder in the matrix.

Questions to help identify appropriate stakeholders:

1. What individuals or groups have a stake or interest in the CIP?

For example, what populations are mentioned in country commitments?

2. Who makes the decisions related to family planning issues in the country, and will approve the final CIP?

3. Who can influence decisions?

For example, in some cases professional associations serve as technical advisors to the Ministry of Health and can substantially influence technical decisions, such as those involving task-shifting (e.g., who can provide which types of contraceptives).

4. Who (individuals and organizations) will potentially be affected by the outcomes?

5. Who contributes (or will potentially contribute) resources for CIP execution?

6. Who can slow or stop the project?

For example, working with regulatory authorities to get policy approval or product registration can take a long time; however, engaging them from the outset may help them understand implications for accelerating the approval process.

BOX 2 Selected Family Planning Stakeholders

Members of parliament

Central government

Ministry of Health, Ministry of Finance, Ministry of Education, Ministry of Planning, Ministry of Youth, Ministry of Gender

Sub-national government

Government health institutions

Food and Drug Authorities, Central Medical Stores, Bureau of Statistics, Research Institutions

Development partners/donors

Not-for-profit sector

Nongovernmental Organizations, Local Civil Society Groups

Private (for-profit) sector

Religious and legal councils

Professional associations

Obstetrics and Gynecology Associations, Midwifery and Nurses Association, Pharmacist Associations

Pre-service/in-service training institutions

Providers, supervisors, facility managers

Local community members/organizations (including vulnerable populations such as young people)

7. Who is excluded and may not have been considered?

For example, have marginalized or vulnerable populations such as female sex workers or people living with HIV been considered?

8. Who is directly responsible for implementing the CIP?

9. Who has been involved in family planning issues in the past?

Task 2: Analyze stakeholders.

The purpose of a stakeholder analysis is to assess the importance of the key people, groups, and institutions that may influence the success of the CIP across all phases. The two main components of stakeholder analysis are gathering information about the stakeholders and creating a stakeholder map, which is a visual exercise to help you better understand stakeholder perspectives and their relevance to the CIP process. With this information, you will be able to prioritize (in action step 2, task 3) the stakeholders you choose to engage in the CIP process, considering available time and resources.

Gathering information about the stakeholders

The technical support team (TST) should collect information about each stakeholder's area of affiliation, expertise, expectations, concerns, interests, and commitment level. This can be done during the kick-off meeting for CIP development or during the situational analysis, as part of initial stakeholder consultations. The TST should then work with the CIP task force to better understand the stakeholder's perspectives and relevance to the CIP process. All of the information gathered can be added to the stakeholder matrix that you created in action step 2, task 1 (**Appendix 3**).

Questions the technical support team and CIP task force should discuss:

1. What is the stakeholder's level of influence?

Level of influence refers to the stakeholder's breadth of authority and influence (direct or indirect) to the success of the CIP, including positional authority, financial power, or persuasive power over decision-makers.

2. What is the extent of the stakeholder's potential contributions?

For example, does the stakeholder have information, expertise, or resources (current or potential) that will facilitate the development and execution of the CIP? What perspectives or experiences does the stakeholder bring to the conversation that are unique to his or her community?

3. What is the stakeholder's commitment level?

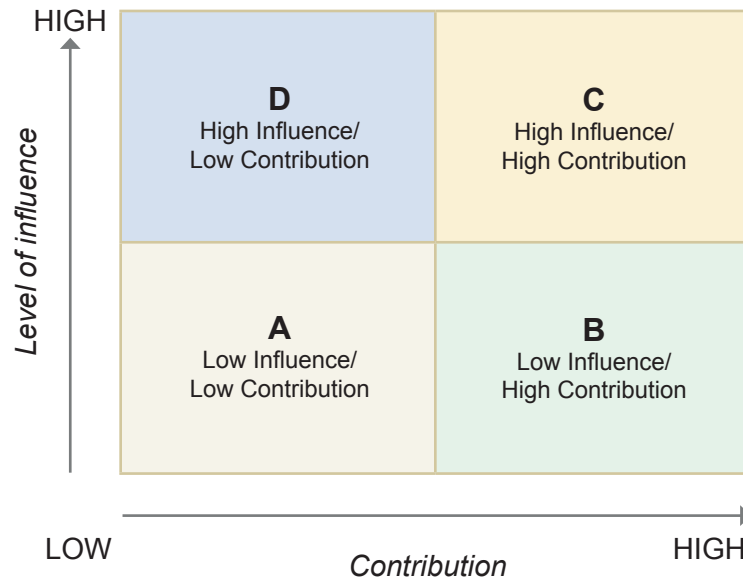
What is the organization's role in executing the CIP? How committed is the organization's leadership to executing the CIP? How will the change associated with the CIP affect the organization (i.e., increase transparency of budgets and expenditures, affect performance results, enhance coordination)?

Creating a stakeholder map

After detailed information is gathered about the stakeholders, the next task is to create a stakeholder map (**Figure 2**). This is a visual exercise and analysis tool to help determine the extent to which different stakeholders could be engaged in the CIP process, based on their level of influence and potential contributions.

To create the stakeholder map, the TST should first classify each stakeholder as either high influence or low influence, and as either high contribution or low contribution. The stakeholders can then be placed into the appropriate quadrant (group) on the stakeholder map: A, B, C, or D. Those that fall into groups B, C, and D should be considered key stakeholders, as they have substantial influence, could make substantial contributions to the CIP process, or both.

Figure 2: Stakeholder Map



Stakeholder groups

Group A (low influence, low contribution)

The stakeholders in this group, with low influence and low importance to the CIP objectives, may require limited engagement and are of low priority. Examples might be the suppliers of commodities (pharmaceutical companies), mobile technology companies, and drug regulatory agencies.

Group B (low influence, high contribution)

These stakeholders are of high importance to the success of the CIP, but have low influence. This implies that they will require special initiatives if their interests are to be protected. Because of their substantial contributions, they can help shape the implementation of the CIP and may therefore, in some circumstances, be valued more highly than stakeholders in Group C. Depending on the engagement objectives, examples from this group might be the private sector..

Group C (high influence, low contribution)

These are stakeholders with high influence, who can therefore affect the outcomes of the CIP, but whose interests are not necessarily aligned with the overall goals of the plan. Depending on the engagement objectives, they might be professional associations, research institutions, and members of parliament.

Group D (high influence, high contribution)

These stakeholders appear to have a high degree of influence on the CIP and are of high importance to its success. Therefore, the technical support team will need to create good working relationships with these stakeholders, to ensure an effective coalition of support for the CIP. Depending on the engagement objectives, examples from this group of stakeholders might be senior ministry officials, development or implementing partners, including civil society organizations, and some donors.

Task 3: Prioritize stakeholders.

It is not practical, and usually not necessary, to engage all groups of stakeholders or all stakeholders within a group to the same level of intensity throughout the CIP process. Time and money can be saved if you are strategic and clear about whom you are going to engage and about why and when you are going to engage them. The TST should look closely at the stakeholder matrix and stakeholder map to prioritize the stakeholders for engagement.

Questions to consider when prioritizing stakeholders:

1. How many stakeholders should be engaged?

The number of stakeholders should not be arbitrary. It should be based on a coherent understanding of the purpose, context, and level of influence or contribution of the stakeholders. Involving too many people may delay the process and increase costs, whereas involving too few people may hamper broad buy-in and objectivity. Using nominated representatives from each stakeholder group can help ensure that you have broad representation with an optimal number of people.

2. Who chooses the stakeholders?

Because the selection of stakeholders can be politically charged, the selection process should be as transparent as possible. If the CIP task force makes the decisions, the reasons for selection should be clearly noted so that any questions about selection can be answered. Ideally, however, the stakeholder groups should nominate their own representatives.

3. When should different stakeholders get involved?

With good planning and agreement among stakeholders, particular stakeholders can be involved only in those parts of the process that are most relevant to them. For example, high-level ministry officials should be involved in the beginning of the CIP process, be kept informed during the middle of the process, and then be engaged again toward the end of the process to endorse the decisions or recommendations of other stakeholders. They do not need to be involved in every phase. Aiming to fully engage high-level officials may cause delays in the process, given their multiple, competing priorities.

More about the CIP process, including opportunities for stakeholder engagement at each phase of the process, can be found [here](#).

Action Step 3: PLANNING

The third action of effective stakeholder engagement is to develop a plan to guide the stakeholder engagement process. The plan should describe in detail how you will engage stakeholders, including general approaches, specific methods of engagement, materials you will use, and the schedule for engagement. The plan should also include the desired outcomes of engagement for the four groups of stakeholders identified in action step 2, task 2. A sample stakeholder engagement plan can be found in **Appendix 4**.

Components of a stakeholder engagement plan

Approaches and methods

There are many participatory approaches and methods for engaging stakeholders. Different methods may be useful during different phases of the CIP process and with different groups of stakeholders. **Table 1** lists a variety of approaches and methods that can be used for each stakeholder group.

Also, different opportunities for stakeholder engagement during the CIP process are described in previous sections. Careful planning is required to ensure that the approaches and methods you adopt are complementary and that they work together to improve the success of the overall stakeholder engagement process.

Desired outcomes

The desired outcomes that you developed as part of your scope of engagement (action step 1) can be adapted for each stakeholder group. As some outcomes will be intangible (such as “a sense of shared identity among stakeholders”), it is useful to set specific deliverables that can be measured against. **Appendix 2** shows examples of desired outcomes for each phase of the CIP.

Resources and responsibilities

Indicate which staff and which resources will be devoted to managing and implementing stakeholder engagement during the CIP process. Stakeholder engagement can be conducted by multiple institutions, but coordination among the institutions is essential. Who within each institution will be responsible for carrying out activities? What budget has been allocated for these activities?

Schedule

Provide a schedule outlining dates when various stakeholder engagement activities will take place. Also indicate which stakeholder engagement activities will be incorporated into the CIP roadmap. Be realistic about how long activities take, and always allow more rather than less time for planning and for people to get involved.

Logistics

Participatory processes require many practical arrangements, especially in terms of user-friendly briefing materials and suitable venues. PowerPoint presentations or fact sheets (that include contact information for the TST) on the CIP process should be readily available to disseminate to stakeholders.

Table 1 | Approaches and Methods for Engaging Stakeholders

GROUP	APPROACH	METHOD
Group A (Low Influence, Low Contribution)	<ul style="list-style-type: none"> Keep informed 	<ul style="list-style-type: none"> Fact sheets E-mails to describe the status of the development process and outcomes, including how stakeholders could be engaged Electronic survey to gather input on the CIP Media release
Group B (Low Influence, High Contribution)	<ul style="list-style-type: none"> Same as Group A, plus: Work with stakeholders to ensure that expressed needs and concerns are directly reflected in the CIP 	<ul style="list-style-type: none"> Same as Group A, plus: Dedicated stakeholder consultation during situational analysis to gather stakeholder input Solicitation of recommendations for interventions Review of planned interventions
Group C (High Influence, Low Contribution)	<ul style="list-style-type: none"> Same as Group B, plus: Consult on specific areas of expertise/contribution Proactively engage 	<ul style="list-style-type: none"> Same as Group A, plus: One-on-one consultations
Group D (High Influence, High Contribution)	<ul style="list-style-type: none"> Same as Group C, plus: Engage and consult regularly Involve in decision-making of strategic priorities, intervention selection, and cost estimates 	<ul style="list-style-type: none"> Same as Group A, plus: Inclusion in strategy advisory group or CIP task force Monthly progress-review meetings Inclusion in thematic consultations Key informant interviews, if unavailable Consensus-building and decision-making forums

Action Step 4: MANAGING

The final action for effective stakeholder engagement is to manage the engagement process once the stakeholder engagement plan is being implemented. Managing stakeholder engagement is the process of communicating and working with the stakeholders to meet their needs and expectations, address issues as they occur, and foster appropriate engagement in the CIP. Reviewing and refining the stakeholder engagement plan is an important part of this process.

Activities for managing stakeholder engagement

- Engage stakeholders at appropriate times to obtain or confirm their continued commitment to the success of the CIP.
- Manage stakeholder expectations through negotiation and communication, which will ensure that the desired outcomes of engagement are achieved.
- Address potential concerns that have not yet become issues, and anticipate future problems that stakeholders may raise.
- Clarify and resolve issues that have been identified.
- Keep stakeholders accountable to the CIP process.
- Review and refine the engagement process.

Review and refinement

A review of the stakeholder engagement process will provide those involved (and others) with the information they need to determine whether the process is likely to be, or has been, a success and whether the guiding principles of stakeholder engagement (i.e., shared ownership and accountability, inclusiveness and representation, transparency) are being followed. Although this review can be conducted at any point in the CIP process, it may be especially helpful during the transition from the development phase of the CIP to the execution phase.

Questions the review should answer:

- 1. Are we seeing results?**
- 2. Are we engaging stakeholders the right way?**

Appendix 5 is a checklist of specific items to help you in the review process. Once you have completed your review, you can make preventive and corrective changes to the stakeholder engagement plan and implement them. The engagement plan should remain well aligned with the desired objectives for each phase of the CIP.

Appendix 1

Additional Concepts of Stakeholder Engagement

Three Guiding Principles of Stakeholder Engagement

1. Shared ownership and accountability

Ownership and accountability for completion of all three phases of the CIP need to be shared among all stakeholders, including the government, development and implementing partners, and other in-country stakeholders. This includes sharing the responsibility to promote and enforce implementation of the plan.

2. Inclusiveness and representation

Stakeholder representation should be broad, including members from both public and private sectors and from the community. All key stakeholders should have the opportunity to provide input on decisions that may affect them. Similarly, correspondence should not always start from the government or from development and implementing partners. Instead, the flow of information should be bi-directional, originating from any stakeholder who has important information to share. This type of inclusiveness and representation can be encouraged by creating an environment that allows stakeholders to participate in the planning, development, and execution of the plan.

3. Transparency

Stakeholders should be provided with complete information about the purpose of the CIP, the developmental process, and the potential benefits of implementing the plan. For example, if institutional changes are expected as a result of the CIP, stakeholders should be informed of how those institutional changes will affect their work or access to services. During the execution phase, stakeholders may need to share detailed information about their projects, including details on expenditures and results, to facilitate performance monitoring and accountability.

Stakeholder Engagement as a Process of Change

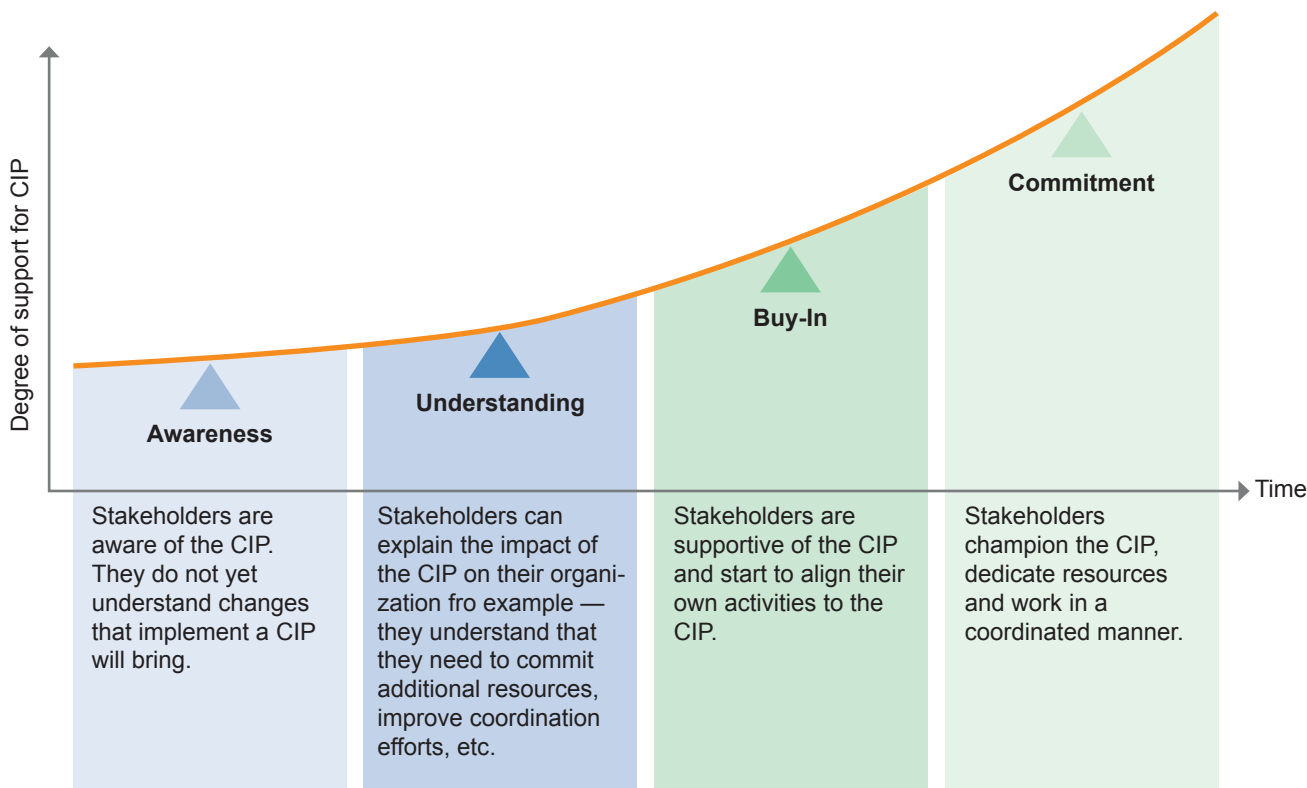
Often, the incorrect assumption is made that buy-in for a CIP is secured among key stakeholders at the beginning of the CIP process and that buy-in remains uniform throughout all three phases of the CIP. However, the CIP itself is a change process. It represents an opportunity for a paradigm shift in a country's efforts to address its family planning needs, from the country's current state to its desired state (see Boxes below). It is not a single event and does not happen instantaneously or automatically, but through deliberate action on a continuum.

The same is true for stakeholder buy-in, which has to be effectively managed during all three phases of the CIP. Change management experts use a commitment curve (see Figure below) to describe the various stages that stakeholders must pass through on the continuum toward commitment. Before commitment can be secured, awareness must be instilled, understanding must be built, and then buy-in must be achieved. However, a stakeholder's degree of support can stall at any point in the process, so attainment of a particular stage on the curve does not guarantee success with subsequent stages. This framework can guide the stakeholder engagement process.

Costed Implementation as a Process of Change

CURRENT STATE	DESIRED STATE
<ul style="list-style-type: none"> A country has an active plan in which stakeholders implement interventions and the government, donors, and implementing partners guide resource allocations. 	<ul style="list-style-type: none"> A country lacks a plan or has a dormant plan. A mechanism for coordinating stakeholder roles and contributions is absent.
<ul style="list-style-type: none"> A functional technical working group is available. Its objectives are aligned with implementation of the plan, with a clear mandate to follow the same plan and be accountable for results. 	<ul style="list-style-type: none"> A family planning technical working group may be active, but merely for sharing information about activities.
<ul style="list-style-type: none"> There is broad engagement of stakeholders in planning and implementing programs, including in decision-making. 	<ul style="list-style-type: none"> Stakeholder engagement is narrowly confined to the government, donors, and implementing partners. Other critical stakeholders are underrepresented.
<ul style="list-style-type: none"> Documented evidence of progress in the implementation of the plan is available and informed by a robust performance-monitoring mechanism. 	<ul style="list-style-type: none"> A robust mechanism for monitoring program performance is lacking or is inadequate for informing planning and coordination of the plan.
<ul style="list-style-type: none"> Stakeholders are aware of available funding for implementation, and how it can be used to generate results. 	<ul style="list-style-type: none"> Transparency of funds available and used for family planning programs is sub-optimal for all sources.

Stakeholder Commitment Curve



Appendix 2

Sample Scope of Engagement

PHASE	OBJECTIVES	ACTIONS	DESIRED OUTCOMES
Phase 1. Plan	<ul style="list-style-type: none"> • Generate understanding among stakeholders of the rationale for the CIP • Secure government buy-in for the CIP • Get stakeholder agreement on purpose and direction of the CIP, including commitment of financial, human, and other resources • Identify potential issues and conflicts with ongoing efforts 	<ul style="list-style-type: none"> • Identify key stakeholders and generate an initial stakeholder matrix • Consult with key stakeholders to understand their interests, concerns, and expectations • Organize a kick-off meeting involving the CIP task force, the TST, development partners, and other key stakeholders 	<ul style="list-style-type: none"> • Resources committed • Government focal point appointed • CIP task force established and involved in decisions to acquire a TST and endorse the roadmap for CIP development • TST acquired • CIP roadmap developed and endorsed by the CIP task force
Phase 2. Develop	<ul style="list-style-type: none"> • Create a shared understanding of the CIP • Keep stakeholders informed of CIP development and potential impacts to them • Gather input from stakeholders on the development of the technical strategy and costing • Promote a wider circle of responsibility for decisions about what to include in the CIP • Ensure stakeholder concerns and aspirations are understood and considered • Gain commitment from stakeholders for CIP execution 	<ul style="list-style-type: none"> • Develop, implement, and monitor a stakeholder engagement and communication plan 	<ul style="list-style-type: none"> • Clear understanding of stakeholder interests and concerns • Stakeholders engaged in prioritization and endorsement • Stakeholders feel well-informed and understand the CIP process • Broad and active participation of stakeholders in the CIP process • Sub-national leadership engaged and their buy-in achieved • Increased cohesion and shared identity among stakeholders • Visibility of CIP enhanced within ministries • Media coverage of CIP launch • Financial resources committed for CIP execution
Phase 3. Execute	<ul style="list-style-type: none"> • Same as in phase 2, plus: • Establish more open communication channels to nurture trust and transparency among stakeholders • Cultivate working arrangements among stakeholders based on shared responsibility and mutual accountability 	<ul style="list-style-type: none"> • Revise, implement, and monitor stakeholder engagement plan • Engage stakeholders to develop joint annual work plans for the CIP • Establish and reinforce existing mechanisms for performance, monitoring, and accountability 	<ul style="list-style-type: none"> • Same as in phase 2, plus: • Joint annual work plan established, coordinated, and monitored • Plan fully implemented and overseen by country stakeholders in both public and private sectors • Multi-stakeholder partnerships formed to further country-level objectives rather than those of individuals or organizations • Transparency of information and processes • Mechanisms in place for input and feedback from stakeholders • CIP performance data shared, the data jointly scrutinized, and preventive/ corrective actions taken by respective stakeholders

Appendix 4

Sample Stakeholder Engagement Plan

Group/Type**	Desired Outcomes	Methods	Timeline (in months)						Who Is Responsible
			1	2	3	4	5	6	
Group D									
Ministry of Health leadership (ministers, permanent secretary, director general)	<ul style="list-style-type: none"> Endorsement of the CIP Resources committed Government focal point appointed Visibility of CIP enhanced within pertinent divisions/ units of the Ministry of Health 	<ul style="list-style-type: none"> Inform on CIP development, get approvals, and advise on strategic focus of the CIP Consult on the CIP narrative and costs (high level) 	X		X		X		Head, Family Planning Division/ Project Manager
Donors	<ul style="list-style-type: none"> Participation in consultations Resources for CIP process Funding commitments fed into gap analysis 	<ul style="list-style-type: none"> Present the CIP to the health development group (at the beginning of development process, and before launch) 	X			X		X	Head, Family Planning Division/
		<ul style="list-style-type: none"> Convene thematic consultation meeting for donors 	X						TST/Project Manager
Implementing partners	<ul style="list-style-type: none"> Participation in consultations Resources for CIP process First year joint work plan 	<ul style="list-style-type: none"> Provide updates in regular quarterly meetings on CIP progress Prepare to align future work plans with CIP 	X		X			X	Head, Family Planning Division/ Project Manager
		<ul style="list-style-type: none"> Invite to thematic consultation meetings according to expertise area 		X					
		<ul style="list-style-type: none"> Invite to workshops to develop, prioritize, and decide on interventions 			X	X			
		<ul style="list-style-type: none"> Invite to final/endorsement review meeting 						X	
Group C									
Central medical stores	<ul style="list-style-type: none"> Participation in consultations CIP projections for contraceptive commodities endorsed 	<ul style="list-style-type: none"> Consult during development of commodity projections for the CIP 	X	X					
		<ul style="list-style-type: none"> Invite to thematic consultation meeting 			X				
Media	<ul style="list-style-type: none"> Participation in consultations Media reports and news on CIP and family planning issues 	<ul style="list-style-type: none"> Engage and orient media to publicize the CIP and family planning issues 	X				X		
Ministry of Education, Ministry of Gender	<ul style="list-style-type: none"> Participation in consultations Input received into the CIP on multi-sectoral issues 	<ul style="list-style-type: none"> Consult to ensure a multi-sectoral perspective to CIP development and implementation 	X		X				

** This can also be detailed by stakeholder name

Group/Type**	Desired Outcomes	Methods	Timeline (in months)						Who Is Responsible
			1	2	3	4	5	6	
Group B									
Young people	<ul style="list-style-type: none"> Participation in consultations Input received into the CIP on issues related to young people and how to best serve them 	<ul style="list-style-type: none"> Invite to thematic consultation meeting 	X			X			
		<ul style="list-style-type: none"> Use social media platforms to generate debate on family planning among young people 	X			X			
Private sector	<ul style="list-style-type: none"> Participation in consultations Input received into the CIP on private-sector issues and how to leverage the private sector to achieve scale and sustainability of interventions 	<ul style="list-style-type: none"> Invite to thematic consultation meeting 	X						
Group A									
Pharmaceutical companies and suppliers	<ul style="list-style-type: none"> Understanding of the CIP process Input received into the CIP on how pharmaceutical companies and suppliers can be leveraged to ensure success 	<ul style="list-style-type: none"> Invite to kick-off meeting Conduct one-on-one consultation Email updates 	X		X				
Drug regulatory agencies	<ul style="list-style-type: none"> Understanding of the CIP process Input received into the CIP on how drug regulatory agencies can be leveraged to ensure success 	<ul style="list-style-type: none"> Invite to kick-off meeting Conduct one-on-one consultation Email updates 	X		X				

Appendix 5

Stakeholder Engagement Review Checklist

	Review Criteria	N/A	Y	N	Corrective Action	Comments
Review of Engagement Planning Process	Clear evidence of purpose and scope of engagement					
	Transparent and documented stakeholder identification process					
	Diversity in stakeholder types included in the engagement plan					
	A comprehensive stakeholder analysis is conducted during the initial stages of CIP development, and stakeholders' interests and concerns documented					
	CIP task force fully informed and supportive of the engagement plan					
	Budget allocated and human resources assigned to undertake a deliberate stakeholder engagement process to achieve desired outcomes					
	Different mechanisms to engage stakeholders used according to stakeholder needs (relevant for Group D stakeholders)					
Review of Engagement Implementation	Stakeholders contribute, discuss, and agree on issues raised and interventions adopted for the plan					
	Stakeholders participate in decision-making process for priority interventions					
	Optimal number of engagement opportunities exist to provide a platform for discussion and joint problem-solving on the plan					
	CIP preparation documents readily available to stakeholders					
	Meetings conducted in a manner and format conducive to open dialogue and free exchange of ideas and viewpoints					
	Formal process employed to ensure key stakeholders understand and endorse the CIP, before final approval and launch					