



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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Table of Contents

Overview of the Guide.....	4
About this Guide	4
Intended Users of the Guide.....	4
How to Use the Guide	4
Concepts of Stakeholder Engagement.....	5
What is a Stakeholder?	5
What is Stakeholder Engagement?	5
Why is Stakeholder Engagement Important?	5
Stakeholder Engagement Framework	6
Action Step 1: SCOPING.....	6
Action Step 2: MAPPING.....	9
Task 1: Identify potential stakeholders.....	9
Task 2: Analyze stakeholders	10
Task 3: Prioritize stakeholders	12
Action Step 3: PLANNING.....	13
Action Step 4: MANAGING	14
Appendices	16
Appendix 1: Additional Concepts of Stakeholder Engagement	16
Appendix 2: Sample Scope of Engagement.....	18
Appendix 3: Stakeholder Matrix Template	20
Appendix 4: Sample Stakeholder Engagement Plan	21
Appendix 5: Stakeholder Engagement Review Checklist.....	23
List of Figures, Boxes, and Tables	
Figure 1: Stakeholder Engagement Framework.....	6
Box 1: Lessons Learned in Government-Donor Relations	7
Box 2: Levels of Participation in Stakeholder Engagement.....	8
Box 3: Selected Family Planning Stakeholders.....	9
Figure 2: Stakeholder Map	11
Table 1: Approaches and Methods for Engaging Stakeholders.....	14
Box 4: Using Periodic Performance Reviews for Continuous Stakeholder Engagement	15

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 provides 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 in the [10-Step Process for CIP Planning, Development, and Execution](#) tool.

Intended Users of the Guide

This guide was developed for CIP teams and individuals who are directly involved with CIPs to use throughout the three CIP phases: planning, development, and execution. The specific roles of different CIP team members in managing stakeholder engagement are as follows:

- During the planning phase, the person who is championing the CIP is responsible for stakeholder engagement.
- During the development phase (once the CIP task team is formed), the project manager responsible for coordinating and managing the entire CIP development process has direct responsibility for stakeholder engagement—in collaboration with other members of the CIP development team, particularly the ministry of health focal point, the technical support team lead, and the advocacy advisor.
- Finally, during the execution phase, the appointed government focal point responsible for coordinating stakeholders is responsible for stakeholder engagement.

Throughout this guide, the person designated to manage the stakeholder engagement process is referred to as “the designee,” irrespective of the CIP phase.

Detailed information about the roles and responsibilities of the CIP team members is described in the document, [Team Roles and Responsibilities for CIP Development and Execution](#).

How to Use the Guide

Concepts and approaches in this guide are based on global best practices for good stakeholder engagement, and on experiences with planning, developing, and executing CIPs. 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, context-sensitive 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, in-depth knowledge of, or power and influence over family planning programs in the country. 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 staff in government ministries or institutions, parliamentarians, donors, implementing partners (generally nonprofit organizations), for-profit companies, research and training institutions, regulatory agencies, users of family planning, and community members. Each population subgroup that the plan aims to serve (e.g., young people, women living with HIV/AIDS, rural women, and 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. Stakeholder engagement is a process of change guided by three core principles: shared ownership and accountability; inclusiveness and representation; and transparency. For the CIP to be successfully executed, the interests, influence, and contributions of these stakeholders must be recognized and leveraged. Without meaningful stakeholder engagement, a CIP is not likely to succeed. More information on the core principles and 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, and 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 execution 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, the private sector, and community members—fails to recognize the essential role played by all actors and may result in a less-than-optimal contribution to the country's goals.

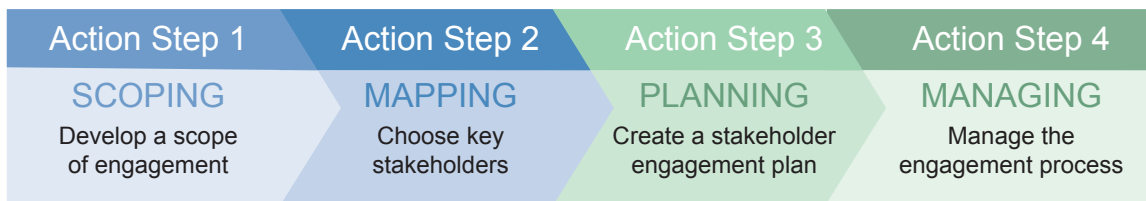
Ideally, during the CIP process, all stakeholders work collectively to reposition family planning at policy, program, and service delivery levels and to coordinate and implement a unified family planning strategy. When coordinated, these key players can focus their momentum, resources, and energy on 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.

Because stakeholder engagement must be broad, the stakeholders will 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 in the framework are first undertaken in the planning phase of the CIP; however, the actions need to be repeated and refined throughout the entire CIP process in order to meet the unique objectives and desired outcomes of different stakeholders during each CIP phase.

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 for stakeholder engagement. Essentially, the engagement objectives reflect the answer to the question: *What do we want to achieve by engaging stakeholders?* Engagement objectives and desired outcomes should be in line with the overall rationale and what is intended to be achieved under each CIP phase. The resulting scope of engagement will help focus the subsequent actions of stakeholder mapping, planning, and managing. The scoping action step takes place toward the beginning of each CIP phase, specifically in Phase 1, Steps 1 and 2: Obtain Buy-In, and Develop a Roadmap and Secure Resources, respectively; in Phase 2, Step 3: Conduct a Situational Analysis; and in Phase 3, Step 8: Set Up and Manage Institutional Arrangements for Implementation, of the *10-Step Process* tool.

Sample engagement objectives aligned to each phase are shown as follows, with more details in **Appendix 2**.

Phase 1: Plan

Secure government buy-in for a CIP. In some countries, government awareness and support for a CIP is lacking. Hence, the first objective would be to secure their buy-in. One aspect of securing government buy-in requires coordinated relationships between government and donors. **Box 1** provides a summary of key considerations.

BOX 1 Lessons Learned in Government-Donor Relations

Effective government-donor relations have been shown to improve the CIP process from development to execution and monitoring progress. Good relations can lead to expanded opportunities for mobilizing resources and strengthening capacity. Conversely, challenges within these relationships can result in significant delays or missed opportunities toward meeting a country's reproductive health goals. What are the characteristics of an effective government-donor relationship and what can we learn from countries where these relationships have significantly and positively influenced execution of the CIP?

K4Health interviewed key family planning stakeholders in Ethiopia, Nepal, and Senegal to understand their perspectives on government-donor relations in each country. Focal points within the government as well as representatives from donor agencies were interviewed. Although each country experienced varying levels of progress in CIP execution and family planning indicators, there were overlapping lessons learned from government-donor relations and how to build stronger stakeholder engagement between these important parties.

The most common lesson focused on the importance of a ministry-led process with strong donor support at the beginning of the CIP process. Strong government leadership and active stakeholder engagement, such as what **Nepal** has experienced for decades, is imperative to cultivate a strong and lasting commitment from the government and donor communities. In addition, an individual focal point within the government, like in **Senegal**, is key for developing and maintaining an all-inclusive approach to effective stakeholder engagement. In **Ethiopia**, a strong relationship between civil society, donor agencies, and the government supports cooperation efforts.

Regardless of the number of stakeholders, the CIP process is most beneficial when everyone commits to the process from beginning to end. A clear vision within the government and a clearly defined mechanism for knowledge exchange is the basis for successful CIP development and execution. A list of “key considerations” can help countries discuss all available opportunities, gaps, and challenges associated with CIP development and execution. The following list is not exhaustive, but it is a starting point for establishing or improving government-donor relations—whether a country is just beginning internal discussions or reexamining the approach to stakeholder engagement.

- Set a clear vision within government leadership for national family planning and/or reproductive health program(s)
- Establish a government focal point who is responsible for leading and managing the donor relationship within the stakeholder engagement plan
- Identify a donor focal point who has a clear role within the stakeholder engagement plan
- Develop an official, written plan for regular government-donor meetings and other sharing mechanisms focused on resource mobilization (status, progress, gaps, and forecasting/planning)
- Establish a mechanism for regular, all-inclusive stakeholder engagement, including a focus on government-donor relations and resource mobilization (for example, via technical committee or steering committee)
- Establish a mechanism for regularly reviewing CIP progress through which government and donor representatives can work toward consensus on reporting
- Identify an independent consultant to participate in meetings between governments and donors, who can help avoid bias and support increased transparency

Phase 2: Develop

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 understand the rationale behind their involvement or their roles and responsibilities in the effort.

Phase 3: Execution

Align stakeholder programming priorities to those of the CIP. Execution of the CIP requires involving all stakeholders to collectively align resources and efforts toward implementing activities as described in the plan. When this does not occur, the importance of the CIP not only becomes diluted, but it also means that scarce resources are not efficiently used, which can reduce the effectiveness of the CIP.

Questions to ask during the development of engagement objectives:

- 1. What do we hope to accomplish through stakeholder engagement?**
For example, what populations are mentioned in country commitments?
- 2. At what level should we engage particular stakeholders? Who can influence decisions?**
Level of participation can fall along a continuum (see **Box 2**). Typically, the level of stakeholder participation in a CIP process is a collaboration 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 community members, and what form should these consultations take?
- 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(s) in the CIP process? As noted above, while stakeholder participation in the CIP process is often collaborative, meaning that stakeholders are active in decision-making, final decision-making most often rests with the government.
- 5. What resources (financial and human) are available for the engagement process?**
Depending on the level of participation, the costs and commitment of time for engagement—on the part of both government and the stakeholders—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 should build upon what is already established.

BOX 2 Levels of Participation in Stakeholder Engagement

INFORM: Communication is one-way, from the CIP 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 step supports strategic engagement, ensuring that the right mix of participants is targeted and that no key group is inadvertently excluded.

Task 1: Identify potential stakeholders

Depending on the CIP phase, the designated person responsible for stakeholder engagement, hereby referred to as the “the designee,” works with other stakeholders to create or review and update a list of relevant people, groups, and institutions to engage in the CIP process. The designee, uses the scope of engagement developed in action Step 1: Scoping, to ensure that the stakeholder identification process is focused and relevant. For example, whether the CIP is confined within the health sector or is a multisectoral effort will inform whether stakeholders from outside the health sector also need to be identified.

Box 3 lists several types of stakeholders that are commonly involved in family planning. This list may serve as a good starting point for identifying potential stakeholders. Stakeholders can also be identified through consultations, suggestions from other stakeholders, public calls for participation, and literature reviews conducted as part of the situational analysis in Step 3 of the *10-Step Process* tool.

Once all potential stakeholders have been identified, a stakeholder matrix should be created (**Appendix 3**). Contact information (i.e., name, address, email, phone number) and reason for being included (i.e., nongovernmental organization with a network of family planning clinics or institution in charge of training nurses/midwives) should be recorded for each stakeholder in the matrix.

BOX 3 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

Subnational government

Government health institutions

Food and drug authorities, central medical stores, bureau of statistics, research institutions

Development partners/donors

Nonprofit sector

Nongovernmental organizations, local civil society groups (including youth leaders/associations)

Private (for-profit) sector

Religious and legal councils

Professional associations

Obstetrics and gynecology associations, midwifery and nursing associations, pharmacist associations

Preservice/in-service training institutions

Providers, supervisors, facility managers

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

Questions to help identify appropriate stakeholders (individuals and institutions):

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

For example, which populations are mentioned in various country commitments (FP2020; Every Woman, Every Child; Sustainable Development Goals)?

2. Who makes the decisions related to family planning issues in the country, and who 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 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.

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 executing 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. The two main components of stakeholder analysis are gathering information about the stakeholders and creating a stakeholder map, which is a visual exercise to enable a better understanding of stakeholder perspectives and their relevance to the CIP process. This information helps to prioritize (in Action Step 2, Task 3) the stakeholders chosen to engage in the CIP process, considering available time and resources.

Gathering information about the stakeholders

Information about each stakeholder's area of affiliation, expertise, expectations, concerns, interests, and commitment level should be collected to better understand the stakeholder's perspectives and relevance to the CIP process. It is useful to consider these aspects in relation to both the formal institution (e.g., ministry of finance) as well as to a specific individual within that institution who is identified to participate in the CIP process (e.g., health focal point within the ministry of finance). During the CIP development phase, this exercise can be done during the kick-off meeting for CIP development or during the situational analysis, as part of initial stakeholder consultations. The information gathered can be added to the stakeholder matrix that was created in Action Step 2: Task 1 (**Appendix 3**).

Questions to help gather information about stakeholders:

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) over 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?

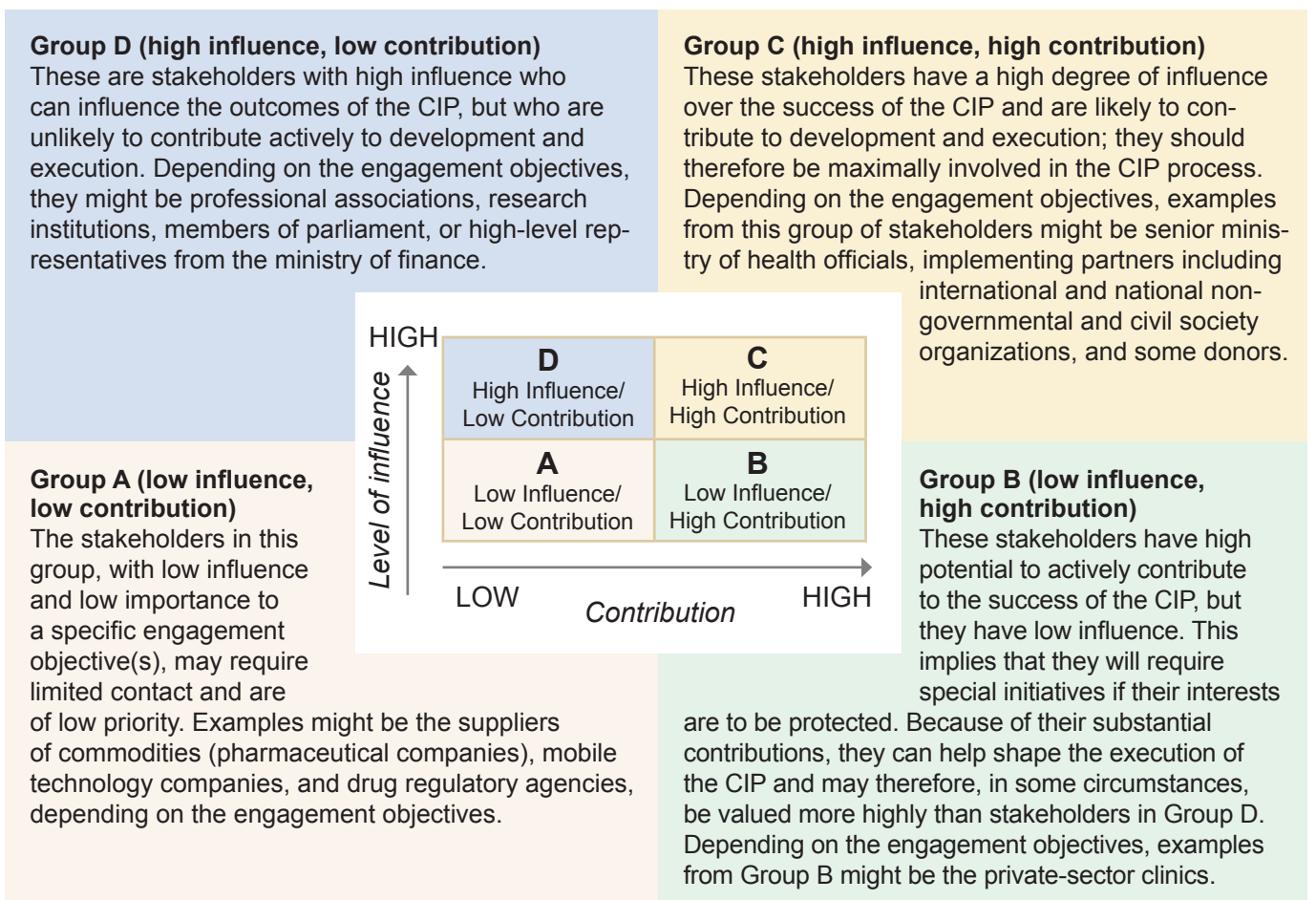
3. What is the stakeholder’s commitment level?

What is the stakeholder’s role (individual or institutional) in executing the CIP? How committed is the stakeholder and the leadership within the stakeholder’s institution to executing the CIP? How will the change associated with the CIP affect the stakeholder and the stakeholder’s institution (i.e., increase transparency of budgets and expenditures, affect performance results, and 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.

Figure 2: Stakeholder Map



To create the stakeholder map, each stakeholder is classified as either high influence or low influence, and as either high contribution or low contribution, depending on the engagement objective. In this context, influence refers to the ability of a stakeholder to either positively or negatively influence the CIP development process, either because they have direct decision-making authority or because they can influence decision-makers. Contribution refers to participation in the CIP process. 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. Financial and human resources can be focused on these groups; however, stakeholders in Group A should not be left out or ignored. Because mapping should be done for specific engagement objectives and revised in Phases 2 and 3 of the CIP process, stakeholders may shift to different quadrants during the CIP process.

Task 3: Prioritize stakeholders

It is not practical, and usually not necessary, to engage all groups of stakeholders (or all stakeholders within a group) with the same level of intensity throughout the CIP process. Time and money can be saved by making clear decisions about whom to engage and why, at any point in the CIP process.

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 clear understanding of the purpose and context for stakeholder engagement, and the level of influence or contribution of the various 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 broad representation with a manageable 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. The reasons for selecting specific stakeholders (groups and individuals) should be clearly documented so that any questions about selection can be answered. Ideally, the stakeholder groups should nominate their own representatives.

3. When should different stakeholders get involved?

With good planning and agreement among stakeholders, 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 step. 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 in the [10-Step Process tool](#).

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 stakeholders will be engaged, including general approaches, specific methods of engagement, materials to 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 portion of a sample stakeholder engagement plan for CIP development 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: Approaches and Methods for Engaging Stakeholders 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 adopted are complementary and that they work together to improve the success of the overall stakeholder engagement process.

Desired outcomes

The desired outcomes that are developed as part of the 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 those outcomes. **Appendix 2** shows some examples of desired outcomes for each phase of the CIP. In addition, the *CIP Execution Country Assessment Checklist* includes questions to help assess CIP progress, including those related to stakeholder engagement, and guides decisions about necessary corrective action to achieve desired outcomes.

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. In addition, indicate which stakeholder engagement activities will be incorporated into the CIP roadmap (Step 2 of the *10-Step Process tool*). Be realistic about how long activities take, and always allow more rather than less time for planning and for the involvement of different groups.

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 Technical Support Team (TST) during the CIP development phase and the ministry of health focal point during the execution phase) on the CIP should be readily available to disseminate to stakeholders.

Table 1 | Approaches and Methods for Engaging Stakeholders

PHASE	APPROACH	METHOD
Group A (Low Influence, Low Contribution)	<ul style="list-style-type: none"> Keep informed Provide opportunities for engagement that have minimal cost (time, resources) 	<ul style="list-style-type: none"> Fact sheets Emails Electronic survey to gather input during CIP development and/or execution Media releases
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 and in any updates or revisions, and as part of ongoing adjustments 	<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 Involvement in performance monitoring and review meetings Inclusion in strategy advisory group
Group D (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 Brief written or verbal updates on execution status and achievements Guest of honor (participant) at high-level CIP meetings
Group C (High Influence, High Contribution)	<ul style="list-style-type: none"> Same as Group D, plus: Engage and consult regularly Involve in decision-making of strategic priorities, intervention selection, and cost estimates; also in resource mobilization in execution 	<ul style="list-style-type: none"> Same as Group A, plus: Inclusion in strategy advisory group or CIP Task Force Involve in performance review meetings Inclusion in thematic consultations Key informant interviews 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 inclusion in the CIP. Reviewing and refining the stakeholder engagement plan across phases 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 stakeholders with the information they need to determine whether the process is successful 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 to the execution phase.

Questions the review should answer:

1. **Are we seeing results?**
2. **Are we engaging stakeholders the right way?**
3. **Do we still have the right stakeholders involved? Are there others to invite to join us?**

Appendix 5 is a checklist of specific items to help in the stakeholder review process. Once the review has been completed, preventive and corrective changes to the stakeholder engagement plan can be made. The engagement plan should remain well aligned with the desired objectives for each phase of the CIP.

BOX 4 Using Periodic Performance Reviews for Continuous Stakeholder Engagement

One of the core principles of effective stakeholder engagement is implementing a continuous process by which stakeholders are kept actively informed and involved throughout the phases of the CIP, from planning, to development, to execution. Periodic performance reviews are one approach that can be used to keep stakeholders focused and involved in the CIP process. Countries such as Senegal, Tanzania, and Zambia have established a regular dedicated platform(s) for reviewing CIP performance with key stakeholders.

Senegal: In Senegal, stakeholders at all levels of the health system and across government, donors, civil society, and implementing partners were involved in monitoring the first CIP progress and performance. At the national level, four subcommittees (organized around the CIP technical areas) met routinely, every two to three months. They assessed the status of the activities within each technical area, applying a simple traffic signal rubric—green for on track, yellow for risk of delay, and red for delay. At the subnational level, regular regional meetings held every three to six months enabled stakeholders—district management teams along with central-level ministry of health representatives, implementing partners, donors, civil society, and local political leaders—to review the implementation status of activities, examine family planning data, and discuss challenges, successes, and any needed corrective actions. In the second year of CIP execution, these meetings shifted to quarterly family planning performance review meetings in Dakar at which regional management teams participated. These meetings helped to improve coordination among the government, partners, and donors.

Tanzania: The five Strategic Advisory Groups (SAGs) formulated during the development phase continued throughout the execution phase, with a main role of coordinating implementing partners, organizing progress reviews, and advising on strategic directions. The SAGs convened at least once a year. Furthermore, during the five-year execution period, family planning stakeholders convened in one-day semiannual implementers' meetings, which brought together the government, donors, and implementing partners, including civil society. These meetings were solely dedicated to CIP progress reviews, where data on financial expenditures and program outputs were discussed, and decisions and recommendations were made.

Zambia: Zambia has established several platforms to better connect its diverse group of stakeholders, thus improving the efficiency of their work and encouraging broad ownership of implementation activities. Stakeholders are represented in annual national family planning review meetings, monthly meetings of the National Family Planning Technical Working Group, and interagency country coordinating committee meetings that bring together the government with donors.

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, implementing partners, and other in-country stakeholders. This includes sharing the responsibility to promote and enforce execution 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 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 enables 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 development process, and the potential benefits of executing 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.

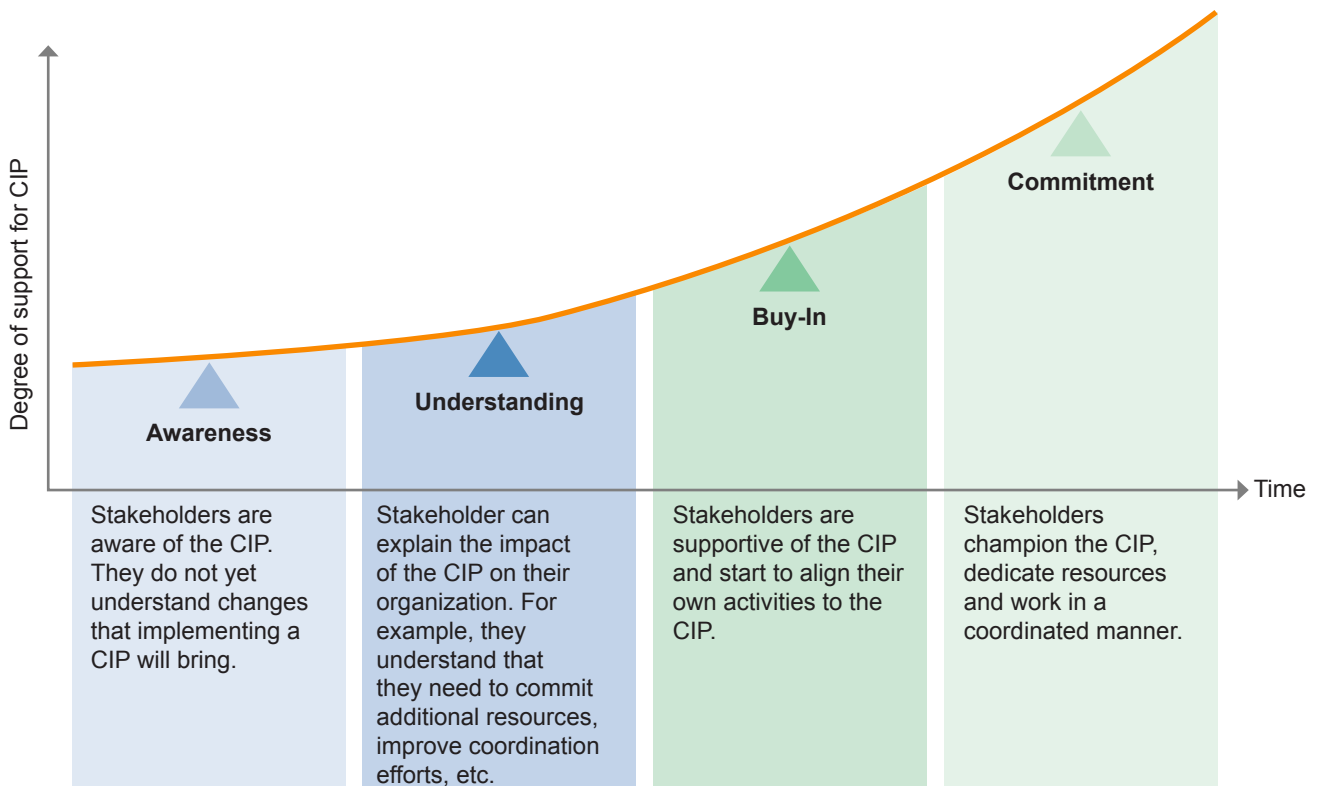
Stakeholder Engagement as a Process of Change

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 Figure 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.

Figure 3: Costed Implementation as a Process of Change

CURRENT STATE	DESIRED STATE
<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 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 family planning technical working group may be active, but merely for sharing information about activities. 	<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"> Stakeholder engagement is narrowly confined to the government, donors, and implementing partners. Other critical stakeholders are underrepresented. 	<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"> 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"> 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"> Transparency of funds available and used for family planning programs is sub-optimal for all sources. 	<ul style="list-style-type: none"> Stakeholders are aware of available funding for implementation, and how it can be used to generate results.



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 Technical Support Team (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 formed • 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 • Subnational leadership engaged and their buy-in achieved • Increased cohesion and shared identity among stakeholders • Stakeholders share a common vision in support of the CIP as the primary vehicle to guide action toward achieving the country's family planning goals • Visibility of CIP enhanced within ministries • Media coverage of CIP launch • Financial resources committed for CIP execution processes • After the official launch, the CIP has been communicated and disseminated to a broad range of stakeholders at various levels (including subnational levels), using different communication channels

<p>Phase 3. Execute</p>	<ul style="list-style-type: none"> • Maintain government commitment for the CIP • Gain commitment from stakeholders for CIP execution • Establish more open communication channels to nurture trust and transparency among stakeholders • Cultivate working arrangements among stakeholders based on shared responsibility and mutual accountability • Align partner priorities and resources with overall CIP priorities • Sustain or heighten visibility of CIP • Keep stakeholders informed about CIP efforts 	<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 	<ul style="list-style-type: none"> • Broad and active participation of stakeholders in the CIP process • Joint annual work plan established, coordinated, and monitored • Plan fully executed and overseen by country stakeholders in both public and private sectors • Multi-stakeholder partnerships formed to further country-level objectives • 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
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Appendix 4

Sample Stakeholder Engagement Plan

Group/Type**	Desired Outcomes	Methods	Timeline (in months)						Who Is Responsible for Engagement
			1	2	3	4	5	6	
Group C									
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						Technical Support Team (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 D									
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				

** 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	
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				
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"> Hold focus group discussions with different profiles of youth people to understand various youth perspectives on how government can ensure that their rights and desires regarding contraception are fulfilled 	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
Planning for Stakeholder Engagement: Action Steps 1–3	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					
Managing Stakeholder Engagement: Action Step 4	Stakeholders contribute, discuss, and agree on issues raised and interventions adopted for the plan					
	Stakeholders participate in decision-making process for priority interventions					
	Sufficient 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					
	CIP has been communicated and disseminated to a broad range of stakeholders at various levels (including subnational levels), using different communication channels					

	Review Criteria	N/A	Y	N	Corrective Action	Comments
Managing Stakeholder Engagement: Action Step 4 (continued)	Stakeholders share responsibility for actively advocating on behalf of the country and/or partners to secure resources to execute the CIP					
	There is a robust coordinating mechanism recognizing national and subnational aspects of the system, where stakeholders participate regularly and effectively					
	Development partners actively coordinate with the government and with each other to align and harmonize resource allocation for CIP activities					