

Engaging stakeholders: A planning tool

A summary of

MEASURE Evaluation (2011). Stakeholder Engagement Tool. North Chapel, NC: MEASURE Evaluation, USAID.



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Categories:

Tool, Knowledge dissemination, Partnership development and maintenance, Stakeholder analysis and engagement

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Tool

Relevance For Public Health

The *Stakeholder Engagement Tool* was developed to support research, monitoring and evaluation initiatives, but it can inform any initiative that requires the input and resources of multiple stakeholders. For instance, this tool could be used to inform decision making in a large-scale program review process in a public health unit.

Description

This tool provides a systematic approach to [stakeholder](#) analysis and engagement. Effective stakeholder analysis includes appropriate stakeholders at key stages of an initiative, such that the right people have useful information at the right time to inform decision making. Developed by MEASURE Evaluation, this *Stakeholder Engagement Tool* is a two-part tool with guiding principles, case examples and an implementation checklist to support groups in analyzing their stakeholders as part of program planning.

Stakeholder analysis involves collecting and organizing qualitative data on the interests, behaviour, intentions and influence of different actors in relation to a particular issue (IRDC, 2008; [click here](#) to see a summary statement on this resource). Stakeholder analysis is used to support moving research evidence into practice in public health (Aarons et al., 2009).

The *Stakeholder Engagement Tool* consists of two parts:

- Part 1: Stakeholder Analysis Matrix (for planning phases)
- Part 2: Stakeholder Engagement Plan (for implementation and follow-up)

Part 2 also includes guiding principles, sample templates of completed projects and an implementation checklist (creating a stakeholder engagement plan).

Implementing the Tool

Who is Involved?

Two primary groups are identified as users of the tool: program managers and other decision-makers who participate as respondents of the tool; and the core project management team (based at the sponsoring organization) that oversees the stakeholder engagement process.

Steps for Using Tool

This tool provides a structured approach to stakeholder analysis to inform planning decisions. It documents the following steps in stakeholder analysis:

- Identify stakeholders
- Define stakeholder roles and resources
- Identify dynamics among stakeholders
- Establish the optimal stakeholder group
- Create a stakeholder engagement plan
- Monitor stakeholder engagement

These summaries are written by the [NCCMT](#) to condense and to provide an overview of the resources listed in the [Registry of Methods and Tools](#) and to give suggestions for their use in a public health context. For more information on individual methods and tools included in the review, please consult the authors/developers of the original resources.

The tool can be used in hardcopy or electronic form to facilitate sharing among stakeholder groups.

Evaluation and Measurement Characteristics

Evaluation

Information not available

Validity

Not applicable

Reliability

Not applicable

Methodological Rating



Unknown/No evidence

Tool Development

Developers

Shannon Salentine
Alan Johnston
Roger Schimberg
MEASURE Evaluation
Website: www.cpc.unc.edu/measure

Method of Development

MEASURE Evaluation is funded by the US Agency for International Development. It supports international capacity building in monitoring and evaluation in population, health and nutrition research. MEASURE Evaluation uses data collection and analysis to improve program planning and decision making, to ultimately improve health systems and health status. This organization provides a number of resources and tools over a broad range of topics, including monitoring and evaluation systems, GIS, etc. To access their full suite of tools, [click here](#).

Release Date

2011

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Resources

Title of Primary Resource	Stakeholder Engagement Tool
File Attachment	None
Web-link	http://www.cpc.unc.edu/measure/publications/ms-11-46-e
Reference	MEASURE Evaluation (2011). Stakeholder Engagement Tool. North Chapel, NC: MEASURE Evaluation, USAID.
Type of Material	Toolkit
Format	On-line Access
Cost to Access	None.
Language	English
Conditions for Use	Not specified

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Title of Supplementary Resource	Stakeholder Analysis Guidelines
File Attachment	None
Web-link	
Reference	Schmeer, K. (1999). Stakeholder Analysis Guidelines. Bethesda, MD: Partnerships for Health Reform, Abt Associates Inc.
Type of Material	Workbook
Format	On-line Access
Cost to Access	None.
Language	English
Conditions for Use	Not specified

Title of Supplementary Resource	The Research Matters KT Toolkit: A Resource for Researchers
File Attachment	None
Web-link	http://www.idrc.ca/EN/Resources/Publications/Pages/IDRCBookDetails.aspx?PublicationID=851
Reference	International Development Research Centre (2008). The Research Matters KT Toolkit. International Development Research Centre: Ottawa, ON. Retrieved from: http://www.idrc.ca/EN/Resources/Publications/Pages/IDRCBookDetails.aspx?PublicationID=851
Type of Material	Online handbook
Format	On-line Access
Cost to Access	None.
Language	English, French
Conditions for Use	Not specified

Title of Supplementary Resource	Implementing evidence-based practice in community mental health agencies: A multiple stakeholder analysis.
File Attachment	None
Web-link	http://ajph.aphapublications.org/doi/abs/10.2105/AJPH.2009.161711
Reference	Aarons, G.A., Wells, R.S., Zagursky, K., Fettes, D.L., & Palinkas, L.A. (2009). Implementing evidence-based practice in community mental health agencies: A multiple stakeholder analysis. <i>American Journal of Public Health</i> , 99, 2087-2095. doi: 10.2105/AJPH.2009.161711.
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Cost to Access	Journal article purchase
Language	English
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