

Tools for Data Demand and Use in the Health Sector

QUICK GUIDE ▪ Version 2



MEASURE Evaluation
MANUAL



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Contents

This manual serves as a cursory reference to the tools used to improve the demand for and use of information in health decision making.

Each of the tools presented in this tool kit can be modified and adapted to fit the needs, timeline, and budget of the context in which they are being used. There may be circumstances where a need arises to facilitate data use but the existing tools are not an exact match for the specific situation. In this case, the tools can be modified to fit the need. It should also be noted, that every context is different and may require a different type of intervention, beyond the application of a tool, or combination of interventions to facilitate data use. Oftentimes, capacity building efforts along with other strategies may need to be applied as well. The combination of capacity building, data demand and use tools and other approaches ensures that health professionals have a broader menu of interventions to choose from to improve data use in the contexts in which they work.

<http://www.cpc.unc.edu/measure/publications/fs-11-43>

Tools

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Assessment of Data Use Constraints

Why is this tool important?

In many areas of the world, decision makers do not have access to the required data, do not realize how data can be used to improve decisions, or the information they need does not exist or is not trusted.

What does this tool do?

It identifies the barriers and constraints to data use, and leads to effective approaches to address them. Two sets of interviewing guides have been developed:

1. Version 1: provides a broad view of constraints at the national and sub-national levels by collecting information from decision makers and data producers on their current data use and on their perceptions of data use constraints.
2. Version 2: provides an understanding of constraints when generating and using data at lower levels of the health system, requiring separate interviewing guides for data users and data producers

Checklist for Implementation

- ☐ Perform pre-assessment planning
- ☐ Engage a senior national consultant to perform the assessment
- ☐ Meet with project stakeholders and partners
- ☐ Conduct and document the interviews
- ☐ Analyze and report the findings
- ☐ Share the findings with stakeholders

Key Informant Interview Questionnaire: Decision-Maker Perceptions

Version 1: National and Sub-national

Interview logistics		
Date		
Time Start/End	Start:	End:
Interviewer Name		
Title of Respondent		
Number of Years in this Position		
Specialization <i>(check all that apply)</i>	<input type="checkbox"/> Population, Health and Nutrition <input type="checkbox"/> Child Survival <input type="checkbox"/> HIV/AIDS	
Level	<input type="checkbox"/> National <input type="checkbox"/> District	
Responsibilities <i>(check all that apply)</i>	<input type="checkbox"/> Policy <input type="checkbox"/> Program	
Sector <i>(check one)</i>	<input type="checkbox"/> Private <input type="checkbox"/> Public	

About this interview—and why your participation is so important
<p>In health information systems, the ultimate purpose of collecting and analyzing data is to improve programs by enabling more informed decisions based on facts. However, information is not always available to make decisions—or if it is available, it is not always used. This study is designed to find out what barriers and constraints are causing these conditions, and how to resolve them.</p> <p>Your participation is requested to provide your insights about constraints and barriers to data use. Your participation is very important to this research, but it is entirely voluntary. Your responses will be treated as confidential, and we will ensure that any statements or comments you make cannot be linked either to you as an individual or to your organization. We will be producing a report that is intended mainly to help MEASURE Evaluation staff and our collaborating organizations design effective monitoring and evaluation activities.</p> <p>Are you willing to participate? <input type="checkbox"/> Yes <input type="checkbox"/> No (stop interview)</p>

Introductory questions	
RA1	What was the last major decision related to policies or programs that you made?
RA2	What information did you use to make this decision?
RA3	How did you use information to make this decision?
RA4	Was there any information you needed but did not have in order to make this decision?
RA5	Who are the primary stakeholders in the use of information?
RA6	Whose interests are most served by health information systems?
RA7	How do health information systems meet your needs for information?

Technical constraints	
Technical constraints are related to the ability to generate high-quality data and analyses.	
RA8	Have you ever had an experience while making a policy- or program-related decision when you were concerned about the quality of the information being used?
RA9	Are there multiple sources of information or statistics for issues of importance to you, and have you experienced any problems caused by having different estimates?
RA10	I am interested in knowing about technical capacity for collecting and using information. Does your agency have the technical capacity to produce reliable information without a lot of external technical assistance?
RA11	Does your agency have the technical capacity to ensure access to and availability of reliable data?
RA12	Has there been an occasion when data quality or local technical capacity made it difficult for you to use information in making a decision?
RA13	How would you have gone about preventing this situation?

Organizational constraints	
I am interested in finding out about challenges in using information that are due to how your organization functions.	
RA15	How does your organization support having the necessary information to make decisions?
RA16	How does your organization support the prioritization and use of information in decision making?
RA17	How does your organization support training of staff in skills for using information in decision making?
RA18	Can you describe the mechanism or process within your organization/agency for approving research or survey data for dissemination?
RA19	How does this process affect your ability to use information to make decisions?
RA20	What are the challenges your organization/agency experiences in sharing survey and research data?
RA21	What are the challenges you experience in sharing research and survey data across organizations and agencies?

RA22	Are there risks associated with sharing information? If so what are they? Record the response and the respondent's openness or reluctance to answering this question.
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Closing thoughts

RA23	How does the political, social and economic environment affect your use of information in decision making? Probe respondent for various influences including the following: <ul style="list-style-type: none"> • international priorities • NGO funding and donors
RA24	To what extent do these factors outweigh the importance of data itself in making decisions?
RA25	Have you experienced any other challenges in using information to make decisions?

Data Users Interview Questionnaire

Version 2: Facility

Note: Data users include staff who have decision-making responsibilities including senior managers, clinicians, laboratory and pharmacy staff, and counsellors.

Interview Logistics		
Name of facility		
Facility type <i>(check one)</i>	<input type="checkbox"/> Referral hospital <input type="checkbox"/> District Hospital <input type="checkbox"/> Health centre (hospital affiliated and other health centers) <input type="checkbox"/> Health post/dispensary <input type="checkbox"/> Other (specify):	
Ownership <i>(check one)</i>	<input type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Mix	
Date of interview		
Time Start/End	Start:	End:
Name of interviewer		

Introduction
<p>In health information systems, the ultimate purpose of collecting and analyzing data is to improve programs by enabling more informed decisions based on facts. However, information is not always available to make decisions—or if it is available, it is not always used. This study is designed to find out what barriers and constraints are causing these conditions, and how to resolve them.</p> <p>Your participation is requested to provide insights about constraints and barriers to data use. Your participation is very important to this research, but it is entirely voluntary. Your responses will be treated as confidential, and we will ensure that any statements or comments you make cannot be linked either to you as an individual or to your organization. We will be producing a report that is intended mainly to help MEASURE Evaluation staff and our collaborating organizations design effective monitoring and evaluation activities.</p> <p>The interview will last about 20 minutes. I will be using a questionnaire which includes questions about the type of decisions you make, what information you use for this purpose, and barriers to information use. I will also ask questions about and some other organizational issues.</p> <p>Are you willing to participate? <input type="checkbox"/> Yes <input type="checkbox"/> No (stop interview)</p> <p>I would like to tape record this session so that I will be able to make an accurate and complete transcription of my notes. Again, this information will not be shared with anyone outside of the research team—that is MEASURE Evaluation.</p>

Respondent Background Information			
Before we start the interview, I would like to record some background information.			
BI1	What is your job title?		
BI2	How long have you been in your current position?		
BI3	Do you supervise any staff at this facility?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Section 1: Information use for decision making		
I would like to begin by asking you about your job responsibilities.		
1. Do you make or influence the following:		
a. Budget preparation/allocation	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b. Staffing decisions	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c. Medical supply and drug management	<input type="checkbox"/> Yes	<input type="checkbox"/> No
d. Planning clinical services	<input type="checkbox"/> Yes	<input type="checkbox"/> No
e. Service improvement (counseling practices, outreach, adding services)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
f. Other		
2. What type of data or information do you use for [read list]?		List response(s)
a. Budget preparation/allocation		
b. Staffing decisions		
c. Medical supply and drug management		
d. Planning clinical services		
e. Service improvement (counseling practices, outreach, adding services)		
f. Other		

3. Thinking about the two most recent decisions in which you were involved, please describe how you used data in the decision-making process. Please do not include individual patient records.

a.

b.

Section 2: Technical barriers to information use		
4. In general, do you face any challenges when trying to use facility data for decision making? Please explain.		
5. Over the past 6 months, have you encountered any of the following barriers when trying to use health data or information?		
a. Incomplete data	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b. Poor quality data	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c. Data was produced late or not at all	<input type="checkbox"/> Yes	<input type="checkbox"/> No
d. Data/information was not well presented	<input type="checkbox"/> Yes	<input type="checkbox"/> No
e. Other:		
If "no" to Q5a–e, skip to Q7.		
6. Have you provided feedback about these barriers to the management information systems/records management team?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
a. If yes, was the feedback addressed?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
7. Do you feel you have the skills necessary to use data to make the kinds of decisions in which you are involved?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
8. Would you like training in [read list]?		
a. data collection	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b. data analysis	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c. data presentation	<input type="checkbox"/> Yes	<input type="checkbox"/> No
d. data use (planning, quality improvement)	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Section 3: Organizational barriers to information use			
9. Does your facility conduct regular staff meetings?		<input type="checkbox"/> Yes	<input type="checkbox"/> No (skip to Q12)
10. What type of staff meetings are held?		11. How often are meetings held [read list]?	
a. Senior management	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Once a week <input type="checkbox"/> Once a month <input type="checkbox"/> Once a quarter (three months) <input type="checkbox"/> Less than every 3 months <input type="checkbox"/> Not applicable
b. Departmental/clinic	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Once a week <input type="checkbox"/> Once a month <input type="checkbox"/> Once a quarter (three months) <input type="checkbox"/> Less than every 3 months <input type="checkbox"/> Not applicable
c. All-staff	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Once a week <input type="checkbox"/> Once a month <input type="checkbox"/> Once a quarter (three months) <input type="checkbox"/> Less than every 3 months <input type="checkbox"/> Not applicable
d. Other:			
If “no” to meeting type in Q11, mark “not applicable” in Q12.			
12. Were data and information presented at the last meeting you attended?		<input type="checkbox"/> Yes	<input type="checkbox"/> No <input type="checkbox"/> Not Applicable
a. If yes, how was it used (Probe: types of decision making)?			
13. Does your facility receive feedback from management, MOH, or others about the facility's performance?		<input type="checkbox"/> Yes	<input type="checkbox"/> No
a. If yes, please describe how feedback is provided?			

Section 4: Other barriers to information use

I would like to know your opinion about how strongly you agree with certain statements. There are no right or wrong answers, only expressions of your opinion on a scale from 1 (strongly disagree) to 5 (strongly agree). You have to determine first whether you agree or disagree with the statement.

Second, decide about the intensity of agreement or disagreement. This information will remain confidential and will not be shared with anyone, except presented as an aggregated data report. Please be frank and choose your answer honestly.

At this facility, decisions are based on	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
14. Personal liking	1	2	3	4	5
15. Superiors' directives	1	2	3	4	5
16. Evidence/facts	1	2	3	4	5
17. Political interference	1	2	3	4	5
18. Cost considerations	1	2	3	4	5
In your organization, superiors					
19. Seek feedback from staff	1	2	3	4	5
20. Emphasize data quality in regular reports	1	2	3	4	5
21. Promote a culture of data use	1	2	3	4	5
22. Explain what they expect from staff	1	2	3	4	5
23. Share data with other facilities	1	2	3	4	5
In your organization, staff					
24. Are aware of their responsibilities	1	2	3	4	5
25. Are appropriately trained to use data	1	2	3	4	5
26. Rely on data for planning and monitoring set targets	1	2	3	4	5
Personal					
27. Collecting data makes me feel bored	1	2	3	4	5
28. Collecting data is meaningful to me	1	2	3	4	5
29. Collecting data gives me the feeling that it is needed for monitoring and facility performance	1	2	3	4	5
30. We've discussed a variety of different barriers to data use. Are there any that I have not mentioned that you would like to discuss?					
31. Do you have any suggestions about how to improve information use at your facility?					

Data Producers Interview Questionnaire

Version 2: Facility

Note: Data producers include staff responsible for generating routine health information, such as health information officers, data analysts, clerks and managers. It is useful to interview data producers before data users, if possible, in order to understand the context in which information is produced and used at the facility.

Interview Logistics		
Name of facility		
Facility type <i>(check one)</i>	<input type="checkbox"/> Referral hospital <input type="checkbox"/> District Hospital <input type="checkbox"/> Health centre (hospital affiliated and other health centers) <input type="checkbox"/> Health post/dispensary <input type="checkbox"/> Other (specify):	
Ownership <i>(check one)</i>	<input type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Mix	
Date of interview		
Time Start/End	Start:	End:
Name of interviewer		

Introduction

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I would like to tape record this session so that I will be able to make an accurate and complete transcription of my notes. Again, this information will not be shared with anyone outside of the research team—that is MEASURE Evaluation.

Are you willing to participate? ☐ Yes ☐ No (stop interview)

Respondent Background Information

Before we start the interview, I would like to record some background information.

BI1	What is your job title?		
BI2	How long have you been in your current position?		
BI3	Do you supervise any staff at this facility?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Section 1: Data and information flow

1. Please describe the data management team's role in the flow of information on the project? (Probe: Preparation of reports to donor/ MOH, generating HMIS reports)

2. What data do you make available to staff?	3. In what format is it reported?	4. How frequently is the data reported?
a.	a.	a.
b.	b.	b.
c.	c.	c.

Section 2: Data utilization
5. Are data and information used at this facility to inform managerial, administrative or clinical issues? If yes, please specify how it is used and by whom?
6. Does the data management team receive feedback from staff about data/reports (probe: requests for additional analyses, feedback about the information being helpful or not clear)? Please describe.

Section 3: Barriers to data use		
7. What types of barriers do you think exist to staff using data at this facility [read list]?	Check response	
a. Staff lack of data analysis and interpretation skills	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b. Perceived problems with completeness, quality, timeliness, and presentation of information	<input type="checkbox"/> Yes	<input type="checkbox"/> No
c. Data entry backlogs	<input type="checkbox"/> Yes	<input type="checkbox"/> No
d. Other:		

Section 4: Other barriers to information use

I would like to know your opinion about how strongly you agree with certain statements. There are no right or wrong answers, only expressions of your opinion on a scale from 1 (strongly disagree) to 5 (strongly agree). You have to determine first whether you agree or disagree with the statement.

Second, decide about the intensity of agreement or disagreement. This information will remain confidential and will not be shared with anyone, except presented as an aggregated data report. Please be frank and choose your answer honestly.

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10. Evidence/facts	1	2	3	4	5
11. Political interference	1	2	3	4	5
12. Cost considerations	1	2	3	4	5
In your organization, superiors					
13. Seek feedback from staff	1	2	3	4	5
14. Emphasize data quality in regular reports	1	2	3	4	5
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16. Explain what they expect from staff	1	2	3	4	5
17. Share data with other facilities	1	2	3	4	5
In your organization, staff					
18. Are aware of their responsibilities	1	2	3	4	5
19. Are appropriately trained to use data	1	2	3	4	5
20. Rely on data for planning and monitoring set targets	1	2	3	4	5
Personal					
21. Collecting data makes me feel bored	1	2	3	4	5
22. Collecting data is meaningful to me	1	2	3	4	5
23. Collecting data gives me the feeling that it is needed for monitoring and facility performance	1	2	3	4	5
24. We've discussed a variety of different barriers to data use. Are there any that I have not mentioned that you would like to discuss?					
25. Do you have any suggestions about how to improve information use at your facility?					

Respondents Log for Version 1 and 2

Decision-maker perceptions

Assessment: _____

Country: _____

Consultant: _____

Complete this form by inserting the information requested in each column. Insert a new row if you interview more than 25 individuals. For assistance or clarification, contact MEASURE Evaluation at measure@unc.edu.

Title of respondent	Level of government	Type of position (program or policy)	Specialization (PHN, HIV/AIDS, CH/N/M)	Consent Given
1				
2				
3				
4				
5				

Planning Matrix for Addressing Barriers to Using Data and in Decision Making

Versions 1 and 2

Barrier No.	Barrier	Proposed Intervention	Steps involved	Person(s) responsible	Other stakeholders	General timeline

Framework for Linking Data with Action

Why is this tool important?

Even when a wealth of information is available, important program and policy decisions are often made based on insufficient data.

What does this tool do?

It supports evidence-based decision-making by creating and strengthening links between the data and decision-making processes. Two versions of the tool have been developed:

1. Data: should be used when a new data collection or analysis activity has been completed. This version provides a framework for identifying and documenting key findings, recommendations linked to those findings, and specific actions that can be taken based on the recommendations.
2. Decisions and questions: should be used when there is a specific decision to be made, or stakeholders have specific questions around program or policy issues. It facilitates evidence-based decision making by providing a clear, systematic process for identifying and documenting:
 - Actions and/or decisions
 - Questions that decision makers need to answer in order to take action or make a decision
 - Data required to answer the question and sources for these data

Checklist for Implementation

- ☐ Identify the need
- ☐ Create an internal plan for responding to the need
- ☐ Engage project stakeholders
- ☐ Plan the approach and identify major milestones for implementation
- ☐ Facilitate the creation of the tool and the Expanded Timeline
- ☐ Build capacity to use the tool
- ☐ Monitor and document results of using the tool

Template—Version 1: Data

Title: Objective: Time Period:					
Research Question	Findings	Recommendations for Action/ Decision	Decision-Maker (DM) and Other Stakeholders (OS)	Communication Channel to Reach DM & OS	Timeline

Template—Version 2: Decisions and Questions

Title: Objectives: Time Period:							
Action/Decision	Policy or Programmatic Question	Decision-Maker (DM) and Other Stakeholders (OS)	Indicator/Data Required	Data Source	Timeline (Analysis) (Decision)	Communication Channel	

Expanded Timeline Template

Title:									
Objectives:									
Facilitator:									
Time Period:									
		Decision-Maker	Other Stakeholders	Month	Month	Month	Month	Month	Month
Research question									
Finding:									
Recommendations									
1									
2									
3									
Finding:									
Recommendations									
1									
2									
3									
Research question:									
Finding:									
Recommendations									
1									
2									
3									
Finding:									
Recommendations									
1									
2									
3									

Information Use Map

Why is this tool important?

Existing M&E systems typically focus on data collection and reporting to higher levels, while little attention is paid to how the data can be used locally for program improvements. As a result, there are many missed opportunities for feedback mechanisms and the identification of specific ways in which the data can be analyzed to make mid-course programmatic corrections.

What does this tool do?

1. It identifies how data flows from the point of collection through to storage, analysis, reporting and use. Opportunities to improve the flow of information to benefit programs and people are also identified.
2. It uses a flowchart framework that identifies existing data reporting channels and opportunities to increase use of information to benefit programs and people.
3. Its visual nature makes it uniquely effective in capturing a highly conceptual process in a clear and concrete way.

Checklist for Implementation

- ☐ Perform pre-assessment planning
- ☐ Define details of the activity
- ☐ Engage stakeholders
- ☐ Gather information for the baseline Information Use Map
- ☐ Conduct a validation workshop with key stakeholders and complete the Planning Matrix
- ☐ Document and share the results of the validation workshop
- ☐ Monitor and document results of using the Information Use Map

Baseline and Annotated Information Use Map—Template

	Data Collection	Compilation	Storage	Analysis	Reporting	Use
Private Clinic						
NGO						
Government Facility						
District						
Regional						
National						

Planning Matrix Template—Strengthening Data Demand and Use by Addressing Problems in the Flow of Data and Information

Barrier or problem identified in Information Use Map	Proposed intervention	Steps involved	Person(s) responsible	Other stakeholders	General timeline

PRISM Tools

Why are these tools important?

Routine health information systems (RHIS) generate potentially useful data, but it is often of low quality and not trusted for decision-making.

What do these tools do?

The PRISM (Performance of Routine Information System Management) Tools support RHIS improvements by objectively measuring and identifying the factors that hinder performance.

PRISM contains four separate tools, each containing multiple pages:

1. RHIS Performance Diagnostic Tool
2. RHIS Overview and Facility/Office Checklist
3. Organizational and Behavioral Questionnaire
4. RHIS Management Assessment Tool

For the PRISM user guide, PRISM Data Entry and Analysis Tool, and RHIS course, visit the MEASURE Evaluation website: <http://www.measureevaluation.org/ddu>.

PRISM Tool templates are comprehensive and extensive. These templates can be accessed at: <http://www.cpc.unc.edu/measure/publications/ms-11-46-d>.

Checklist for Implementation

- ☐ Identify the need
- ☐ Perform pre-assessment planning
- ☐ Assess and analyze current RHIS performance
- ☐ Define a plan for reaching the desired level of RHIS performance
- ☐ Implement the plan and monitor progress

Stakeholder Engagement

Why is this tool important?

Data is only valuable if it is seen as relevant and will be more useful if it is felt to be ‘owned’ by prospective users. These realities call for engaging an appropriate set of stakeholders when proposing, designing, implementing, and reporting on research and M&E initiatives.

What does this tool do?

It provides a structured way to identify and engage stakeholders to improve data initiatives by using guiding principles, suggested practices, and a matrix for recording information.

Checklist for Implementation

- ☐ Identify stakeholders
- ☐ Define their potential roles in the activity
- ☐ Identify the resources they can bring to bear
- ☐ Identify dynamics among stakeholders
- ☐ Set the optimum stakeholder group
- ☐ Create an engagement plan
- ☐ Track stakeholder engagement throughout the project

Stakeholder Analysis Matrix¹

Program issue: _____

Proposed activity: _____

Date: _____

Name of stakeholder organization, group, or individual National, regional, or local?	Stakeholder description Primary purpose, affiliation, funding	Potential role in the issue or activity Vested interest in the activity	Level of knowledge of the issue Specific areas of expertise	Level of commitment Support or oppose the activity, to what extent, and why?	Available resources Staff, volunteers, money, technology, information, influence	Constraints Limitations: need funds to participate, lack of personnel, political or other barriers
Government sector						
Political sector						
Commercial sector						

Name of stakeholder organization, group, or individual National, regional, or local?	Stakeholder description Primary purpose, affiliation, funding	Potential role in the issue or activity Vested interest in the activity	Level of knowledge of the issue Specific areas of expertise	Level of commitment Support or oppose the activity, to what extent, and why?	Available resources Staff, volunteers, money, technology, information, influence	Constraints Limitations: need funds to participate, lack of personnel, political or other barriers
Non-governmental sector						
Other civil society target audiences						
International donors						

¹ Adapted from Brinkerhoff, D. and B. Crosby, Managing Policy Reform: Concepts and Tools for Decision-makers in Developing and Transitioning Countries, Kumarian Press, CT, 2002 and POLICY, Networking for Policy Change: An Advocacy Training Manual, 1999.

Stakeholder Engagement Plan²

Program issue: _____

Proposed activity: _____

Date: _____

Stakeholder organization, group, or individual	Potential role in the activity	Engagement strategy How will you engage this stakeholder in the activity?	Follow-up strategy Plans for feedback or continued involvement
Government sector			
Political sector			
Commercial sector			

Stakeholder organization, group, or individual	Potential role in the activity	Engagement strategy How will you engage this stakeholder in the activity?	Follow-up strategy Plans for feedback or continued involvement
Non-governmental sector			
Other civil society target audiences			
International donors			

² Adapted from Brinkerhoff, D. and B. Crosby, Managing Policy Reform: Concepts and Tools for Decision-makers in Developing and Transitioning Countries, Kumarian Press, CT, 2002 and POLICY, Networking for Policy Change: An Advocacy Training Manual, 1999.

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