



AKADIMI
FOUNDATION
Advancing Health Sector Governance

Engage Stakeholders

Governance
GUIDE 2



Table of Contents

Introduction.....	3
Purpose and Audience for the Guides	5
Guide 2: Governing Practice—Engaging Stakeholders.....	7
Engaging Stakeholders.....	9
I. Sincere Stakeholders Invitations.....	11
II. Sincere Engagement with Stakeholders	11
III. Build Trust.....	14
IV. Engage with Beneficiaries	16
V. Engage with Service Providers, Volunteers, and Staff.....	17
VI. Collaborate with Other Community Sectors	21
VII. Gender and Diversity Responsive Governance	23
Appendix: Stakeholder Engagement Tools.....	25
Identify Your Key Stakeholders.....	25
Illustrative List of Stakeholders of a Community Health Center	25
Process Flow of Stakeholder Engagement.....	26
Differentiate Crisis Management, Stakeholder Management, and Stakeholder Engagement	27
Key Questions: Sample 1.....	28
Key Questions: Sample 2.....	29
Engagement Planning Template.....	31
Stakeholder Engagement Checklist of Specific Actions	32
Stakeholder Engagement Indicators.....	35
References and Resources	36
Inclusion and Participation.....	36
Gender Responsiveness.....	36
Intersectoral Collaboration for Health.....	36

Introduction

Thank you for all that you do to improve the performance of your nonprofit. Good governing practices not only enable you to achieve more significant results in your work but also more sustainable results. Governance in the context of health and social welfare has come into sharper focus over the past decade. It is one of the essential factors in the pursuit of stronger nonprofits and greater beneficiary impact. There is an emerging body of evidence that shows effective governance improves organizational outcomes. Conversely, poor governance overall, and especially in the health sector, contributes to poor outcomes. It undermines the vitality of a nonprofit, making it less effective, less efficient, less equitable, and less responsive to the people it is intended to serve.

Governance is a collective process of making decisions to ensure continuous vitality and performance of organizations or health systems. Governance is (1) setting strategic direction and objectives; (2) making policies, laws, rules, regulations, or decisions, and raising and deploying resources to accomplish the strategic goals and objectives; and (3) overseeing and ensuring that the strategic goals and objectives are accomplished. Governance for health is governance done with the objective of protecting and promoting the health of the people served by a public or private organization.

(Source: Management Sciences for Health, "How to Govern the Health Sector and Its Institutions Effectively." The eManager, No. 1, 2013)

Studies, roundtable discussions, and fieldwork by the Leadership, Management, and Governance (LMG) Project¹ funded by the US Agency for International Development (USAID) defined five governing practices as essential to the effective functioning of governing bodies:

- Cultivating accountability
- Engaging stakeholders
- Setting a shared strategic direction
- Stewarding resources
- Assessing and enhancing governance

This series of guides help you operationalize each of the five governing practices in your organization. You will have the opportunity to use the guides that explain each of the five practices; and a series of reading materials, case studies, tools, and resources.

¹The LMG Project is implemented by a consortium of six partner organizations: Management Sciences for Health, African Medical and Research Foundation, Medic Mobile, International Planned Parenthood Federation, Johns Hopkins University Bloomberg School of Public Health, and Yale University Global Health Leadership Institute. You may visit us at www.lmgforhealth.org.

We have also developed a separate training facilitator's handbook to help the facilitators deliver the governance enhancement training in a structured way and with maximum effectiveness.

Purpose and Audience for the Guides

THE SERIES CONSISTS OF FIVE GUIDES ON EFFECTIVE GOVERNANCE.

The primary users of these guides are community and business leaders who serve on a variety of governing bodies throughout North America. The guides are designed to help you implement the five essential governing practices in your organization. The contents of these guides are applicable to the public sector or government organizations and to not-for-profit or nongovernmental organizations (NGO) or civil society organizations. The Director or Head of a provincial health department or a district health office or a hospital or a health center and her/his colleagues in the governing body will likewise benefit.

Using these materials, members of governing bodies that direct nonprofits, social services and health sector enterprises will be able to adapt effective governing practices to their own settings, apply them, improve their governance and, in turn, the performance of their organizations.

The guides can be used as a self-study resource by the governance leaders or governing bodies to learn and apply the five governing practices.

You may start with taking some of the governance self-assessments that you will find in the appendices in the Guide for Continuous Governance Enhancement. This will help you assess your governing practices. You may then use the guide for the governing practice you identified most in need of enhancement. Alternatively, you may start with the guide on cultivating accountability, and then move on to the guides on engaging stakeholders, setting shared strategic direction, stewarding resources, and continuous governance enhancement, in that order. The practices are inter-related and build on each other. This sequence will allow you to benefit from the attributes of each practice. Learning and its application will be more effective if a structured training is organized.

■ Questions may be directed to info@govern.akadimi.org.

Governance enhancement planning involves periodically assessing governing practices and continuously trying to improve these practices through regular governance assessments, governance orientation and education, building diversity in the governing body, cultivating essential governance competencies, conducting productive meetings, establishing governance policies, and using governance technologies like dashboard.

The primary purpose of enhancing governance is to improve the organizational performance. For this reason, the governance leaders working with the senior management and key stakeholders develop an action plan to improve two to three strategic measures of the organization's performance.

When the governance leaders see their governance decisions translating into higher organizational performance, they are included to consistently apply the effective governing practices. A virtuous cycle is set into motion, improved governance leading to better organizational performance, which in turn motivates the governance leaders to continuously enhance their governance.

Guide 2: Governing Practice—Engaging Stakeholders

Inclusion and collaboration are two important principles that enable effective governance. Being inclusive involves engaging all relevant stakeholders—across gender, age, race and ethnic groups, socioeconomic status, health and disability status, and location—in the decision-making process. Collaboration involves building partnerships across communities, sectors, and levels of authority. In addition to civic leaders, many other actors in the public and private sectors play roles in improving the wellbeing in a region. For example, the organizations dealing with water, sanitation, health, education, finance, economic development, roads, and transportation are all involved in activities that impact social wellbeing. Collaboration also involves working with private-for-profit and nonprofit groups and civil society organizations and NGOs. Finally, collaboration means working across all levels—local, state, national, and even international. Collaboration, participation, inclusion—all are elements of engaging stakeholders.

Inclusion and participation are vital to the achievement of social equity, where all men and women—young and old—have opportunities to improve or maintain their health and wellbeing. For example, the non-representation of women and youth in decision making deeply affects their access to services because barriers they face are not effectively addressed. Similarly, the

perspectives of people with disabilities, the elderly, and the very poor are often not adequately represented in the governance decision-making process. Public concerns, needs, and values are able to influence decision making through participation.

Gender responsiveness in governance has the potential to enhance positive health and social outcomes, not only for women but also for the entire community. For example, women play three important roles in a health system: as decision makers, as health care providers, and as users of services. Nevertheless, governance structures in health systems and health institutions are often dominated by men. As a result, issues faced by women in leadership, governance, and senior management roles, and as users of services are too often ignored. It is the responsibility of everyone, especially of the leaders who govern, to make their institutions gender responsive.

To explore the good governing practice of engaging stakeholders, you will want to consider the principles and actions presented below:

Engage Stakeholders: Identify, engage, and collaborate with diverse stakeholders representing the full spectrum of beneficiaries and interested parties.

Principles underlying the practice	Governing actions you can take:
<ul style="list-style-type: none">• Participation• Representation• Inclusion• Diversity• Gender Equity• Conflict resolution	<ul style="list-style-type: none">• Empower marginalized voices, including women and youth, by giving them a meaningful place and a meaningful role in formal decision-making structures.• Ensure appropriate participation of key stakeholders through fair voting and decision-making procedures.• Extensively hold and enable open meetings, surveys, public comment, public workshops, forums, and citizen advisory committees.• Create and maintain a safe space for sharing ideas, so that genuine participation across diverse stakeholder groups is feasible• Provide an independent conflict resolution mechanism accessible by all stakeholders, as diverse stakeholders may have competing interests, giving rise to conflict.• Elicit and respond to all forms of feedback in a timely manner.• Build coalitions and networks, where feasible and necessary, and strive for consensus on achieving the shared direction across all levels of governance.• Establish alliances for joint action at whole-of-government and whole-of-society levels.

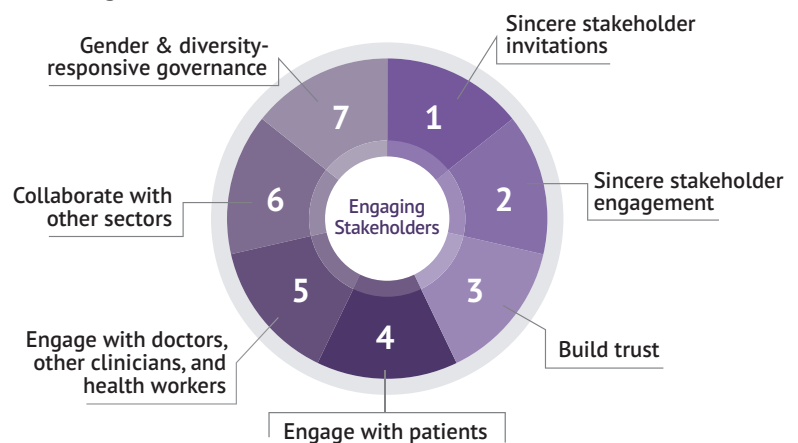
Engaging Stakeholders

There are many reasons to engage with diverse stakeholders:

1. To get more and better insights to define current challenges more accurately.
2. Participation in problem definition improves the quality of solutions and the willingness of stakeholders to help define practical ways to implement the solutions.
3. Stakeholder participation to define solutions improves the willingness and ability of stakeholders to implement the solutions.
4. Engagement helps advance the awareness and ability of stakeholders to hold decision makers accountable for their decisions.
5. Engagement fosters ownership of the need and willingness to measure results.

To enable effective stakeholder engagement, those who govern wisely embrace a number of activities around the seven imperatives listed below. A variety of tools and resources to support these activities are provided in the Appendix of this guide.

1. Sincere stakeholder invitations
2. Sincere stakeholder engagement
3. Build trust
4. Engage with patients
5. Engage with doctors, other clinicians, and health workers
6. Collaborate with other sectors
7. Gender-responsive governance



In the following sections of the guide, “you” should be interpreted as “you the leader who governs”—working with your governing body and the senior management team.

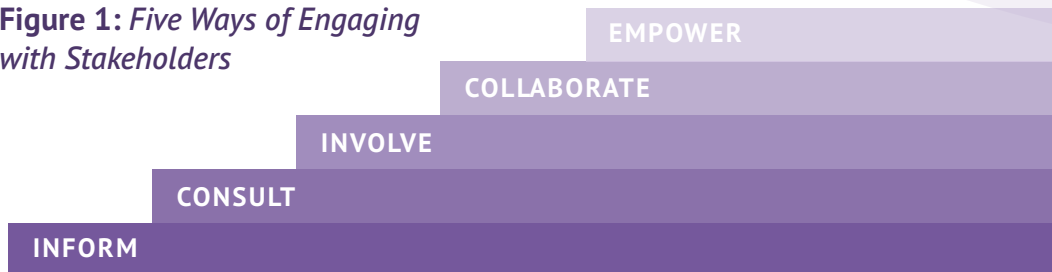
I. SINCERE STAKEHOLDERS INVITATIONS

Those who govern need the ideas, insights, experiences, money, and political influence of many stakeholders. To secure these valuable resources from stakeholders, they must believe you have a real need for their participation, and they must believe your invitation to participate is significant and sincere. Engagement requires an invitation that is not only sincere, but extended with enough time for that engagement to be fully realized.

II. SINCERE ENGAGEMENT WITH STAKEHOLDERS

The governing body, working with management, has a responsibility to engage stakeholders. It is also the governing body's role to support management in engaging stakeholders. There are five ways of working with people in the community and with staff and volunteers. Begin by informing and consulting with them, and then involve them in the governance decision-making process, collaborate with them in finding solutions, and finally empower them.

Figure 1: Five Ways of Engaging with Stakeholders



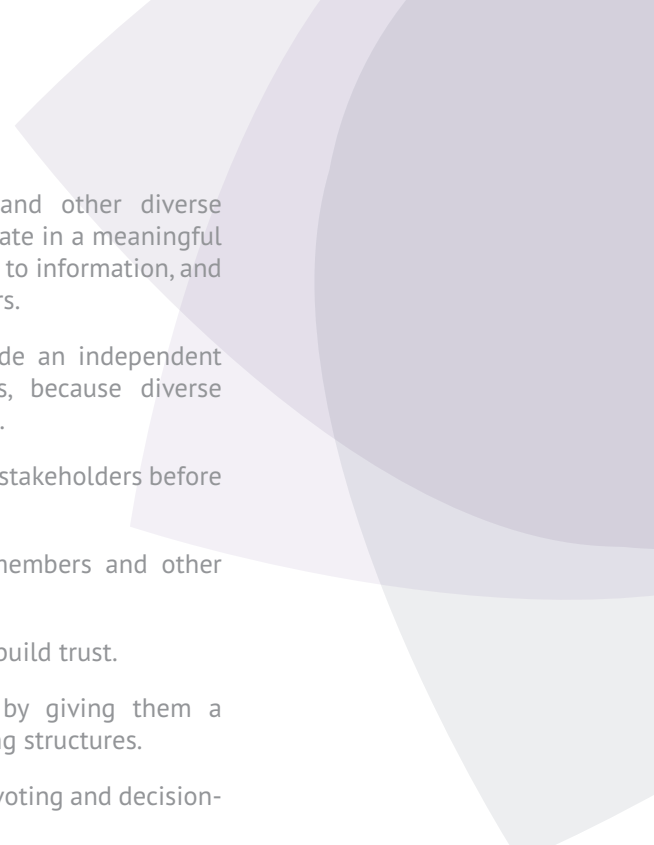
(Source: Adapted from International Association for Public Participation www.iap2.org)

- **Inform**
Keep stakeholders, community members, and workers informed, and educate them on your organization's governance policies.
- **Consult**
Listen to beneficiaries, staff, and volunteers' concerns and provide feedback.
- **Involve**
Coordinate with stakeholders, community members, and staff to make sure that their concerns are directly reflected in governance decisions.
- **Collaborate**
Work with beneficiaries and staff to formulate practical solutions.
- **Empower**
Give decision-making in the hands of your beneficiaries, volunteers, donors, and staff.

To effectively fulfill its responsibilities, the governing body should, in a significant and meaningful way as described above, engage with beneficiaries, community representatives, service providers and workers, and all relevant stakeholders—across gender, age, race, and ethnic groups, socioeconomic status, health and disability status, and location—in the decision-making process.

Several considerations to enable sincere invitations and sincere engagement with diverse stakeholders in the governance of your organization are listed below. Which are the five or six most important considerations relevant to your situation?

1. Be proactive. Go out into your community to obtain opinions and service concerns from community members and other stakeholders.

- 
2. Provide the community representatives, volunteers, donors, and other diverse stakeholders with the information and time they need to participate in a meaningful way in your organization's decision-making. Be open about access to information, and be willing to provide regular briefings and updates to stakeholders.
 3. Avoid misunderstanding, miscommunication, and conflict. Provide an independent conflict resolution mechanism accessible to all stakeholders, because diverse stakeholders may have competing interests, giving rise to conflict.
 4. Collect input from community representatives, workers, and other stakeholders before making a decision.
 5. Respect cultural practices when consulting with community members and other stakeholders.
 6. Have courage, display humility, and establish trust. Allow time to build trust.
 7. Empower marginalized voices, including women and youth, by giving them a meaningful place and a meaningful role in formal decision-making structures.
 8. Ensure appropriate participation of key stakeholders through fair voting and decision-making procedures.
 9. Extensively conduct open meetings, surveys, public comment processes, public workshops, public forums, and citizen or user advisory committees.
 10. Create and maintain a safe space for sharing ideas, so that genuine participation across diverse stakeholder groups is feasible.
 11. Be flexible. Be prepared to change the way in which stakeholder dialogue is conducted with different stakeholders.
 12. Devote adequate time and resources to the process.
 13. Have realistic expectations about what the process of engagement is going to achieve.
 14. Involve stakeholders in the planning of the process. Ask stakeholders to play a role in developing the agenda.
 15. Assign the best people, who have the patience, and who will listen carefully.
 16. Be prepared to make real changes as a result of stakeholder dialogue.
 17. Engage key stakeholders, which may include "difficult" stakeholders.
 18. Acquire individual and organizational skills for communication and engagement with stakeholders.
 19. Elicit, and respond to, all forms of feedback in a timely manner.
 20. Build coalitions and networks, where feasible and necessary, and strive for consensus on achieving the shared direction across all levels of governance. Establish alliances for joint action at whole-of-government and whole-of-society levels.
 21. Build partnerships across community organizations. In addition to a department of social welfare, housing, or health, many other groups play a role in improving people's wellbeing. Identify a beneficiary issue that is influenced by policies in different sectors,

and work to raise its visibility on the agenda of a decision-making body outside of your organization.

22. Build partnerships across sectors. Work with private-for-profit and nonprofit groups and civil society and NGOs.
23. Build partnerships across different levels of authority. Work with different levels—local, state, and national.
24. Bring together the key players, adopt a collaborative approach for addressing the issue, and adopt a collaborative process that negotiates different interests. At the end of the process, draft and sign an agreement establishing accountabilities.

For each of the top five or six activities you selected, please answer these questions:

What are the obstacles leaders who govern or governing bodies are likely to experience in this practice or activity? How might those obstacles best be removed or reduced by the governing body? What are practical ways to help ensure the successful accomplishment of this activity?

III. BUILD TRUST

Trust among stakeholders in governance decision-making processes is an essential but fragile commodity. Trust must be earned, is easily lost, and is difficult to regain. Those who govern must first be trustworthy, and then be prepared to trust in others.

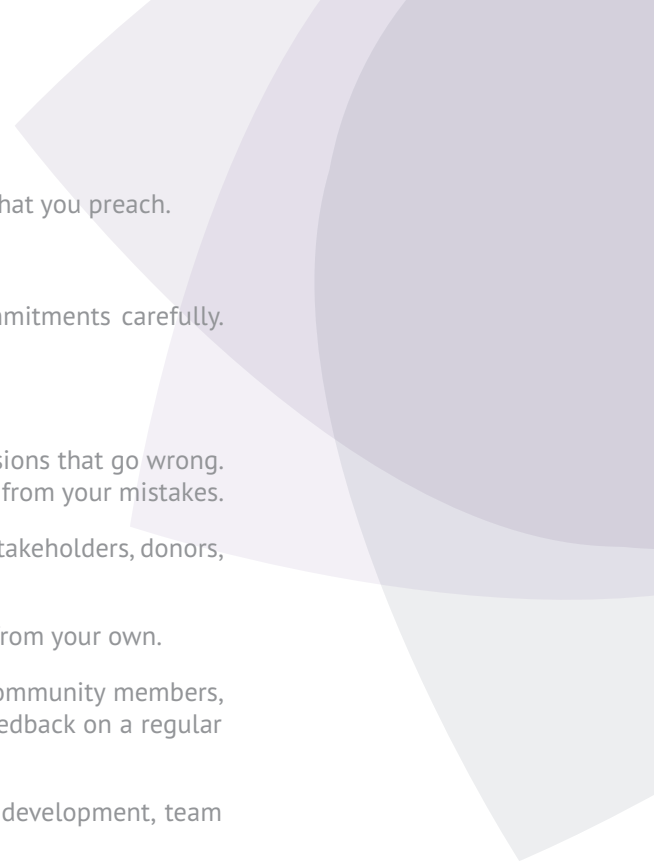
Facilitate the establishment of trust in three relationships:

1. Trust between service providers and staff, management, and the governing body.
2. Trust between the communities / beneficiaries and your governing body or the leaders who govern.
3. Trust between providers, workers, volunteers, and the community.

Of the ways to establish and nurture trust listed below, which are the two or three activities that are most important in your situation?

Begin with yourself.

1. Tell the truth, even if it is difficult.
2. Do what is right, sometimes even at personal risk.

- 
3. Maintain consistency in what you say and how you act. Practice what you preach.
 4. Do not seek personal gain.
 5. Keep promises and commitments. Make your promises and commitments carefully. Make commitments to yourself and keep them.
 6. Hold yourself accountable before holding others accountable.
 7. Take responsibility for the results. Take responsibility for the decisions that go wrong. Admit your mistakes and explain how you made a decision. Learn from your mistakes.
 8. Be a patient listener. Listen to your colleagues, and listen to the stakeholders, donors, workers, and community members.
 9. Be open-minded and consider ideas and points of view different from your own.
 10. Seek feedback from your colleagues, and from service workers, community members, and other stakeholders. Establish mechanisms for seeking this feedback on a regular basis. Act on the feedback you receive from them.
 11. Be a learner. Broaden your knowledge and skills in community development, team building, and group decision making.

Then, extend trust to your volunteers, management, and staff; community members; and other stakeholders.

1. Treat workers, community members, and other organizations as equal partners in achieving the vision of a more vital community. Seek opinions and ideas from them.
2. Sincerely trust in service workers, community members, and other stakeholders.
3. Respect the beneficiaries, workers, community members, and other stakeholders, and show your respect through words and actions.
4. Make your expectations from managers, workers, and the community very clear to them.
5. Recognize and show appreciation for the good work of the staff, volunteers, and contributions of community members and other stakeholders.
6. Do not withhold information. Be transparent.
7. Do not avoid difficult issues. Deal with them with courage before they turn into major problems.
8. Be just and fair in your decisions. Treat workers, community members, and other stakeholders in a fair and just manner.
9. Have a strong sense of purpose. Involve workers, community members, and other stakeholders so that they share and support your purpose.
10. Create a culture in which toleration and cooperation are valued. Have diverse stakeholders participate in making decisions.

(Source: Adapted from Covey, Stephen M.R. The Speed of Trust: The one thing that changes everything. Simon and Schuster, 2006.)

For each of the two or three most important activities you selected, answer the following three questions:

What are the obstacles leaders who govern or the governing bodies are likely to experience implementing this activity? How might those obstacles best be removed or reduced by the governing body? What are two or three practical ways to help ensure the successful accomplishment of this activity?

IV. ENGAGE WITH BENEFICIARIES

The end goal of good governance is a service system that serves the diverse needs of your beneficiaries and their families and communities. Leaders who govern wisely understand the needs of the people they exist to serve.

1. What are the obstacles leaders who govern or the governing bodies are likely to experience engaging with service users?
2. How might those obstacles best be removed or reduced by the governing body?
3. What are two or three practical ways to help ensure the successful accomplishment of this activity?

Beneficiary engagement and beneficiary satisfaction reinforce each other. Studies in a range of different community settings have identified several factors that are critical to assuring service quality and user satisfaction with your services or advocacy.

- Strong committed senior leadership
- Communication of strategic vision
- Engagement with beneficiaries and families
- Sustained focus on employee satisfaction
- Regular measurement and feedback reporting
- Adequate resourcing for service delivery design
- Building staff capacity to support user-centered services
- Accountability and incentives
- Culture strongly supportive of change and learning

Of these many factors above to enhance the quality of services and user satisfaction, which are two or three most important to you as a governing body? What practical steps will your governing body take on these two or three most important determinants of wellbeing and user satisfaction?

V. ENGAGE WITH SERVICE PROVIDERS, VOLUNTEERS, AND STAFF

Good governance acknowledges the value and power of engaging and focusing the talent, ideas, experiences, and energy of service providers and workers in the planning and implementation of an organization's programs and services. This essential participation, however, needs to be sincerely requested, listened to, and acted upon.

Motivation is key to the success of staff, as well as service delivery partners. Service workers can give their best if they are motivated. Which two or three of the following strategies and activities are most important to build ownership and motivation for engagement of service workers and collaborative partners in the governance of your organization?

1. Constantly communicate your vision and goals. Focus your stakeholders and workers on the end result or the overall team goal.
2. Spell out specific targets, goals, and expectations for behavior and performance, and measure performance. Identify obstacles and help in removing them.
3. Ensure regular and timely feedback is given to volunteers and staff on how they are performing against the goals. Ensure this feedback is given in a direct and supportive manner. Feedback is vital to continuous improvement. It motivates and inspires people to use their full potential.
4. Ensure a safe environment is provided to the workers to do their jobs.
5. Let your workers know you are willing to listen to them and their managers. This will increase their morale. Be an active listener. Make sure your managers listen to beneficiary goals and dreams, their past achievement, their concerns, and their challenges and respect their thoughts and opinions. They may have the best answer for achieving the results you are trying to achieve.
6. Make sure their questions, concerns, and complaints are answered.
7. Involve workers in decision making.
8. Encourage them to undergo training, acquire new skills and grow in their careers.
9. Make sure good work done by volunteers and workers is recognized. Praise them publicly. Praise them four times as much as you criticize their performance. If you need to criticize constructively, do it in a private manner.

10. Reward a worker as soon as he or she performs excellently and gives excellent results. When rewarding a manager, volunteer, or worker, consider his or her need for career growth and career advancement, and reward accordingly. Give workers autonomy to achieve their targets, facilitate mastery of their jobs, and inspire them to accomplish better outcomes.

For the two or three most important strategies and activities you selected to motivate workers to be engaged in governing your organization, please answer the following three questions:

What are the obstacles leaders who govern are likely to experience implementing this strategy or activity? How might those obstacles best be removed or reduced by the governing body? What are two or three practical ways to help ensure the successful accomplishment of this strategy or activity?

ENGAGING CLINICAL WORKERS

The Institute for Healthcare Improvement has developed a framework for how organizations can improve engagement with clinical leaders. Key elements include:

- Discovering common purpose, such as improving outcomes and efficiency.
- Making providers partners in the organization, and promoting individual responsibility for service quality.
- Identifying and encouraging champions, educating leaders, and developing project management skills.
- Using improvement methods, such as performance data, in a way that encourages buy-in rather than resistance.
- Making it easy for service providers to do the right thing for beneficiaries.
- Supporting service leaders to take positions on the governing body.
- Involving providers from the beginning—working with leaders, choosing messages carefully, making provider involvement visible, communicating candidly and often, and valuing provider's time by giving management time to them.

McLeod Regional Medical Center in South Carolina used engagement with clinical leaders to secure major quality advances without any significant financial incentives. Their techniques for engaging doctors included:

- Asking doctors to lead improvement
- Asking doctors what they want to work on
- Making it easy for doctors to lead and participate not wasting their time
- Recognizing doctors who lead, including giving them an opportunity to present to the governing body

- Supporting medical leaders when they are obstructed by difficult colleagues
- Providing learning and professional development opportunities

Of these many factors above to enhance provider engagement, which are the two or three most important to you as a governing body or a leader who governs? What practical steps will your governing body take on these two or three most important determinants of this engagement?

²Reinertsen JL, Gosfield AG, Rupp W, Whittington JW. Engaging Physicians in a Shared Quality Agenda. IHI Innovation Series white paper. Cambridge, MA: Institute for Healthcare Improvement; 2007.

Why engage with volunteers and staff?

The business case for staff engagement is compelling: organizations with engaged staff deliver better user experiences, fewer errors, stronger financial management, higher staff morale and motivation, and less absenteeism and stress. Beneficiary engagement can deliver more appropriate services and improved outcomes.

What are the values on which engagement rests?

Both staff and consumer engagement are grounded in values of openness, collaboration, seeing the world through the eyes of others, and listening to and supporting each individual employee or each individual beneficiary. Engagement needs to be seen through the lens of the person who is being engaged. How they feel and what their experiences are is important to understand.

How do you encourage staff to engage?

You can encourage staff engagement in many different ways. For example:

- Give staff more autonomy.
- Enable them to use a wide range of skills.
- Ensure that jobs are satisfying.
- Give staff support, recognition and encouragement.
- Nurture optimism and self-belief.

Engagement is fostered through staff having jobs with meaningful, clear tasks, some autonomy to manage their work, involvement in decision making, and supportive line managers.

How can you say staff is engaged?

It is when your organization values the employee and the employee values the organization. The employees feel respected, listened to, and empowered, and are able to influence and improve services. They have information, skills, confidence, and control over how they do their work. They are part of a well-structured team in an organization that is focused on quality and celebrates success. In short, engaged staff feel valued, respected and supported. It is often described in psychological terms, for example, staff feeling energetic, determined, enthusiastic, and even inspired. They are engrossed in their work and take pride in what they do.

How do you measure employee engagement?

It is measured using three dimensions.

1. Psychological engagement is judged by three questions: “I look forward to going to work,” “I am enthusiastic about my job,” and “time passes quickly.”
2. Advocacy is measured by whether an employee would recommend their organization as a place to work and to receive services.
3. Involvement is gauged by three questions: “I am able to make suggestions to improve the work of my team,” “there are frequent opportunities for me to show initiative,” and “I am able to make improvements happen.”

How are staff appraisal and staff engagement interrelated?

There is a strong link between appraisal and engagement. Employees who have a well-structured appraisal are likely to have far higher engagement than those who did not. Poorly structured appraisals leave staff feeling worse than if they had not had one.

Source: Adapted from The King's Fund. 2012. Leadership and Engagement for Improvement in the National Health Service. London, U.K.)

VI. COLLABORATE WITH OTHER COMMUNITY SECTORS

Community vitality and improvements in service delivery result from the influence of many factors outside the control of your organization. For example, health has many determinants, such as food, water, education, housing, poverty, crime, and pollution. Effective governance seeks to engage with policy makers and leaders from other sectors to make and implement good policies and programs for better community and beneficiary wellbeing.

In your situation, which two or three of the actions listed below are the most valuable to strengthen the intersectoral collaboration of your organization?

1. Establish intersectoral governance structures, for example, committees and secretariats convening across sectors, faith communities or community source groups.
2. Establish intersectoral committees in legislative bodies, for example, in state legislatures and local councils.
3. Establish intersectoral committees at the civil service level, for example, inter-governmental and task forces.
4. Establish funding arrangements to support actions taken across many different sectors to attain objectives. Mobilize special funds to finance intersectoral action or joint programs for community wellbeing.
5. Use formal structures and formal processes for engagement beyond government, for example, with the public, other stakeholders, and industry.
6. Obtain a government mandate for aligning different sectors to adopt a “service for all” policies approach.
7. Develop multisectoral agreements on desired service goals and outcomes.
8. Initiate and sustain a coordinated intersectoral advocacy and action on the social determinants of community growth and vitality.
9. Implement multisectoral policies on the social and environmental determinants of health and wellbeing, and monitor, measure, and evaluate progress on social determinants of social wellbeing.
10. Make a commitment to partnership building across sectors at the local level by establishing committees, and regular sharing of information.

(Source: Adapted from McQueen, David V., M. Wismar, V. Lin, C.M. Jones, and M. Davies. 2012. Intersectoral Governance for Health in all Policies. Structures, actions and experiences. World Health Organization.)

Leaders who perform well engaging across sectors tend to:

- Go out of their way to make new connections.
- Have an open, inquiring mind, unconstrained by current horizons.
- Embrace uncertainty and be positive about change.
- Draw on as many perspectives as possible.
- Ensure leadership and decision making are distributed throughout the system.
- Promote the importance of values.
- Invest energy and time in building relationships.

For the two or three most important activities you selected, answer the following three questions:


What are the obstacles leaders who govern are likely to experience implementing this activity? How might those obstacles best be removed or reduced by the governing body? What are two or three practical ways to help ensure the successful accomplishment of this activity?

VII. GENDER AND DIVERSITY RESPONSIVE GOVERNANCE

Gender issues are too often ignored or inadequately considered by those who govern. Women and other marginalized populations are often the most in need of services that protect, promote, and nurture their economic and social wellbeing. Women are also central decision makers about the social welfare of families and communities. Women perform the majority of front-line service and care delivery activities. Governance as well as leadership and management must be gender-sensitive, informed, and inclusive. Effective governance will have a significant proportion of female participants on governing bodies, council, committees, and task forces.

There are many ways to enhance gender dimensions and actions in your governance processes. Of those listed below, which two or three are most important in your situation?

1. Increase the number of women in leadership, governance, and senior management roles.
2. Mentor women in leadership, governance, and senior management roles.
3. Increase the number of female service providers.
4. Establish quotas and affirmative action coupled with empowerment measures.
5. Reinforce a safe, harassment-free work environment by upholding strict codes of conduct and zero tolerance for discrimination.
6. Institute a Diversity, Equity, and Inclusion (DEI) policy in the organization.
7. Establish a DEI sensitive implementation process that considers the different needs of all peoples.
8. Collect sex-disaggregated data and define sex-disaggregated outcomes.
9. Create a comprehensive agenda to overcome discrimination and segregation.
10. Give voice to women and youth in making and implementing policies that affect them.
11. Begin with yourself and build a commitment to equality in your organization. Demonstrate an understanding of different needs of diverse people and think how your decisions will address these different needs.
12. Build a reputation for equality and communicate your DEI-related achievements.

- 
13. Identify specific actions and tools to engage with women.
 14. Explain how your decisions will directly or indirectly affect the status of diverse men and women in their families or their communities.
 15. Seek advice from women's organizations, women leaders, and DEI experts. Ensure representation of different perspectives across socioeconomic and other groups.
 16. Engage with men on women's issues.
 17. Seek support from the local community groups on DEI issues and leadership issues.
 18. Get the full picture. Seek out the views of traditionally underserved people to get a more complete picture of potential needs, risks, impacts, and opportunities.
 19. Sometimes women are more comfortable talking to other women. Consultation teams should have female members in such a case. Get more women in the room. Make meetings more accessible and convenient for women. Use active facilitation for getting women's input. Hold separate meetings, when necessary.
 20. Raise issues that are a priority from women's perspective. Active intervention may be required to identify issues that are important to women and to make sure they are given adequate consideration.

For the two or three most important activities you selected, answer the following three questions:

What are the obstacles leaders who govern are likely to experience in implementing this activity? How might those obstacles best be removed or reduced by the governing body? What are two or three practical ways to help ensure the successful accomplishment of this activity?

Appendix: Stakeholder Engagement Tools

IDENTIFY YOUR KEY STAKEHOLDERS

Instructions: List your key stakeholders on the left-hand side of the form and then tick which box relates to the stakeholder. If the stakeholder has several ticks, you can then identify them as central to your process.

Stakeholder	Responsibility	Influence	Proximity	Dependency	Representation	Policy and strategic intent
A						
B						
C						
D						
E						
F						
G						
H						
I						
J						
K						
L						

(Source: Adapted from the Australian Government Department of Immigration and Citizenship's Stakeholder Engagement Practitioner Handbook 2008)

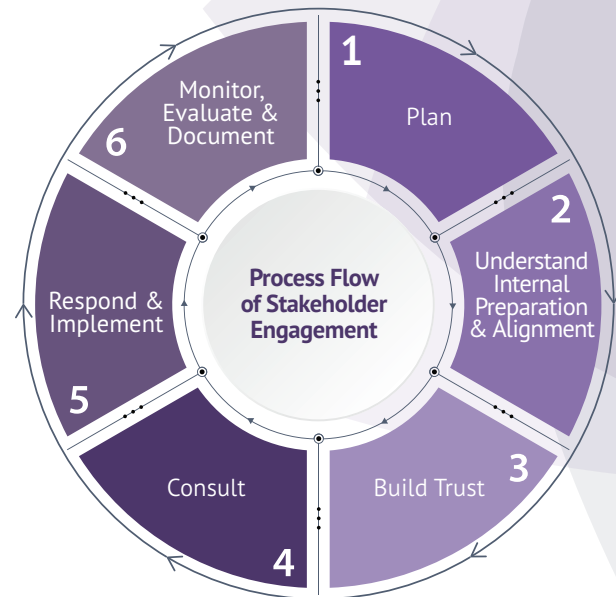
Criteria

1. Responsibility: Stakeholder to whom you have a responsibility
2. Influence: Stakeholder with influence or decision-making power.
3. Proximity: Stakeholder with whom you interact most, including an internal stakeholder, those with long-standing relationships, and those on whom you depend for day-to day operations.
4. Dependency: Stakeholder who is directly or indirectly dependent on your activities.
5. Representation: Stakeholder who by regulation or custom or culture can legitimately claim to represent a constituency, especially clients or health service users.
6. Policy and strategic intent: Stakeholder whom you directly or indirectly address through policy or practice.

ILLUSTRATIVE LIST OF STAKEHOLDERS OF A COMMUNITY HEALTH CENTER

1. Patients and health service users
2. The communities and the populations in the area (men/women/youth/children)
3. Health community councils, community health centers, hospital community boards
4. County health coordination committees
5. Municipalities
6. State Health Department
7. Local Department of Public Health
8. Community agencies that impact health (water and sanitation, food and agriculture, environment, women's affairs, social protection, economy, transport, environment, education, rural development, counter narcotics, information, electricity, etc.)
9. Health workers, physicians, nurses, and other health providers in the public sector
10. Private health sector (hospitals, doctors, nurses, midwives, pharmacists, etc.), their professional associations and unions, and accreditation boards and councils
11. Implementing NGOs and their staff providing basic and essential health services
12. Media
13. Other civil society organizations, including religious organizations
14. Donors and other sources of funding

PROCESS FLOW OF STAKEHOLDER ENGAGEMENT



(Source: Table adapted from Krick, Thomas, Maya Forstater, Philip Monaghan, and Maria Sillanpää. 2005. The Stakeholder Engagement Manual Volume 2. The Practitioners Handbook on Stakeholder Engagement. AccountAbility, United Nations Environment Programme, and Stakeholder Research Associates.)

1	2	3	4	5
<ul style="list-style-type: none"> Think strategically Map stakeholders Identify issues Set strategic objectives for engagement Prioritize stakeholders and issues 	<ul style="list-style-type: none"> Analyze and plan Review progress Learn from others Identify potential partners Assess your current engagements Draft stakeholder specific objectives Understand and learn about stakeholders and their representatives Check for resource commitments Create an issue-focused plan for engagement 	<ul style="list-style-type: none"> Strengthen engagement capacities Strengthen your ability to respond Develop the internal skills and characteristics needed for engagement Consider your stakeholders' requirements for engagement 	<ul style="list-style-type: none"> Design process and engage Identify the most effective engagement methods Design the engagement process 	<ul style="list-style-type: none"> Act, review and report Create a plan for action Report back and give assurance to your stakeholders Review the engagement process

DIFFERENTIATE CRISIS MANAGEMENT, STAKEHOLDER MANAGEMENT, AND STAKEHOLDER ENGAGEMENT

Crisis Management	Stakeholder Management	Stakeholder Engagement
Reactive	Proactive	Interactive
Vulnerable	Anticipate	Encourage
Episodic	Regular	Inclusive
Hostile	Defensive	Prepared to change

(Source: Jeffrey, N. 2009. Stakeholder Engagement: A Road Map to Meaningful Engagement. Doughty Centre for Corporate Responsibility, Cranfield School of Management.)

KEY QUESTIONS: SAMPLE 1

The following are key questions to be answered before the stakeholder engagement plan is developed. A stakeholder engagement plan should link to your organization's overall objectives. This will help the governing body plan the engagement required to support the achievement of these objectives.

Organizational Objectives				
Who are the stakeholders (internal and external)?	A	B	C	D
What are the objectives of the engagement?				
What are the issues associated with the engagement?				
What are the opportunities of engaging?				
What are the risks of engaging?				
What are the risks of not engaging?				
What are the methods of engagement? (Phone/email/face-to-face forums, etc.)				
How will you know if you are successful?				
How will you build on lessons learned for next time?				

(Source: Adapted from the Australian Government Department of Immigration and Citizenship's Stakeholder Engagement Practitioner Handbook 2008)

KEY QUESTIONS: SAMPLE 2

You can use this alternative checklist to make sure that you have answered all relevant questions.

1. Clarify your engagement objective
 - a. Why do you need to engage?
 - b. What would successful engagement look like?
2. Identify your stakeholders
 - a. Who makes the decisions?
 - b. Who can influence decisions?
 - c. Who are your partners?

- d. Who owns related activities?
 - e. Who will be impacted by outcomes?
 - f. Who are the beneficiaries?
 - g. Who can slow or stop the activity?
 - h. Who can make the activity more effective?
 - i. Who can contribute resources?
 - j. Who may be excluded from participating?
3. Analyze your stakeholders and select your level of engagement
 - a. Are you promising to keep them informed of progress?
 - b. Are you promising to listen to their ideas?
 - c. Are you promising to work with your stakeholders to find solutions?
4. Select your activities and decide on your message
 - a. When will you engage and what will your stakeholders contribute?
 - i. What are you aiming to achieve at each stage?
 - ii. What is your deliverable at this stage?
 - iii. Are you engaging with stakeholders to generate ideas?
 - iv. Are you engaging with community organizations to seek feedback on options?
 - v. Are you asking a group to make recommendations?
 - vi. Are you engaging with your partners to make a decision?
 - b. Select appropriate engagement activities
 - i. What timeframe do you have for the activity?
 - ii. What budget do you have?
 - iii. Do you, or others on your governing body, have the skills to facilitate engagement activities?
 - iv. Are there experts in your organization or your partner organizations who can assist you?
 - c. Think about your communication message
 - i. Why are you engaging your stakeholders?
 - ii. What benefits will your stakeholders gain from engagement?
 - iii. How will their input be used?
5. Consider any engagement risks
6. Review your plan and celebrate successes
 - d. What has worked well? What has been challenging?
 - e. What has been learned?
 - f. What has been achieved?
 - g. What could have been done differently?
7. Evaluate your engagement strategy

(Source: State Government of Victoria. 2009. A guide to planning your community and stakeholder engagement strategy. Melbourne, Victoria.)

ENGAGEMENT PLANNING TEMPLATE

Overview			
Subject of engagement and its scope			
Strategic objectives and intended outcomes			
Engagement methods			
Targeted stakeholder groups and representatives			
Practical Plan	Activities & Resources	Responsibility	Timeframe
Preparation			
Invitation/publicity			
Pre-information			
Logistics			
Venue, timing			
Transport, food, lodging, etc.			
Equipment, etc.			
Participant reimbursement			
Process to meet desired outcomes			
Agenda for the event			
Ground rules and terms of reference			
On the day roles and facilitation			
Record keeping			
Feedback to participants			
Wider communication of results			
Signals of success (expected outputs and outcomes)			
Participant feedback method			
Risk Assessment			
Risks			
Contingency plan			

(Source: Adapted from Krick, Thomas, Maya Forstater, Philip Monaghan, and Maria Silanpää. 2005. Stakeholder Engagement Manual Volume 2. The Practitioners Handbook on Stakeholder Engagement. AccountAbility, United Nations Environment Programme, and Stakeholder Research Associates.)

STAKEHOLDER ENGAGEMENT CHECKLIST OF SPECIFIC ACTIONS

This is a checklist you may use to make sure that you have taken all the actions.

Instructions: Place a tick in one of the right-hand columns to indicate whether you have taken all appropriate actions in engaging with stakeholders.

*N/A stands for not applicable.

Stakeholder communication

Open and effective engagement involves both listening and talking. <i>Two-way communication (Who do you need to talk and listen to?)</i>		No	Yes	N/A*
1.	Clearly define lines of communication.			
2.	Maximize community and stakeholder opportunities to say what they want and to provide information and feedback.			
3.	Ensure your organization's representatives take part in consultation and are accessible to communities and stakeholders.			
4.	Demonstrate active listening by responding to the issues of each community and stakeholder group and being sensitive to their concerns.			
5.	Determine and use the right channels of communication to ensure the method of communication is appropriate to the relevant communities and stakeholders.			
6.	Identify appropriate individuals and representatives to ensure the right people are engaged and all stakeholder groups are genuinely represented.			
7.	Build and maintain honest working relationships through provision of accurate and timely information.			
Clear, accurate, and relevant information <i>(What is communicated? What do key stakeholders want to know?)</i>		No	Yes	N/A*
1.	Identify and assess all relevant social, environmental, and economic determinants of the health issue.			
2.	Provide information and analysis that is technically or scientifically sound and relevant.			
3.	Provide information in a form that is understandable by the target audience and in a way that genuinely helps people understand and make informed decisions.			
4.	Ensure access to information.			
5.	Ensure the information provided is delivered in a culturally appropriate manner.			
6.	Provide opportunities for communities and stakeholders to ask questions, to seek clarification of information provided, and to contribute their own experiences and information.			

Timeliness <i>(When do we communicate?)</i>		No	Yes	N/A*
1.	Seek community and stakeholder views as early in the planning stage as possible.			
2.	Recognize the need to build relationships, capacity, and knowledge before making decisions.			
3.	Allow enough time for community and stakeholder issues to be raised and addressed, and for stakeholders to review and respond to information.			
4.	Establish clear and realistic timeframes for community and stakeholder input.			
5.	Maintain continuous engagement from the planning stage through to implementation, operation, and finally through to evaluation.			
6.	Ensure timing is convenient to allow adequate community and stakeholder representation.			
7.	Provide information within appropriate timeframes and contexts and identify the reporting period.			
8.	Make any critical deadlines and timeframes clear to communities and stakeholders. Recognize, respect, and accommodate changes to timeframes, where necessary.			
Transparency – Clear and agreed information and feedback processes <i>(How is information about the engagement process communicated?)</i>		No	Yes	N/A*
1.	Clearly identify your health objectives.			
2.	Clearly articulate the preferred outcomes of the engagement process.			
3.	Identify the objectives of the community and stakeholders.			
4.	Clearly explain or negotiate the decision-making processes and ensure that communities and stakeholders understand your objectives.			
5.	Clearly outline and negotiate the boundaries of the engagement process, commitment of resources, and level of influence of the various parties involved in the process.			
6.	Clearly set out the process and provisions for two-way feedback.			
7.	Reinforce the expected outcomes throughout the process.			
8.	Report openly the input from all communities and stakeholders and include feedback on their input.			
Reporting <i>(What is documented?)</i>		No	Yes	N/A*
1.	Document decisions and outcomes of meetings with communities and stakeholders.			
2.	Report appropriate information on the consultation through an agreed process.			

Collaboration—Working cooperatively to seek mutually beneficial outcomes <i>How capable are stakeholders and community groups of participating in the process? Where can help be found to support community groups in this process?</i>		No	Yes	N/A*
1.	Recognize that adequate time and resources are needed by stakeholders, communities, and you to effectively engage.			
2.	Work in cooperation.			
3.	Comprehensively deal with the issues and seek stakeholder input into responses.			
4.	Consider independent mediation processes to deal with disagreements and disputes			

STAKEHOLDER ENGAGEMENT INDICATORS

The following are examples of possible performance indicators that could be used to measure the effectiveness of your stakeholder engagement.

	Description	Measure of success
1.	Enhanced community confidence	Majority of difficult/significant issues identified and addressed before they impact on confidence.
2.	Improved resolution of emerging issues	Issues identified and strategies in place prior to their escalation.
3.	Positive client feedback or no negative client feedback	Number of appreciation letters or complaints.
4.	Simplified conflict resolution	No significant conflicts exist with key stakeholders that are not being addressed.
5.	Increased organizational effectiveness	Indicators of organizational or health system performance.
6.	No instances of systemic “poor” practice reported by stakeholders that are not being addressed	Percentage of specific practice suggestions made by key stakeholders that have been adopted.
7.	Enhanced two-way communication	Staff and external stakeholder satisfaction with quality of two-way dialogue.
8.	Resources mobilized	Estimate of resources realized by effective engagement.
9.	Bridge cultural gaps	Ongoing relationships with specified cultural groups.
10.	A culture of innovation and learning in policy and practice by incorporation of stakeholder perspective	Stakeholder perspective formally considered in making of policy and practice plans.

(Source: Adapted from the Australian Government Department of Immigration and Citizenship's Stakeholder Engagement Practitioner Handbook 2008)

References and Resources

INCLUSION AND PARTICIPATION

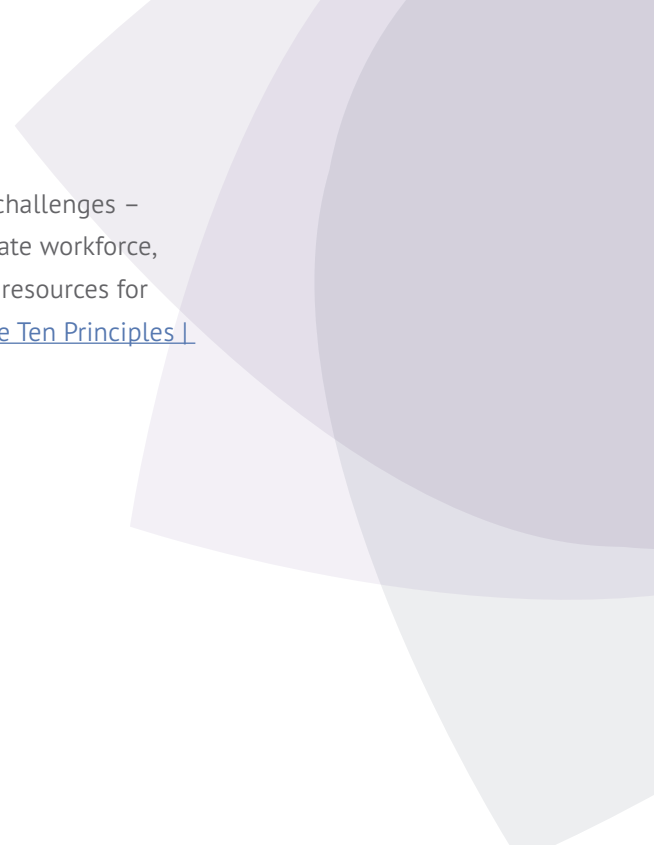
1. International Association for Public Participation (IAP2). 2006. IAP2's Public Participation Toolbox. Thornton, CO IAP2: Available at [Toolbox 06.indd](#) (icma.org)
2. UK Department for Constitutional Affairs (DCA). 2007. Making a Difference: A Guide to Evaluating Public Participation in Central Government. London: DCA. Available at http://www.sp.gov.tr/upload/Sayfa/47/files/Making_a_Difference_-_A_guide_to_evaluating_public_participation_in_centralgovernment.pdf
3. IBM Center for the Business of Government. 2012. A Manager's Guide to Evaluating Citizen Participation. IBM Center for the Business of Government: Washington, DC. Available at [A Managers Guide to Evaluating Citizen Participation.pdf](#) (businessofgovernment.org)

GENDER RESPONSIVENESS

1. Interagency Gender Working Group (IGWG). 2009. A Manual for Integrating Gender into Reproductive Health and HIV Programs: From Commitment to Action (2nd ed). Population Reference Bureau: Washington, DC. Available at [A Manual for Integrating Gender into Reproductive Health and HIV Programs: From Commitment to Action \(2nd Edition\) | IGWG](#)
2. United Nations Development Programme (UNDP) and United Nations Development Fund for Women (UNIFEM). 2009. A User's Guide to Measuring Gender-Sensitive Basic Service Delivery. UNDP: New York. Available at [A User's Guide to Measuring Gender-Sensitive Basic Service Delivery | United Nations Development Programme \(undp.org\)](#)
3. IGWG. 2010. Synchronizing Gender Strategies: A Cooperative Model for Improving Reproductive Health and Transforming Gender Relations. Population Reference Bureau: Washington, DC. Available at http://www.prb.org/igwg_media/synchronizing-gender-strategies.pdf (accessed February 2013).
4. IGWG. 2011. A Summary Report of New Evidence That Gender Perspectives Improve Reproductive Health Outcomes. Population Reference Bureau: Washington, DC. Available at [A Summary Report of New Evidence That Gender Perspectives Improve Reproductive Health Outcomes \(igwg.org\)](#)

INTERSECTORAL COLLABORATION FOR HEALTH

1. World Health Organization (WHO) Europe. 2003. Social Determinants of Health: The Solid Facts. 2nd ed WHO: Copenhagen. Available at [WHO/Europe | Urban health - Social determinants of health. The solid facts. Second edition](#)
2. Commission on Social Determinants of Health (CSDH)/WHO. 2008. Closing the Gap in a Generation: Health Equity through Action on the Social Determinants of Health. WHO: Geneva. Available at [WHO - Closing the gap in a generation: Health equity through action on the social determinants of health \(2008\) | End FGM](#)
3. WHO Europe and European Observatory on Health Systems and Policies. 2012. Intersectoral Governance for Health in All Policies: Structures, Actions and Experiences. WHO: Copenhagen. Available at [Intersectoral governance for Health in All Policies: structures, actions and experiences \(who.int\)](#)

- 
4. United Nations Global Compact. N.d. “Tools and Resources.” As social challenges – including those within the health sector—increasingly affect the private workforce, the UN Global Compact has developed its own framework, tools, and resources for collaboration between governments and civil society. Available at [The Ten Principles | UN Global Compact](#)