



## Stakeholder Engagement and Communication Plan (SECP)

<b>Summary box</b>	
REVIEW TITLE	
3ie GRANT CODE	
AUTHORS (specify review team members who have completed this form)	
FOCAL POINT (specify primary contact for SECP within your review team)	
FOCAL POINT EMAIL AND SKYPE CONTACT INFORMATION	
TOTAL BUDGET ALLOCATED FOR SECP ACTIVITIES	

### Rationale for the 3ie stakeholder engagement and communication plan (SECP)

3ie was set up in 2008 with a global mandate to improve the evidence base for what works, how, why and at what cost in international development policies and programmes in low- and middle-income countries (L&MICs). Part of that mission is to focus on funding studies and reviews that are policy-relevant and useful to decision-makers. 3ie does this by funding high-quality impact evaluations and full systematic reviews. 3ie supports high-quality, methodologically sound systematic reviews in recognition of the limits of single-study results and the value of synthesising evidence rigorously.

3ie recognises that evidence alone does not have much impact. Many factors feed into whether or not evidence is taken up and used. 3ie has developed the stakeholder engagement and communication plan (SECP) template that helps review teams plan and implement activities that we know strengthen the demand for the review results and help increase the likelihood that review results will be known, understood and used to improve policy and practice.

Underpinning the SECP are crucial elements that 3ie believes contributes to policy relevance and uptake. These include identifying key stakeholders who can help ensure that your review question is timely, relevant and for which there is demonstrable demand by decision-makers. It is important to emphasise here that this engagement with key stakeholders need to be early and ongoing through the course of the review.

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## **Building policy relevance and uptake into your review in three steps**

3ie helps ensure strong policy relevance and chances for uptake and use by decision-makers using a three-step process. By the time you will have received a copy of the SECP, you will have completed step 1.

### **STEP 1: Application**

In your application you presented a strong rationale for the policy relevance of the questions that the review would be focussing on, and how that aligns with the enduring policy challenges that the developing world is facing. You laid out the policy objectives and your target audiences.

### **STEP 2: Setting up the advisory group**

You are required to set up an advisory group to ensure your review's relevance for policymaking and programme implementation. An advisory group typically consists of a mix of policymakers, substantive and topic experts. Please see the Campbell International Development Coordinating Group (IDCG) guidelines. Additionally, representative from the agency funding the review and the 3ie synthesis and review office (SRO) liaison will be part of this advisory group. The SRO liaison is assigned to the study team at the time of grant signing. 3ie may wish to add additional members to the group, depending on what expertise may be needed.

***Setting up an advisory group is a condition for first tranche disbursement.***

### **STEP 3: Developing stakeholder engagement and communication plan**

Building stakeholder interest in your review will be a process of ongoing engagement. To be effective, engagement and communication starts from the beginning of the review process. You, with the help of the advisory group and 3ie, will develop and use the SECP to identify how you will raise awareness about the review and maintain and maximise stakeholder interest during the course of the review. The plan will support you and your champions in communicating around these main messages about the review throughout the review cycle:

- Why your review is important to the development sector and the key audiences that you have identified
- What are the policy relevant questions do we need answered
- What are your preliminary findings and who needs to hear about them What are your final findings and recommendations

The plan will help you to know whom to engage and build relationships to ensure demand for these messages. 3ie is most interested in seeing **ongoing** engagement with actors who are interested in and can benefit from access to the review findings and recommendations.

The plan includes sections designed to help identify relevant stakeholders using mapping tools, to articulate strategies for engaging with them and plan communication activities to reach them. This approach supports planning to reach other stakeholders, such as media and civil society. We encourage developing relationships with appropriate intermediaries that may be well placed to carry policy messages that you cannot.

We would like to emphasise that interaction with key stakeholders identified in the plan should be ongoing and the study team should leverage entry points where possible to present the review design, questions and assumptions to practitioners in order to better understand (early on in the study) possible gaps in the theory of change.

***The submission and approval of this plan is a condition second tranche payment.***

## Stakeholder Engagement and Communication Plan checklist: Required sections

The following is a checklist outlining the content you need to fill out before submission of your SECP form.

- Summary box
- Box 1: Stakeholder analysis
- Table 1: Stakeholder engagement plan
- Table 2: Event participation planning

### A) Stakeholder analysis

This section aims to help you identify stakeholders beyond the advisory group to whom you can reach out to promote the importance of doing the review, share preliminary analysis to identify gaps and areas for more work and to encourage use of your review findings. It is worth remembering that your own network or known champions might not be the most important for this review.

Please try to identify specific individuals, or at a minimum, organisations that might be most relevant. You should avoid identifying broad categories such as the general public (unless associated with specific media outreach plans).

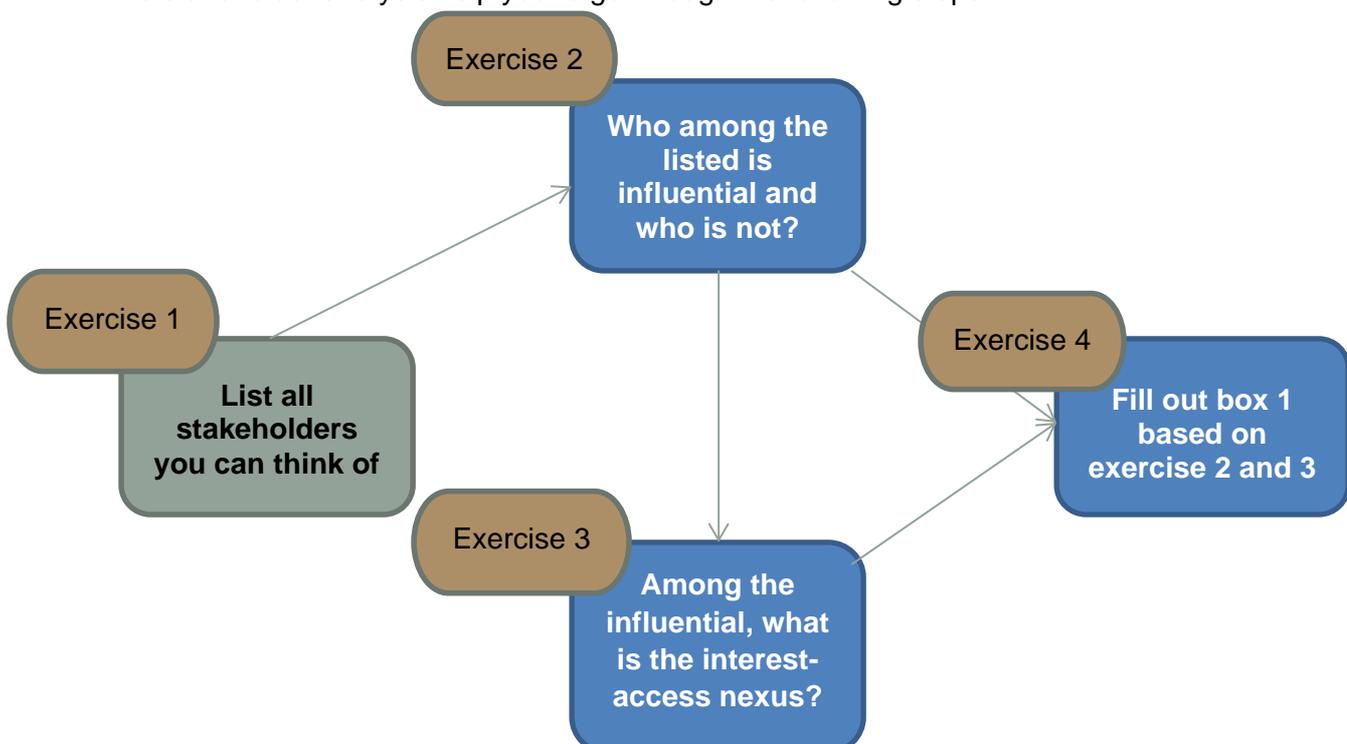
#### ADDITIONAL RESOURCES/TOOLS

*Stakeholder analysis* (World Bank, <http://www1.worldbank.org/publicsector/anti-corrupt/PoliticalEconomy/PDFVersion.pdf>)

*Social network analysis* (ODI-FAO, [http://www.foodsec.org/DL/course/shortcourseFK/en/pdf/trainerresources/PG\\_SNA.pdf](http://www.foodsec.org/DL/course/shortcourseFK/en/pdf/trainerresources/PG_SNA.pdf))

*Alignment Interest influence Matrix* (ODI, [www.odi.org.uk/.../428-presentation-4-method-alignment-interest-influence-matrix.ppt](http://www.odi.org.uk/.../428-presentation-4-method-alignment-interest-influence-matrix.ppt)).

The stakeholder analysis help you to go through the following steps.



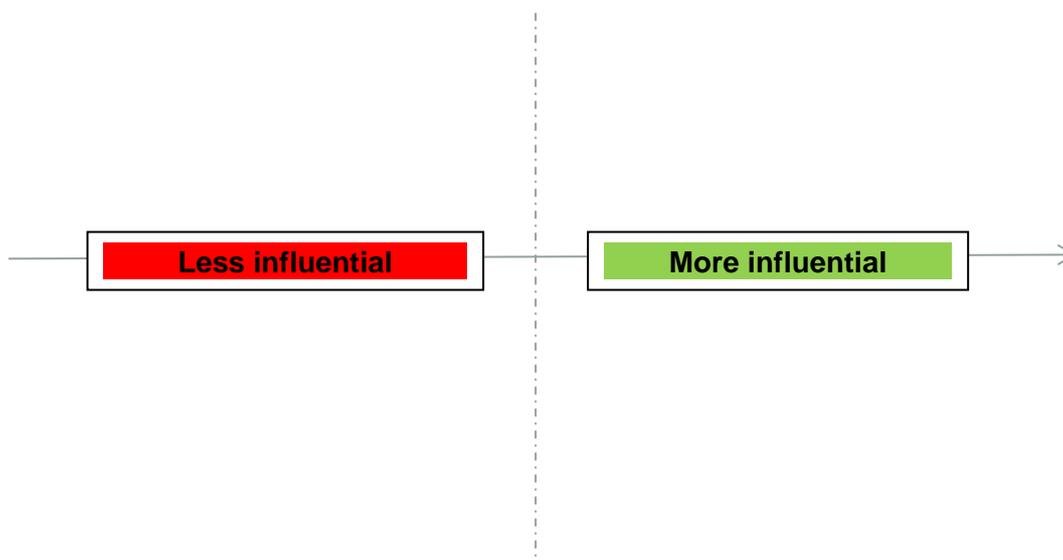
## Exercise 1: Listing

Here we want you to create a long list of stakeholders you can think of. As mentioned earlier, you need to identify stakeholders beyond the advisory group. Some points to recap:

- Your own network or known champions might not be the most important for this review
- Please leverage on your advisory group to identify a wider pool of stakeholders
- Please try to identify specific individuals, or at a minimum, organisations that might be most relevant
- You should avoid identifying broad categories such as the general public (unless associated with specific media outreach plans).

## Exercise 2: Mapping stakeholders on a continuum of relevance

As a first step, please map stakeholders below on the continuum of relevance. Put those who are less relevant to the left and those highly relevant of the right. Relevance is to be seen as the individual's ability to influence programme design or trigger change in line with study findings.

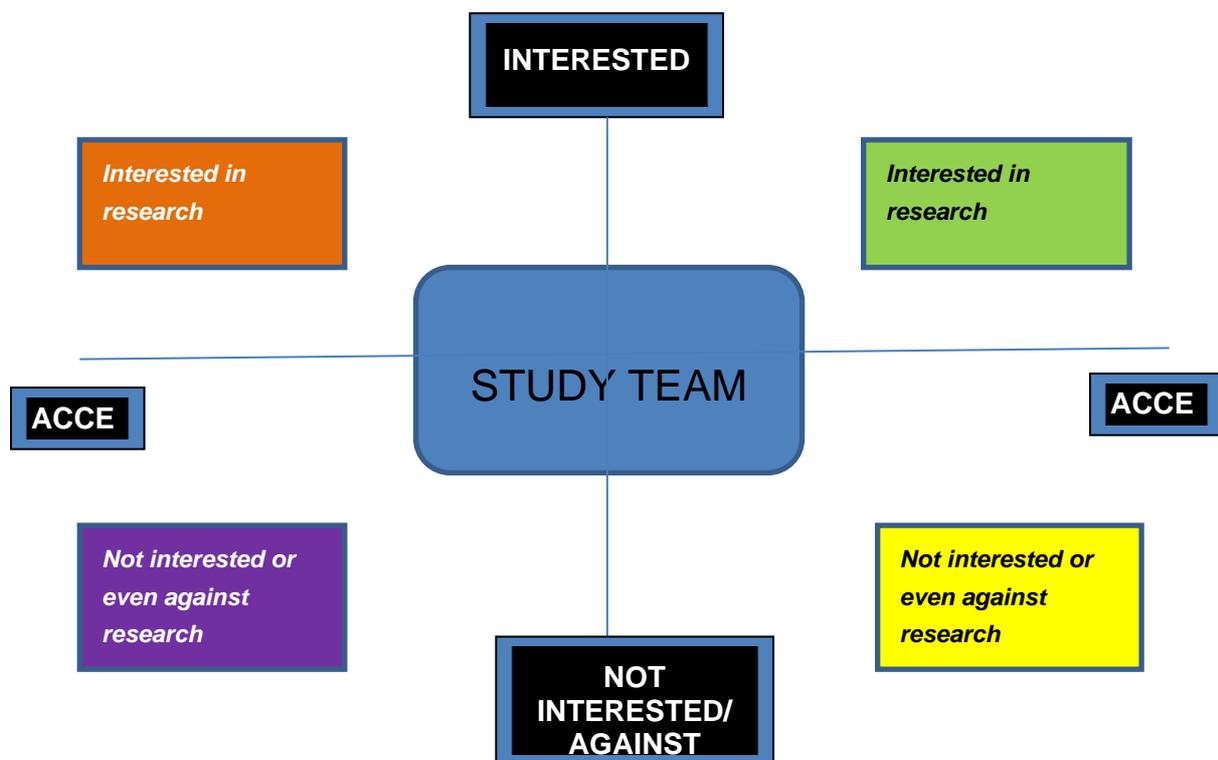


### Exercise 3: Mapping identified stakeholders on interest and access matrix

The tool below is designed to help map stakeholders who will be interested in your review's research questions and as well as those who are sceptical, or even antagonistic, either to the research agenda or exploring answers to questions they hold strong positions about, influenced by a range of factors such as their own experience, political expediency of the issue and so on.

In the matrix, INTEREST aims to map the identified stakeholder's interest in the research question. It is possible that you might have stakeholders who are important, but do not have an expressed interest in the review. ACCESS aims to map your access to the identified stakeholder. The higher the access, the easier it will be to approach the identified stakeholder to get inputs and share findings.

**Use the matrix below as a tool to help fill out box 1 on the following page**



## Exercise 4: Analysis

For each of the stakeholders that you identify, please provide the requested information in the table below, adding rows where required. Try to highlight around six key stakeholders (individuals and their organisations) where more attention can be focused, even if you have a longer list. If you have problems identifying a particular person within an organisation, please ask your SRO liaison for help.

Note:

1. For organisational names, please provide English equivalent of foreign names, as well as the original where possible
2. Please do not abbreviate or use the acronyms of the names of stakeholder organisations

<b>Box 1: Stakeholder analysis</b>			
<b>Stakeholder name</b> (person/organisation)  <b>Interested in research AND have high access</b>	<b>Why is this stakeholder important?</b>	<b>Explain your reasons for stakeholders high interest in research question and your high access to them</b>	
<b>Stakeholder name</b> (person/organisation)  <b>Not interested or even against research BUT have high access</b>	<b>Why is this stakeholder important?</b>	<b>Will you be working to get them interested in research questions?</b>	<b>If yes, how?</b>  <b>If no, why not?</b>
<b>Stakeholder name</b> (person/organisation)  <b>Interested in research BUT have low access</b>	<b>Why is this stakeholder important?</b>	<b>Will you work to increase your access to them?</b>	<b>If yes, how?</b>  <b>If no, why not?</b>
<b>Stakeholder name</b> (person/organisation)  <b>Not interested or even against research AND have low access</b>	<b>Why is this stakeholder important?</b>	<b>If you will be working to get them interested in research questions, please explain how?</b>	<b>If you will work to increase your access to them, please explain how?</b>

## B) Stakeholder engagement plan

Having identified a set of key stakeholders for your review, you should also give some thought to *how you will engage with them* over the course of the project. The engagement plan is intended to map out when and how you intend to engage with stakeholders.

For each of the six or so key stakeholders identified above, you should have identified *a specific individual* to contact. Use the table below to provide information on how you will engage with them over the course of the review. Please copy and paste the box below for each key stakeholder identified.

**Table 1: Stakeholder engagement plan**

<b>Review stage/ planned engagement</b>	<b>Key stakeholder name and organisation (individual and their organisation, as identified in Box 2 above)</b>	<b>What basic activities will you undertake to build a relationship with the stakeholder (for example, emails, calls, meetings and presentations)?</b>	<b>What are the milestones in your research when you will share progress with the review? (Suggested key times include title registration, protocol, preliminary results and final report)</b>	<b>What communication tools or knowledge products will you be using? (As well as the review outputs such as the title or protocol, communication tools can include briefing notes, policy briefs, and presentations that summarise the research issue, its policy relevance, key questions being asked and the progress thus far)</b>
<b>Title registration</b>				
<b>Protocol finalisation</b>				
<b>Review design</b>				
<b>Inclusion and exclusion criteria</b>				
<b>Preliminary findings</b>				
<b>Final review</b>				

## C) Communication plan

This exercise helps you identify opportunities for engaging with your main audiences regarding the review's progress. It should cover more general activities you plan to undertake to engage at a sector-wide level – with, for example, engaging with individuals and organisations working in the relevant area, professional associations, media and attending international fora. Plan for the lifecycle of the review, not just on completion. This plan will support you and your champions in communicating around these main messages about the review throughout the review cycle:

- Why your review is important to the development sector and specific audiences
- What are the questions to ask and then what are you asking
- What are your preliminary findings and checking with key audiences about them
- What are your final findings and recommendations

*Please remember:* dissemination is *not* the same as communication or policy engagement and influence. 3ie, like grantees, wants the findings of this review to be disseminated via a number of different channels and not just academic journals or a brief or a report. Directly engaging with as wide an audience as possible, having trust relationships with people who have influence to use the findings are main ways to have evidence influence policy and practice.

Use the table below to provide a list of events that the review team will undertake as part of the communication plan. It should include events you plan to attend, presentations you will give, blogs, magazine articles, and any other efforts to communicate about the review's progress (beyond provision of the contractually agreed deliverables). If the team have already undertaken communication activities, please include them here. Provide dates (approximate if no exact date) and location if applicable. Add any additional lines as necessary.

**Table 2: Event participation planning (expand the table as needed)**

Event name (including location)	Date	Likely audience	Deadline for registration	Deadline for proposals and abstracts/ registration	Communication material in run up to the event

## D) Next steps

Please note that the SECP should be regarded as a living document and should be updated over the course of the review to reflect completed activities, new partners and new activities. You should report all updates in the *Progress Report* document.

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