



Stakeholder Engagement Guide

Stakeholder engagement is a complex process of engaging the key individuals, organizations or institutions that can affect the desired policy. It involves stakeholder 1) analysis and 2) mapping.

Stakeholder Analysis

Stakeholder analysis is a systematic process of identifying and assessing individuals, groups, organizations, and institutions that have an interest or influence on child survival. The purpose of stakeholder analysis is to gain a comprehensive understanding of who the key players are and how they can impact child survival.

Stakeholder analysis can be conducted following five key steps.

1. **Identification** – Identify the relevant stakeholders involved in child survival, including governmental bodies, NGOs, healthcare professionals, parents, community leaders, media outlets, donors, UN agencies etc.
2. **Categorization** – Categorize stakeholders based on their level of influence, interest, and potential impact on child survival. Stakeholders can be categorized as primary (directly affected by the issue), secondary (indirectly affected), and tertiary (external influences).
3. **Assessment** – Evaluate each stakeholder's interests, concerns, and positions related to child survival. Consider their potential support, opposition, or neutrality toward proposed advocacy efforts.
4. **Influence and Power** – Determine the level of influence and power each stakeholder possesses. This could include factors such as financial resources, expertise, decision-making authority, and public credibility.
5. **Alliances and Coalition** – Identify potential allies and coalitions among stakeholders who share common goals and interests related to child survival advocacy.

Table 1 Stakeholder Analyses Template

Target Stakeholder	Interests	Desired Behavior	Advocacy Results
What is the position of the stakeholder and what is the name of the office holder?	What motivates this stakeholder to act on specific actions?	What are the expected behaviors you want from this stakeholder with regards to child survival?	What outcomes or results do you expect from the stakeholder when they exhibit the desired behavior

Stakeholder Mapping

Stakeholder mapping is a visual representation of stakeholder analysis. It involves creating a visual diagram that shows the relationships between stakeholders, their positions, and their level of influence.



Stakeholder mapping provides a clearer picture of the advocacy landscape and helps identify strategies for engagement. It also helps to identify which stakeholders to prioritize.

There are different ways to map stakeholders, but a common approach involves using a matrix with axes representing influence/power and interest/support for child survival.

Stakeholder mapping will need to be done for each specific advocacy goal as the level of influence and interest will be different for each stakeholder for each cause.

Table 2: Stakeholder Mapping Plan

<p>High Influence/High Interest</p> <p>These stakeholders have a significant impact on child survival and are deeply invested in the issue. They might include the Ministry of Health, international NGOs, UN agencies, and influential media outlets. Engaging and forming partnerships with these stakeholders could have a major positive impact on the advocacy efforts.</p>	<p>High Influence/ Low Interest</p> <p>These stakeholders have the potential to exert influence but may not have a direct interest in child survival advocacy. Engaging them strategically could help garner support and resources, even though child survival might not be their primary focus.</p>
<p>Low influence/High Interest</p> <p>These stakeholders have limited influence and interest in child survival advocacy. While their direct impact might be low, they can still play a role in spreading awareness and supporting the cause at a grassroots level.</p>	<p>Low influence/Low interest</p> <p>These stakeholders have minimal influence or interest in child survival advocacy. While their impact might be limited, they can contribute to raising general awareness among the broader public.</p>

Tips for completing conducting stakeholder mapping.

- For each stakeholder ensure you understand their leverage point they can use to influence policy change.
- To make the tool more useful, identify the specific individuals within those organizations that you want to engage as part of the advocacy.
- Each of these quadrants will be useful depending on 1) what you hope to achieve 2) at specific times of your advocacy strategy. For instance, if you plan to build momentum and support, you may consider starting by engaging low influence but high interest groups such as community leaders to echo their support for increased budgets for child health before you engage the high influence/interest players such as the ministry of health officials.

Advocating to Lawmakers

Lawmakers play a critical role in elevating child health which helps to accelerate progress towards the attainment of child survival goals. Lawmakers enact legislation, consider and approve budgets, and provide oversight for government accountability and transparency.



Engaging lawmakers and increasing the level of debate and dialogue on child survival encourages a whole-of-government approach to child survival, putting the topic more firmly on the radar of related line ministries such as finance, local government, planning and economic development, water and sanitation, women, etc.

Lawmakers can also engage at the regional level to exchange ideas, build political will, strengthen capacity, and foster collaboration.

Table 3: Advocacy Tools for engaging lawmakers

Target Stakeholder	Why they are important?	Tools
Parliamentarians and Senators	<ul style="list-style-type: none"> Parliamentarians and Senators have committed to representing the local community and can advocate for policies and legislation to end preventable child deaths. Parliamentarians and Senators are typically well positioned to ensure national implementation of global commitments, fostering the participation of affected communities and child survival communities, among other constituencies. 	<ul style="list-style-type: none"> Identify champions or collaborators who are interested in child survival. A short letter or email outlining the facts and value proposition. One-to-one approach with a child survival brochure outlining the facts and value proposition. Call to action Short, compelling quotes and testimonies on the benefits of ending child preventable diseases
Ministers and Shadow Ministers	<ul style="list-style-type: none"> Ministers and Shadow Ministers play a critical role in developing and implementing policy or legislation. Ministers and Shadow Ministers can demonstrate support for child survival action by helping build political will, strengthen capacity, and foster collaboration. 	<ul style="list-style-type: none"> A short letter or email outlining the facts and value proposition. One-to-one approach with a child survival brochure outlining the facts and value proposition. A petition with a call to action Invitation to child survival advocacy campaign events.
Advisor and Secretary for Minister, Parliamentarian and Senator	<ul style="list-style-type: none"> Advisers or Secretaries are important and trusted by lawmakers and see them daily. If you can persuade an adviser to back policy and legislative action for child survival, they may convince the lawmaker. Advisers or Secretaries prepare briefs, policies and legislation for lawmakers and help lawmakers engage with stakeholders to ensure their office 	<ul style="list-style-type: none"> One-to-one approach with a child survival brochure outlining the facts and value proposition. Research and policy material outlining the facts and value proposition



	<p>makes decisions in full knowledge of the different perspectives on any issue.</p> <ul style="list-style-type: none"> • Advisers also play a role in researching policy solutions and developing legislation to enact those solutions. 	
<p>Parliamentary and Senate Committee</p>	<ul style="list-style-type: none"> • Parliamentary and Senate Committees periodically conduct inquiries and consultations on relevant legislation before it is passed. • Parliamentary Committees can also inquire into an issue the members see as relevant. 	<ul style="list-style-type: none"> • Influence legislative reform and policy by participating, testifying in inquiries, and writing submissions for Parliamentary and Senate Committees. • Organize educational forums, panel discussions, conferences and political roundtables to promote action, elevate discussion and increase discourse.



Example Letter to a Member of Parliament in Sierra Leone

Dear [Lawmaker's Name],

I hope this letter finds you well. I am writing to urge you to prioritize child survival in Sierra Leone for the betterment of our nation's future. The challenges we face in ensuring the survival of our children are immense, but with focused efforts and strategic investments, we can make significant progress in this critical area.

Child and maternal mortality rates in Sierra Leone are among the highest in the world, exacerbated by the looming threat of malaria, especially for children under five years of age. Shockingly, approximately 70% of under-five deaths occur during infancy through early childhood (1 – 59 months). This alarming statistic underscores the urgency of our cause.

It is heartening to note that at the 75th World Health Assembly, Sierra Leone and Tanzania jointly hosted discussions to reaffirm our commitment to child survival, aligning with SDG 3.2.1. Such global commitments are essential in our pursuit of a brighter future for our children.

The recent government transition introduced the 2019-2023 Medium-Term National Development Plan, which places healthcare funding at 15% of the budget, reinforcing the Free Healthcare Initiative. This is a significant step towards improving healthcare access and child survival in our country.

Additionally, Sierra Leone's potential engagement in the World Bank's Human Capital Development Project holds promise for advancements in child health, education, and nutrition. These initiatives offer us a unique opportunity to uplift our nation's children.

Despite our progress, we face substantial challenges in ensuring child survival. Malaria remains the leading cause of child mortality, particularly in rural areas with limited access to healthcare services, including immunization, safe water, hygiene, and sanitation. Our health infrastructure is in dire need of improvement, and the 2015 Ebola outbreak exposed the vulnerabilities in our healthcare system, necessitating a re-evaluation of our long-term health programs.

In light of these challenges and opportunities, I implore you to advocate policies that prioritize child survival in Sierra Leone. **We ask you to advocate for the Ministry of Finance to meet 100% the requested budget by the new launched Child Health program that will drive progress towards reducing child deaths in Sierra Leone.**

I trust in your commitment to the well-being of our citizens, especially our children, and I look forward to witnessing positive changes that will benefit generations to come. Thank you for your attention to this vital matter.

Sincerely,

Child Survival Advocate



Stakeholder Analysis: Example from Sierra Leone

Target Stakeholder	Interests	Desired Behavior	Advocacy Results
<p>What is the position of the stakeholder and what is the name of the office holder?</p>	<p>What motivates this stakeholder to act on specific actions?</p>	<p>What are the expected behaviors you want from this stakeholder with regards to child survival?</p>	<p>What outcomes or results do you expect from the stakeholder when they exhibit the desired behavior</p>
<p>Government officials at national and subnational level</p> <p>In Sierra Leone this includes:</p> <ul style="list-style-type: none"> Minister of Health Child Health Director (Ministry of Health) County Director of Health Mayors District Leaders 	<ul style="list-style-type: none"> Political survival Power and Influence Visibility Access and control of resources 	<ul style="list-style-type: none"> Ensure that ending preventable child death is a national priority linked to economic and socio-economic development and integrated into all relevant policies (e.g. on water and sanitation infrastructure, social services and child welfare, nutrition, social transformation). Anchor investment in child survival as a public policy priority for the country's growth and socio-economic ambitions. Promote national laws, policy frameworks and mechanisms to protect and promote the rights of children under-5 and ensure that these are aligned with international standards and that adequate resources are available to implement them. Mobilize adequate resources to implement policy frameworks and strategies that support child survival initiatives. Create cross-ministry/ department working groups for investment in child health. Build partnerships with bilateral partners and negotiate funding terms that ensure donor alignment with country priorities on child health. 	



<p>Lawmakers</p> <p>In Sierra Leone this includes:</p> <ul style="list-style-type: none"> ● Member of Parliament ● Senators ● Parliament Committee on health 	<ul style="list-style-type: none"> ● Political survival ● Power and Influence ● Visibility ● Access and control of resources 	<ul style="list-style-type: none"> ● Promote and support positive changes in behavior and social norms that prevent access to health for children under-5. ● Raise awareness about the extent and negative social impacts of child mortality. ● Advocate in favor of national laws, policy frameworks and mechanisms to protect and promote children under-5 to primary health care for children 	
<p>Media Leaders</p> <p>In Sierra Leone this includes:</p> <ul style="list-style-type: none"> ● Influencers on social media ● Local celebrities ● Radio and TV hosts ● Newspaper editors ● Journalists 	<ul style="list-style-type: none"> ● Media Influence ● Visibility 	<ul style="list-style-type: none"> ● Maintain a national dialogue on child survival, the critical actions needed, and the progress being made. ● Continuously inform and engage citizens about the issues surrounding child survival, enabling them to support vocalization of the asks. ● Demand that governments and other authorities respect children’s rights to immunization, nutrition, protection and development. ● Mobilize societies, including women and girls, to oppose social norms preventing children under-5 from accessing the necessary health care. ● Promote community dialogue and social mobilization to ensure households demonstrate positive attitudes and behaviors toward investing in children’s health care. 	
<p>Local Leaders</p> <p>In Sierra Leone this includes:</p> <ul style="list-style-type: none"> ● Community Leaders ● Religious Leaders ● Mayors ● Youth Leaders 	<ul style="list-style-type: none"> ● Visibility 	<ul style="list-style-type: none"> ● Promote and support positive changes in behavior and social norms that prevent access to health for children under-5. ● Raise awareness about the extent and negative social impacts of child mortality. ● Advocate in favor of national laws, policy frameworks and mechanisms to protect and promote children under-5 to primary health care for children. 	



Development Partners

In Sierra Leone this includes stakeholders implementing various initiatives to improve child health. These include:

- UN agencies e.g., UNICEF, WHO
- Multilateral agencies e.g., GAVI
- International NGOs e.g., Save the Children
- Civil Society Organizations e.g., Focus 1000

- Visibility