



**The Republic of Ghana**  
**Ministry of Health**  
in collaboration with  
**The SAVING Consortium**



# Stakeholder Engagement Manual

An intervention to be  
investigated using  
Implementation Research  
Methodology

For Ghana's  
Health Technology Assessment  
(HTA) Process

Designed based on evidence from  
phase 1 implementation research and  
multi-stakeholder consultation on  
optimizing the update of HTA  
findings and recommendations



**The Republic of Ghana**  
**Ministry of Health**  
In collaboration with  
**The SAVING Consortium**

# Stakeholder Engagement Manual

For Ghana's Health Technology  
Assessment Process

An intervention to be tested  
Using Implementation Research  
Methodology

# Content

About this manual .....	4
Profiling of intervention for Stakeholder sensitization and engagement .....	5
Section A: Guideline .....	6
Step 1, Identify and analyze key stakeholders .....	6
Step 2, Initiate stakeholder engagement in topic nomination .....	6
Step 3, Engage the specific Decision Maker(s) as part of Inception .....	6
Step 4, Improve Timeliness and Responsiveness to Stakeholder Needs .....	7
Step 5, Facilitate Continuous Cross-Sector Collaboration and Sustained Engagement.....	7
Additional Insights:.....	8
Section B: Checklist for Assessing Compliance with the Stakeholder Engagement Guideline .	9
1. Stakeholder Identification and Analysis .....	9
2. Initiating Stakeholder Engagement in topic nomination .....	9
3. Inception Meeting and Decision Maker Engagement .....	9
4. Timeliness and Responsiveness.....	9
5. Cross-Sector Collaboration and Continuous Engagement.....	9
Additional items: .....	9
Annexes .....	10
Annex 1, Tools for stakeholder identification and development of stakeholder matrix....	10
Annex 2, Sample letter with nomination form .....	11
Annex 3, Sample form to profile the HTA topic.....	13
Annex 4, HTA report - evidence summary template .....	14
Annex 5, HTA template for plain language summary updates .....	15

# Guidelines for Stakeholder sensitization and continuous engagement as part of the Ghana Health Technology Assessment (HTA) Process

## Version 1

Effective health technology assessment (HTA) is critical to ensuring optimal health outcomes through the systematic evaluation of the properties and impacts of health technologies and interventions. In the context of Ghana, with diverse health needs and strategic policy decisions, continuous stakeholder engagement forms the bedrock of a successful HTA process. The following guideline provides a coherent framework to guide stakeholder engagement along the HTA process, promoting inclusiveness, transparency, and a collaborative approach that respects and integrates diverse perspectives and expertise. It is hoped that in the context of this implementation research (IR) project, implementing these guidelines will ensure that HTAs are not only rigorous and robust but also contextually relevant, resonating with the needs and priorities of all relevant stakeholders.

Summary of recommendations from stakeholder for improving HTA uptake:

- identify key stakeholders, develop a stakeholder matrix to know various stakeholder needs at every point in time (e.g. aligning with priorities and POW of stakeholders)
- engage stakeholders through letters to prompt stakeholders to nominate potential topics
- engage stakeholders (including key decision makers e.g. minister of health) at inception (inception meeting) to select topic based on stakeholder needs ,
- facilitate cross-sector collaboration and continuous stakeholder engagement by establishing regular communication channels based on a communication strategy and dissemination SOPs (like policy briefs, in-person briefs, website updates, existing scheduled meetings like director's retreats), using simplified templates to reduce technical density.
- Channels include: Considering people who have the ears of final decision makers (including Heads of directorates)
- Improve timeliness to stakeholder needs for evidence through the use of prototypes for rapid analysis (e.g. prototype markov model on malaria vaccines from the HTA secretariat)

## Profiling of intervention for Stakeholder sensitization and engagement

Strategies	
Domain	<b>Stakeholder Sensitization and engagement</b>
Actor(s)	HTA Secretariat, HTA-TWG, Steering Committee
Actions	identify key stakeholders, develop a stakeholder matrix to know various <b>stakeholder needs</b> at every point in time (e.g. aligning with priorities and POW of stakeholders)
	engage stakeholders through letters to prompt stakeholders to nominate potential topics
	engage stakeholders (including key decision makers e.g. minister of health) at inception (inception meeting) to select topic based on <b>stakeholder needs</b> ,
	facilitate cross-sector collaboration and <b>continuous stakeholder engagement</b> by establishing regular communication <b>channels</b> based on a communication strategy and dissemination SOPs (like policy briefs, in-person briefs, website updates, existing scheduled meetings like director's retreats), using <b>simplified templates to reduce technical density</b> .
	<b>Channels</b> include: Considering people who have the ears of final decision makers (including Heads of directorates)
	<b>Improve timeliness to stakeholder needs</b> for evidence through the <b>use of prototypes for rapid analysis</b> (e.g. prototype markov model on malaria vaccines from the HTA secretariat)
Target(s) of the action	<b>The Minister of Health</b>
	<b>Expanded Programme of Immunization</b>
	<b>National Malaria Elimination Programme</b>
	NITAG
	Ghana National Drugs Programme (Drug policy unit)
	<b>National Medicines Selection Committee</b>
	<i>The National Health Insurance Authority (NHIA)</i>
The FDA	
Temporality	At inception, At existing regular meetings of decision makers ( <b>meeting schedules TBD</b> ), At dissemination
Dose	Not applicable- how often you intend to execute the actions outlined
Implementation Outcome(s) and effect	Improved awareness, Acceptability and Implementation of recommendations
Justification	The above intervention on stakeholder engagement addresses the identified barriers in phase1, which includes <b>mismatch of evidence with stakeholder needs, technical density of reports and timeliness of reports</b> . Whiles barriers like <b>health system fragmentation</b> are considered out of scope for this IR, it is assumed that effective stakeholder engagement could also have impact on <b>political considerations</b> .

## Section A: Guideline

### Step 1, Identify and analyze key stakeholders

- In conducting a nuanced HTA, the role of stakeholders has been identified as pivotal for successful uptake of findings<sup>1</sup>. It is therefore important to recognize, categorize, and thoroughly understand the various stakeholders involved using tools such as the stakeholder matrix, considering factors such as interest, influence and power. This is to ensure that the HTA responds to the distinct needs and expectations of every party at different aspects of the assessment process.
- **The key action** is to convene the core-team meeting to identify key stakeholders through expert opinion and review of existing documents
- **The focus** of this step is to align the HTA process to the stakeholders' priorities and plans of work (POW).
- See Annex 1, **Tools for identification of stakeholders and development of stakeholder matrix** through Mendelows Framework (Mendelow, 1991)

### Step 2, Initiate stakeholder engagement in topic nomination

- Commencing the engagement process involves soliciting multiple stakeholders to contribute to the topic nomination for the HTA. Sending formal communication, such as letters, will not only serve to formally invite participation but also stress the significance of their input in selecting assessment topics.
- **The key action** is to officially invite stakeholders to a workshop and gather perspectives on the topics for HTA analysis
- **The focus** of this step is to ensure the incorporation of diverse perspectives into which topics are analyzed in HTA and emphasizes an inclusive approach in addressing health technology challenges and solutions.
- See Annex 2, **Sample letter with nomination form**

### Step 3, Engage the specific Decision Maker(s) as part of Inception

- Organizing inception meeting(s) that involves key decision makers, such as the Minister of Health and other relevant authorities, sets a foundational alignment for the selected topics with national health priorities. Engaging such influential stakeholders early on in the process could foster transparency and ensure that the HTA topics are aligned with the health needs and policy direction of the country. It also serves to garner political support, which can be crucial for implementing HTA findings.
- **The key action** is to hold follow-through one-on-one meetings with decision makers to take their perspectives and engage them on the *HTA topics, its value and possible contribution* to decision-making and the health system
- **The focus** of this step is to ensure the incorporation of diverse perspectives into which topics are analyzed in HTA and emphasizes an inclusive approach in addressing health technology challenges and solutions.
- See Annex 3, **Sample form to profile the HTA topic**

---

<sup>1</sup> Barriers to the application of Health Technology Assessment (HTA) results in Ghana: the case of COVID-19 vaccine deployment in Ghana.

#### Step 4, Improve Timeliness and Responsiveness to Stakeholder Needs

- The HTA must be agile in its responsiveness to stakeholders, ensuring that its analyses and findings are both timely and relevant. Leveraging prototypes for rapid analyses, such as employing a prototype Markov model for economic evaluation, can significantly reduce the time taken to produce preliminary findings. The utilization of such models can facilitate the provision of expedited evidence to stakeholders, thereby ensuring that the HTA remains relevant and adaptable to the dynamically changing health technology landscape. **The speed of analysis has to be mutually defined in each context between the user and producer of evidence.**
- **The key action** is to ensure rapid response (i.e. rapid evidence generation) to decision makers who need evidence - based on reasonable, practical and agreeable **timelines** between the evidence generator and decision maker.
- **The focus** of this step is to ensure that the HTA report developed within a practical agreeable timeframe in consultation with decision makers or users of the evidence.
- See Annex 4, [HTA report - evidence summary template](#)

#### Step 5, Facilitate Continuous Cross-Sector Collaboration and Sustained Engagement

- Promoting cooperation across different sectors and maintaining consistent stakeholder engagement require a strategic communication and dissemination approach, which can be done through standard operating procedures (SOPs) for communication and dissemination, and employing various channels like *policy briefs*, *in-person briefs*, *website updates*, existing platforms like director's retreats/meetings. This will assure continuous dialogue among stakeholders. Utilizing simplified templates to share information among stakeholders can ensure that information, even of technical nature, is comprehensible to all stakeholders, enhancing inclusivity and mitigating potential miscommunication.
- Direct engagement with those who have proximity and influence over final decision-makers, including Heads of directorates, is vital. By involving these individuals, the HTA process can ensure that its findings and recommendations are propagated through channels that have a tangible impact on final policy and decision-making. Developing relationships with these entities assists in creating a system that strengthens the HTA's recommendations and findings to be more promptly and effectively considered in policy circles.
- **The key action** seek audience at 3 MOH directors meeting to present plain language summary updates on ongoing HTAs. After the HTA is completed, the key action is to embark on key steps to disseminate per SOPs. **This is a continuous step.**
- Dissemination SOP includes the following:
  1. Develop policy briefs and submit through in-person session with key decision makers
  2. Develop publish HTA report and its plain language summary on key platforms
  3. Disseminated through one-on-one sessions with key decision makers and at MOH directors' meetings
  4. Hold dissemination forum including decision makers and stakeholders to allow update and assimilation of content
- **The focus** of this step is to ensure stakeholders are engaged throughout the HTA process
- See Annex 5, [HTA template for plain language summary updates](#)

### Additional Insights:

- **Feedback Mechanism:** A systemized feedback mechanism should be put in place to glean insights from stakeholders throughout the HTA process, ensuring that their perspectives and needs are continually met.
- **Building Capacity:** Stakeholders may require capacity-building interventions to effectively engage in the HTA process. Providing training and resources to understand and contribute meaningfully to the HTA will further enhance stakeholder involvement and ownership.
- **Ensuring Equity:** Ensure that the stakeholder engagement process is equitable, offering platforms for voices from various sectors, including those that might traditionally be marginalized or underrepresented, to be heard and considered in the HTA process.

## Section B: Checklist for Assessing Compliance with the Stakeholder Engagement Guideline

### Process related

#### 1. Stakeholder Identification and Analysis

- Has a comprehensive stakeholder matrix been developed, highlighting the interests and influences of each stakeholder?
- Has there been a dedicated effort to understand and align with stakeholders' priorities and plans of work?

#### 2. Initiating Stakeholder Engagement in topic nomination

- Have formal communication channels, such as letters, been utilized to invite stakeholder input on topic nomination?
- Is there a system in place to manage and evaluate the topics nominated by stakeholders?

#### 3. Inception Meeting and Decision Maker Engagement

- Was an inception meeting conducted with the involvement of key decision-makers?
- Were the selected topics congruent with national health priorities and stakeholder needs?

#### 4. Timeliness and Responsiveness

- Are prototype models, rapid analysis models and tools, employed to facilitate rapid analysis and provision of evidence?
- Is the HTA process responsive and adaptable to emerging stakeholder needs and health technology landscapes?

#### 5. Cross-Sector Collaboration and Continuous Engagement

- Have SOPs for communication and dissemination been established and adhered to?
- Are varied communication channels (policy briefs, website updates, etc.) active and consistently used?
- Have simplified templates been utilized to enhance the understandability of technical information?
- Have individuals and entities with influence over final decision-makers been identified and engaged, using plain language summaries on HTAs
- Have strategic relationships been developed with heads of directorates and other influential entities?

#### Additional items:

- Is there a structured and clear mechanism for stakeholders to provide feedback throughout the HTA process?
- Are capacity-building initiatives available and accessible to stakeholders?
- Are equity and representation assured in stakeholder engagement, especially for marginalized voices?

## Annexes

### Annex 1, Tools for stakeholder identification and development of stakeholder matrix

Stakeholder list	Role, mandate

<b>I</b>	High influence, High interest	High influence, Low interest					
	Collaborate closely	Keep informed					
<b>N</b>							
	<b>F</b>						
<b>L</b>							
	<b>U</b>	Low influence, High interest	Low influence, Low interest				
Keep Satisfied/ Consulted		Keep informed					
<b>E</b>							
	<b>N</b>						
<b>C</b>							
	<b>E</b>						
<b>I</b>		<b>N</b>	<b>T</b>	<b>E</b>	<b>R</b>	<b>E</b>	<b>S</b>



**MINISTRY  
OF  
HEALTH**

**P.O. Box MB44, Accra  
Digital Address: GA-029-4296**

**My Ref. No:**

**Your Ref. No: MOH/PD/10/23**

**Date:**

**DISTRIBUTION LIST ATTACHED**

**INVITATION TO STAKEHOLDER ENGAGEMENT IN TOPIC NOMINATION**

You are by this letter officially invited as a valued stakeholder in the healthcare community to participate in a forthcoming workshop. The objective of this gathering is to solicit your perspectives and expertise in the topic nomination process for Health Technology Assessment (HTA) analysis.

As we continue our commitment to advancing healthcare technology evaluation and policy development, your insights are of paramount importance. Your unique experience and knowledge will significantly contribute to the selection of assessment topics that encompass a wide spectrum of health technology challenges and solutions. The outcomes of this workshop will not only drive the focus of future HTA analyses but also foster a more inclusive and comprehensive approach to addressing critical healthcare challenges.

The details of the workshop are as below:

Date:

Time:

Location:

This workshop seeks to ensure the incorporation of diverse perspectives into which topics are analyzed in HTA and emphasizes an inclusive approach in addressing health technology challenges and solutions.

Your commitment to healthcare excellence is deeply appreciated, and we look forward to your valuable contributions at the workshop. Together, we can foster innovative solutions and improved outcomes for healthcare technology assessment.

Thank you for your dedication to advancing healthcare, and we eagerly anticipate your participation.

Sincerely,

**[NAME]  
CHIEF DIRECTOR  
for: MINISTER**

**CC: Hon. Minister for Health  
Hon. Deputy Ministers for Health  
Director, Technical Coordination**

## **DISTRIBUTION LIST**

*[Informed by Stakeholder Analysis]*

Annex 3, Sample form to profile the HTA topic



**HTA TOPIC PROFILING FORM**

**Problem**

**Population**

**Intervention**

**Comparator**

**Outcome**

**Value to Decision-making and Health System**

**Decision-maker's interests**

**Agreed-on timelines with decision-maker**

Annex 4, HTA report - evidence summary template



MINISTRY OF HEALTH  
REPUBLIC OF GHANA

**Health Technology Assessment Evidence Summary Template**

*Note: The Ghana HTA reference case should guide reporting of the analysis.*

	<b>Summary description – evidence from HTA report and costs</b>
Intervention name (technology)	
Short description	
Standard of Care (Comparator)	
Severity of disease	
Safety	
Effectiveness	
Level of Evidence (LOE): Effectiveness	
Cost-effectiveness (CE)	
Level of Evidence (LOE): Cost-effectiveness (CE)	
Incremental costs	
Budget Impact	
Equity	



MINISTRY OF HEALTH  
REPUBLIC OF GHANA

### **HEALTH TECHNOLOGY ASSESSMENT (HTA) PLAIN LANGUAGE UPDATES**

*Health Technology Assessment (HTA) is a thorough approach used to assess the value of healthcare solutions, which can include medicines, vaccines, devices, programs, and more.*

**What problem are we addressing in this assessment?**

**Who are the affected people?**

**What potential solution is being assessed?**

**What is the potential solution being compared to?**

**What does success look like?**

**What progress have we made?**

**What are the next steps?**



