Supplementary Guidance on

Stakeholder Involvement

The SROI Network
Accounting for Value

Contents

1   Introduction

The purpose of stakeholder involvement is to help identify the most important outcomes to the organisation and to set out an understanding of those outcomes that has been informed by stakeholders. This also contributes to accountability.

It is a qualitative exercise and should not be confused with data collection. Data collection refers to collecting data on whether and how much of the outcome has occurred. This guidance does not deal with data collection in this sense. Stakeholder involvement can also be used to explore attribution and deadweight especially in the absence of data from control groups. Stakeholder involvement is also often a useful place to gather practical recommendations for service improvements.

This guidance also refers to five of the principles of SROI analysis; to involve stakeholders in the analysis, to understand change, to not over claim, only include what is material and to value what matters. The usefulness and reliability of the analysis is in part dependent on the quality of the stakeholder involvement it draws on.

It is designed for organisations working with their stakeholders and for those advising or retained as external consultant to organisations. Although organisations will normally have a good understanding of their stakeholders, it is often the case the organisations do not have an understanding of the relationship between their activities and the outcomes experienced by stakeholders (the theory of change).

The guidance should be read in conjunction with the [Guide](). It expands the information in Stage 1 Establishing scope and identifying stakeholders. The guidance assumes that you have already made a start at identifying your stakeholders although stakeholder involvement may mean you will need to revise your understanding.

This guidance does not include:

- *detailed* guidance on methods of involvement although links to some sources are provided at the end of this document; or
- guidance in relation to collecting information on now much change has happened, on quantities of outcomes

The supplement is consistent with AccountAbility's Stakeholder Engagement Standard (AA1000SES)[i].

The most appropriate method for groups that include numbers of individuals is often to start with a focus group or groups. This may not always be appropriate or may need to be supplemented with other methods but it is often the best starting point.

In SROI stakeholders are those who affect the activity under analysis and those that are affected by it. This guidance focuses on involving stakeholders that are affected, those that experiencing the outcomes. The analysis should involve stakeholders and not be led by them. Involvement should not be taken to mean that only the views and perceptions of the stakeholders experiencing change are relevant, that their agreement is necessary or that you will be led by stakeholders views (though leadership may be shared). Other people, often the staff within the organisation, will have considerable knowledge and experience and should be involved alongside the stakeholder group

that experience change in drawing conclusions and making decisions. In addition there will often be external research available which will also be drawn on to make decisions. Issues with stakeholders as sources of information about value include:

- Some stakeholders may not be well informed;
- They may have short term priorities which restrict their ability to consider longer term outcomes; and
- Within any group some members may be able to have their views heard more effectively than others.

There are many potential causes of bias that need to be considered which is why stakeholders are only one source of information. Bias has the potential to distract from the purpose of the analysis and/or push the organisation in directions it has not intentionally committed to.

The judgement on how to use the information that arises from this involvement remains with those undertaking the analysis.

Stakeholder involvement is a journey, an iterative approach that feeds learning and findings back into the process. Involvement will often result in amendment to description and number of outcomes, identifying other stakeholders, or splitting your initial stakeholders into separate groups. Preparing an initial plan involving stakeholders will make subsequent data collection far more efficient, reducing the time and resource requirements as well as providing a useful communication and tracking tool.

A systematic approach to stakeholder involvement may also uncover opportunities to modify or extend the regular stakeholder involvement activities (outside the SROI analysis) of your organisation. Over time this type of alignment could significantly improve your organisation's social impact performance, and its ability to communicate this meaningfully to stakeholders.

At relevant places in this supplement some short examples of the issues raised are included in italics. Below are some of the benefits arising from stakeholder involvement.

A housing association revised its processes for engaging with its tenants to focus on the question 'what had changed or what was expected to change?' The results were used to improve services.

A social enterprise realised that the children of some of their beneficiaries experienced negative outcomes and changed its services to reduce this risk.

A welfare organisation realised that the outcomes desired by their main beneficiaries were very different to the ones stated in the aims of the organisation. It was able to redesign its services and increase outcomes for all stakeholders.

The example used in the Guide to SROI is also used in this guidance to demonstrate some of the points. However this will not be appropriate in all circumstances, and so other examples have also been included. However it should be emphasised that each situation should be considered on its own merits and that the approach in any of the examples may not be appropriate in your situation.

The main things to remember are:

- Stakeholders should be involved in the process of determining the most important outcomes
- Information from stakeholders should be balanced with other research and evidence
- There will be a trade off between the resources you have available and the level of involvement that is possible across different groups
- Consideration of materiality is important in order to exclude stakeholders that are not experiencing material outcomes, especially where they would have achieved the same outcome anyway in the absence of the intervention being analyzed. There is a separate supplement on materiality.
- Some organisations focus on a particular group of beneficiaries but outcomes may be being experienced by other stakeholders.
- Out of consideration for them, you should seek to minimise the time and number of interactions you are requiring from stakeholders as part of your involvement process

The remainder of this supplement covers:

- The objectives for involving stakeholders at each stage of the SROI analysis
- Deciding how many stakeholders to involve
- Ensuring high quality involvement

2 Stakeholder involvement in the stages of an SROI analysis

2.1 Deciding how stakeholders should be involved and at what points

Can you involve your stakeholders?

The first question to ask is whether you can involve a particular stakeholder group.

Some groups may not be able to answer questions or there may be sensitivities, for example people with mental health issues, very young children or the environment. In these situations you will need to identify other people who can talk on their behalf.

The aim is to encourage involvement and so the onus will be on those undertaking the analysis to give reasons why stakeholders could not be involved.

Equally, that stakeholders can be involved should not be taken to mean that their agreement is necessary or that the analysis should accept their perception. They should be involved in the analysis but not lead it.

If they can be involved should they be?

The second question is whether you should involve them?

Should be involved – For the assurance process, involvement would be expected unless reasons given for not involving stakeholders are judged reasonable

Could be involved –Involvement would improve the analysis but may not be judged necessary, for example if existing information is available, or if involvement is infeasible within the restrictions of scope. Whether a stakeholder is involved will be a judgement for those preparing the analysis.

The table below analyses how stakeholders should or could be involved by reference to the relevant sections in the Guide. Each section sets out what stakeholders will be contributing to the analysis. Once you have determined which outcomes to manage in a process involving stakeholders you will need systems and an approach to collecting the information..

Table 1: Involving stakeholders at each stage of the SROI analysis

	Section	Section name	Stakeholder should be involved	Stakeholders could be involved
Plan	1.1	Establishing scope		to test the logic of the initial scope
	1.2	Identifying stakeholders	In consultation with the initial list, stakeholders should be asked if they think others are experiencing change as a result of the activity	
	1.3	Deciding how to involve stakeholders		to test that the proposed methods for involvement – • are appropriate to the stakeholder group/s • match the resources available (yours and the stakeholders') • will generate the quantity of involvement identified as required
Develop analysis	2.2	Identifying inputs		to understand the range of inputs made by stakeholders to the organisation/program and quantities of inputs (eg how much time was required) (Information identified in this stage may change decisions on which stakeholders should be involved)
Develop analysis	2.3	Valuing inputs		in valuing inputs both monetary and non monetary
Develop analysis	2.4	Clarifying outputs	.	in determining the outputs (quantitative summaries of activities) generated
Develop analysis	3.1	Developing outcomes and outcome indicators	in determining the outcomes they experienced (taking care that outcomes are recorded against the stakeholder that experiences the outcome). in agreeing the relevant outcome in a chain of events[ii] and intermediate outcomes, where necessary to reflect progress toward an outcome. (Information identified in this stage may change decisions on which stakeholders should be involved)	in developing outcomes for other stakeholders, for example families of young children may help understand outcomes for young children. as part of process of determining which outcomes are relevant. In the absence to relevant and available indicators, stakeholders could be involved in developing indicators
Data	3.2	Collecting	Stakeholders will be a source of data for quantities of	in assessing data collection processes

	Section	Section name	Stakeholder should be involved	Stakeholders could be involved
collection		outcomes data	outcomes measured using the above indicators. (However remember that this Guidance does not cover this step. The step is included for completeness in relation to the overall process)	
Data collection	3.3	Establishing how long outcomes last		in considering the duration over which outcomes will be attributed to the activity. in determining data collection processes for longitudinal data
Develop analysis	3.4	Putting a value on the outcome		in assessing the value of outcomes for example through choice modelling techniques which may be particularly appropriate in exploring the relative value of multiple outcomes experienced by the same stakeholder group or if some triangulation of values is considered beneficial.
Develop analysis	4.1	Deadweight and displacement	in the assessment of the availability and usefulness of comparable services and on deadweight and displacement issues. See Appendix A for example of relevant questions that might be asked. (Information identified in this stage may change decisions on which stakeholders should be involved)	
Develop analysis	4.2	Attribution	in assessing attribution of outcomes to other contributors. See Appendix A for example of relevant questions that might be asked. (Information identified in this stage may change decisions on which stakeholders should be involved)	
Develop analysis	4.3	Drop-off	in assessing drop-off of outcomes over time. Stakeholders could be involved in assessing approaches to reporting drop-off data in the longer term.	
Develop analysis	6.1 6.3	Verification	in reviewing • the theory of change • the value and range of outcomes	in reviewing action plans that may have arisen from stakeholder involvement

	Section	Section name	Stakeholder should be involved	Stakeholders could be involved
			in assessing the appropriateness and usefulness of the form of reporting back to them. Within the determined scope and audience, stakeholders should receive appropriate reports and other SROI-related communication materials.	
Using the results	6.2	Using the results	Within the determined scope and audience, stakeholders should be informed of changes in performance over time	

2.2   Materiality – focus on what is important

The fact that you have involved stakeholders in the initial sections does not mean that a particular group will be involved in all sections. Between section 2.1 and 3.4 in the above table it is important to reduce the risk of wasting time or resources by considering materiality. Stakeholders that do not experience material outcomes or that would not otherwise happen do not need to be involved in subsequent sections in relation to the outcomes they experience. They may be involved as a source of information on outcomes for other groups.

This will also reduce the risk of materially misstating the impact of the activity.

'Involve Stakeholders' and 'Only include what is material' are the two principles that run through the process. Materiality is explored in the SROI Guide and the Supplementary Guidance on Materiality. The materiality process assists with determining the most relevant and significant issues for an organisation and its stakeholders, and recognises that some issues will be material for some stakeholders but not to others. Whilst you may need to involve stakeholders to determine whether the outcomes they experience are material you will need to make judgments to ensure that you do not do spend time and resources involving stakeholders where the outcomes they experience are not material.

This will unfold during the process but there are key points at which you should be careful, especially when considering which of the outcomes you identify are relevant. Where you have stakeholders with no relevant outcomes you will not need to involve them in subsequent sections. It can be hard to decide to exclude outcomes because they are not relevant. It is much easier but incorrect to exclude outcomes that you don't think you can measure as this will increase the risk that material outcomes have been excluded.

In Wheels to Meals the decision was made that one of the four outcomes identified for people using the service, 'not being disturbed by my neighbours,' was not relevant. However they had other relevant outcomes and so were involved in other parts of the analysis. This is discussed further in the supplement on materiality

3 Deciding how many stakeholders to involve

3.1 The issues

The SROI Network does not define the level of involvement required. This judgement is left to the practitioner who must consider what will be sufficient within the boundaries of the principles, as required for the audience for and scope of the analysis, and allowing for accessibility and resources. For example one of the factors that will effect this decision is whether the analysis is an evaluation or a forecast as a forecast may mean that less involvement is necessary. A forecast may also require involvement of people who may become stakeholders. Forecasting unintended outcomes may also be more difficult when forecasting.

This judgement will depend on the circumstances and the range for judgements will be developed as the assurance process considers more examples, and common practice emerges.

The members' area on the SROI Network website includes examples which can be used as guidance on conjunction with this supplement.

There are several potential issues to consider when deciding how many stakeholders to involve. The aim is to be realistic within your scope and considering the audience. The points made below refer to a theoretical approach that will often not be possible in practice. We are trying to minimise the risk that we have not understood material outcomes. Where you have to deviate from theoretical approach the point is to be aware of the resulting limitations for your analysis.

You can use these notes to identify any differences between what you think you can do and what you think you should do.

As with other issues you will need to make a judgement and you need to start somewhere. The aim is to get a balance between too few where the risk that you have not accounted for material changes increases and too many where you are using resources but not likely to gain any information. As you increase the number you involve you will reduce the risk that you have not described an outcome appropriately or missed outcomes or missed stakeholders but there will always be some risk.

Your initial assessment of stakeholder groups means that you will be asking this question, 'how many stakeholders should I involve?, in relation to each of these groups.

If you are using a focus group then each will typically be between 6 and 12 people but could be fewer if there are very few members of a given stakeholder group. However if you have a lot of variation within your stakeholder group, geographic or other characteristics, you may need to hold a number of focus groups.

You need to sample in order to try and ensure that your sample 'probably' provides information from which you can generalise (probability sampling). However since your understanding will emerge so will the sample that you would need.

Absolute rather than relative sample size is what increases the probability that your generalisation will be valid.

The sample should be randomly selected. However this is difficult in practice. Groups are often identified by individuals who are not aware of the challenges which can then range to asking for volunteers in environments which are not used by all members of the stakeholder group, asking in ways which are more accessible to some members of the stakeholder group and so on. Recognising the risk in the approach that has been used together with your knowledge of the group can help reduce this risk.

The sample should to be representative (of the outcomes experienced by the rest of the group) and the more variance there is in your group the higher the number in the sample should be.

You need to be ready to change your approach as you proceed.

Findings can only be generalised to the population from which the group was taken. This is the implication of the above point. If your findings are based on a sample that does not include some peoples' experiences of the outcomes, then the generalisation will miss these outcomes.

Other sampling approaches are commonly used which are not random and then the risk of generalisations from this group should be stated. However non-random approaches could be used to test the questions that would be then used with a random and representative sample.

The issue about generalising to the population from which the group was taken may seem obvious but becomes relevant when you are determining your sample and are updating last year's analysis in which you involved stakeholders in determining outcomes. You want to reduce the sample size. You are assessing whether this year's stakeholders come from the same population. If they are different, for example subject to different environments and challenges then you cannot use last year's results as the basis for reducing your involvement.

It would also be relevant if you deliver services in several places but only sampled from one.

This was not an issue for Meals to Wheels where a third of the residents were involved in the initial focus group and the results were clear.

In a new business that was intending to provide advisory services to provide teenagers with the objective of reducing teenage pregnancy, the organisation ran a number of focus groups with young people that were representative of potential users of the service.

In the second year's forecast of a programme that provided a year's work experience, the organisation surveyed the current years employees as a way of understanding the outcomes for the new employees. This also allowed the organisation to test whether the outcomes that it had used to forecast had been relevant.

3.2   The solution to deciding how many stakeholders to involve – saturation sampling

The approach is to start with a small sample and then ask the questions that address the objectives in stage 2 of the Guide to SROI (in the way you have determined to be the most effective according to your plan). As you hear different things you increase your sample until you reach the point that you are no longer hearing anything differently- you have become saturated. You will then be able to develop your understanding of change.

At this point you may notice that the different things you have heard relate to different classifications. This will be driven by your analysis. Although you drew your initial sample so as to be representative based on your knowledge, for example of variations in age or gender, this may have been misleading. You may have heard things that make you think there may be different outcomes for different groups based on a new classification. Or you may decide that estimates of deadweight reflect different groups, for example in an employment program those who gain employment have supportive family background and so what would have happened anyway depends on the extent of family support. Whilst you will be looking for groups that experience different outcomes the focus should still be on similarities. Otherwise there would be a tendency towards analysing individual outcomes which will not be feasible and or help communication.

You will need to expand your sample taking new classifications into account so that you are able to check whether you have reached saturation allowing for adequate representation from your emerging classifications.

This is important to understand change but will also have implications for the way in which you design and provide services and for the people you target for example as customers or beneficiaries.

In this way you can start with a sample which is based on your initial understanding of variations in your stakeholder group and expand this as you discover more about your stakeholders.

You will need to consider whether the resulting sample size is adequate as a basis for forecasting change across all your stakeholders. The assessment will include the purpose of your analysis and the related audience's understanding of the risk of error and will be the basis for developing your understanding of change for your evaluation or for your forecast. When you subsequently collect data you will also be able to test this understanding. The sample size you will need to collect data on how much change has happened will be much higher and is covered in forthcoming separate guidance on indicators and data collection.

In Meals to Wheels, the initial focus group did not raise any reason to think there were outcomes that were specific to only some of the residents.

In a focus group to consider the outcomes from a training programme, there were two main outcomes. Those who gained the qualification and those that didn't. As a result of further discussion with the group, it became apparent that the group that gained the qualification had much support from their families. The organisation changed its recruitment process to identify whether there would be support at the start and was exploring ways of providing additional support where required.

4　Ensuring high quality stakeholder involvement

4.1　Planning

The building block for good stakeholder involvement is the stakeholder involvement plan. This will set out:

- resource requirements,

- involvement process

- who and when

- monitoring and feedback

Resource requirements

The scope will be one of the main drivers of the amount and type of stakeholder involvement and therefore the resources required. For a new activity (or a new organisation) you will need to involve people from the group that you want to become your stakeholders. For a forecast relating to an existing activity you will be involving people that have been stakeholders. These differences will inform scale and methods of involvement. Organisations will often have existing processes for involving stakeholders which can be built on.

Stakeholder involvement can be one of the most resource intensive aspects of an SROI analysis. These will include the financial, human and technological resources required for those carrying out the activities, as well as for the stakeholders invited to participate. Stakeholders may wish or need to be compensated for their time as well as for any expenses incurred, and any financial support should be designed in such a way that it does not represent a potential conflict of interest or generate issues where stakeholders are in receipt of state benefits.

Establishing a methodology for systematically identifying stakeholders who can contribute to achieving the purpose of the involvement and/or could be affected by its outcome is a cornerstone of quality stakeholder involvement. Stakeholders can be mapped in many ways and several approaches and/or maps should be used to gain better insight. In developing the stakeholder map it is important to respect your stakeholders' time by proposing their involvement only where there is a clear purpose and value in doing so.

Involvement process -

Remember that this guidance does not relate to research or collection of data on how much of the outcome has occurred or is expected to occur.

Involvement processes are likely to involve a variety of people with different levels of expertise, confidence and experience. As above although a focus group will often be a good approach, it will not always be the best for example with groups who may not be confident talking as part of a group.

For groups with a number of private individuals the most appropriate initial method will often be a focus group. The group could be made up of all those involved, for smaller organisations or groups, or be selected from the wider group. However it would also be possible to use one to one meetings or phone surveys. Where the group is not able to engage, another group will need to be involved to

speak on their behalf, for examples parents for young children. Information from other groups and sources will, as stated above, form part of the research on which conclusions are drawn.

The nature of the involvement will also depend on the nature of the stakeholder group. In some situations you will be able to talk to someone who is able to represent a group or an organisation, for example a government department or refer to policy statements. With other groups where there are people in the group who are not organised in order to respond as a whole, involvement processes will need to be determined to ensure responses are representative. In this case it will be necessary to generalise or extrapolate results across all members of a group. This is expanded in Section 3 below.

Some stakeholders can be contacted individually, sometimes you may need to survey across a group. It is important to appreciate that some individuals and groups may find it difficult to take up your invitation to be involved, or that circumstances may hinder them from fully contributing. This could be, for example, due to language, literacy or cultural barriers, problems of distance or lack of time, or gaps in their knowledge about a specific issue.

These considerations are also critical in deciding on the methods of involvement for each stakeholder group. Methods should be selected to best meet the needs, capacity and expectations of those who will be involved.

Table 2 sets out some options.

Stakeholder group	Methods
Private individuals (often end users of the products or services)	**Focus group** **Phone survey** **One to one meetings**
Public bodies	**Phone surveys** **One to one meetings** **Review policy documents**
Private organisations	**Phone survey** **One to one meeting**

Similarly, the questions that will be used will vary from context to context. At each stage of the process there are different objectives for involving stakeholders, and the questions will therefore also be different as the analysis progresses. The table included above provides an indication of the purpose that should inform the questions at each of the stages.

One of the distinguishing characteristics of quality stakeholder involvement is it allows the organisation to build the capacity of stakeholders, particularly if they include groups that have been or are marginalised in any way. A consideration of capacity building needs sends important signals to your stakeholders (internal and external) that the organisation considers them to be a valuable

resource and is willing to invest in the relationship. This investment will deliver benefits to your stakeholders, through increased confidence and ability to express themselves, and over time should build a strong foundation for the organisation's future SROI analyses.

The involvement of a public sector stakeholder was based on review of policy documents and confirmed in a phone call with the member of staff responsible for the service.

In working with a group of young children with learning difficulties, an analysis was based on one to one interviews with parents or carers, informed by the analyst but carried out by staff in order to maintain confidentiality. This required the questionnaire to be approved by the organisation and agreement on how the results would be used. The results with triangulated with existing similar research before the outcomes were finally determined. In involving previous participants to help inform the outcomes likely to be experienced by the current group, the previous participants subsequently became mentors.

Who and when

It is also important to remember that SROI analysis requires many judgements to be made and that the person/s undertaking the analysis will need to utilise their own skills and experience in doing this. Different people may be more appropriate at different stages. Where possible and depending on your reporting timetable it may be possible to build involvement into other things that your organisation is already doing. Section 5 also sets out some common pathways which will help plan a timetable.

Monitoring and feedback

To establish trust, transparency and accountability it is also critical that the outputs of the involvement program are communicated and acted on. An action plan that articulates how the organisation will respond to the input generated through the involvement program is useful here. It is important that the plan is communicated consistently and equitably so that all participants receive feedback on their involvement.

Quality stakeholder involvement requires that activity is monitored and that processes are continually improved. The ongoing success of stakeholder involvement, and people's willingness to participate in future involvement activities, depends in large part on the organisation achieving the commitments it makes in the action plan. To demonstrate accountability it is also good practice to report these publicly so that the broader community can identify the organisation's knowledge and understanding of stakeholder concerns and how it is responding to these.

Meals to Wheels was preparing a forecast from its existing activities which provided services to thirty people

Meals to Wheels involvement plan is set out in Table 3 below.

Stakeholder	Number	Method	Number involved	Responsible
Older residents	30	Focus group held during lunch. Result = 4 outcomes identified	10	M2W staff
Health service	1	Review of policy documents. Phone call with area manager	1	advisor
Local authority	1	Review of policy documents and contract. Meeting with contract manager and policy officer	1	Advisor
Volunteers		Focus group held at end of normal working day	6	M2W staff and advisor

In a much larger SROI exercise covering several communities, focus groups had to be held in each community after normal working hours. Guidance notes were prepared for the facilitators and residents were invited to separate sessions in local community centres which had been advertised through community networks and local newsletters. Drinks and snacks were provided. Those attending were asked some general questions so that attendance could be compared with the make-up of the community.

In developing a forecast for a community owned shop, the results of the focus group with customers identified some groups of customers who had not been involved in the focus group. Separate questionnaires were prepared and people were interviewed on the street and as they left the shop.

5   Useful resources

There are many tools and techniques available to assist with stakeholder involvement. It is important that you develop a suite of practices that suit your organisation, its stakeholders and the purpose of the involvement program. Engaging your stakeholders in developing your involvement activities provides valuable input on the appropriateness and relevance of the approach and will assist with refining it over time.

Some sources of additional useful information include:

- AA1000SES, *Stakeholder Engagement Manual.*
  - http://aa1000ses.net
- The New Economics Foundation, *Participation Works!* –
http://www.neweconomics.org/publications/participation-works
- Involve, *peopleandparticipation.net*
http://www.peopleandparticipation.net/display/Methods/Home
- Robert Wood Johnson Foundation, A Practical Guide to Engaging Stakeholders in Determining Evaluation Questions
http://www.rwjf.org/pr/product.jsp?id=49951

Appendix A – example questions

Example of questions that you might use to inform a with a beneficiary/customer focus group –
These are only general examples and would need to be developed in order to be appropriate for the stakeholder group that you are working with.

How are you involved in the activity we are analysing?
What did you contribute to the activity (and how much)?
Did you have to give up anything to take part in the activity?
What changes did you experience or do you think you will?
What do you differently as a result?
Were all the changes positive?
If not what were the negative changes?

Were all the changes expected or was there anything that you didn't expect that changed?
How would someone else know that this had happened and what would we show them?
What would it look like?
Could you measure it?
If so could you estimate how much change happened?
Did others experience the same change?
Do you think anyone else has experienced any changes as a result?
What would have happened to you if you hadn't taken part?
Would you have found something else later?
Who else provides something like this?
How long do you think the change will last?
Did anyone else contribute to the experience/change?
How important was this change?
Can you compare it to something else just as important to you?
Can you put these changes in a priority order of how important they are to you? Which are worth most/least to you?
Which other ways might you/your organisation achieve the same changes?
Which of these changes will make the biggest difference to you?

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i A The second edition of AA1000SES was published in November 2011. It can be downloaded from http://aa1000ses.net. The AA1000SE is applicable to all types and levels of stakeholder involvement to both internal and external groups, and for public and private organisations. It can be used for time limited project based activities and for ongoing purposes.

ii A chain of events is the story of how one thing leads to another. The analyst will need to decide at which point in a chain (or with which outcome) the outcome will be valued. Further information is available in the Guide.