

Stakeholder Listening Index™

A Governance Diagnostic for Transformative Stakeholder Engagement

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About This Framework

The Stakeholder Listening Index™ is a structured governance diagnostic designed to assess the depth, equity, responsiveness, and institutionalisation of stakeholder engagement systems.

It is not a compliance checklist.

It is a systemic reflection tool that evaluates whether engagement practices meaningfully influence decisions, redistribute voice, and generate institutional learning.

The Index assesses five core dimensions:

1. Stakeholder Inclusion
2. Dialogic Depth
3. Responsiveness
4. Power & Voice
5. Learning & Adaptation

Each dimension is scored on a 0–5 scale, producing a composite Listening Index score (out of 25).

A large, faint watermark of the COMMKEN AFRIQUE Ltd. logo is centered on the page, featuring the company name in blue and orange text and a stylized graphic of intersecting lines and dots.

How to Use This Tool

Recommended Users

- Project Directors
- ESG & Sustainability Teams
- Communications Managers
- Governance & Risk Committees
- Multilateral Programme Units

When to Use

- Mid-term or end-of-project reviews
- High-impact infrastructure or extractive projects
- Post-conflict or high-trust-deficit environments
- Strategic stakeholder redesign processes

Time Required

- 2–4 hours internal document review
- 1 full-day facilitated assessment workshop (recommended)

Important:

Scoring must be evidence-based. Verbal claims without documentation should not be scored above 2.

Dimension 1 – Stakeholder Inclusion

Objective:

To assess whether engagement systems meaningfully include those most affected — especially high-impact and vulnerable groups.

Table 1: Stakeholders Most Affected

Stakeholder Group	Nature of Impact	Level (H/M/L)	Vulnerability Factors	Evidence Source

Table 2: Stakeholders Engaged

Stakeholder Group	Engagement Method	Frequency	Project Stage	# Participants	Evidence Source

Cross-Mapping Analysis

Indicator	Result
Total High-Impact Groups Identified	
High-Impact Groups Engaged	
% High-Impact Groups Engaged	

Scoring – Inclusion (0–5)

Criteria	Score
No documented stakeholder mapping	0
Mapping exists but <25% high-impact groups engaged	1
Mapping exists but <50% high-impact groups engaged	2
≥50% high-impact groups engaged	3
≥75% engaged across multiple stages	4
≥90% engaged + documented inclusion of vulnerable groups	5

Final Score (Inclusion): _____

Dimension 2 – Dialogic Depth

Objective:

To assess whether engagement is informational, consultative, or genuinely dialogic and influence-driven.

Dialogue Quality Checklist

Indicator	Yes/No	Evidence
Stakeholders influenced agenda setting		
Open-ended input sessions held		
Inputs documented verbatim		
Follow-up sessions conducted		
Engagement iterative (≥ 2 rounds)		

Scoring – Dialogic Depth (0–5)

Criteria	Score
Information sharing only	0
Minimal engagement (limited Q&A)	1
Structured consultation without evidence of influence	2
Stakeholder inputs documented	3
Iterative engagement with documented influence	4
Stakeholders co-shaped agenda and outcomes	5

Final Score (Dialogic Depth): _____

Dimension 3 – Responsiveness

Objective:

To determine whether stakeholder input influences decisions and whether feedback loops are closed transparently.

Feedback Traceability Log

Stakeholder Input	Date Raised	Decision Taken	Integrated? (Y/N/Partial)	Evidence	Communicated Back?

Responsiveness Metrics

Indicator	Result
Total Inputs Documented	
Inputs Integrated or Mitigated	
% Integrated	
% Communicated Back Within 60 Days	

Scoring – Responsiveness (0–5)

Criteria	Score
No tracking of feedback	0
Tracking exists but <10% responded to	1
Tracking exists but <25% responded to	2
Tracking exists but <50% responded to	3
≥50% integrated or mitigated	4
≥75% integrated + documented “You Said–We Did” reporting	5

Final Score (Responsiveness): _____

Dimension 4 – Power & Voice

Objective:

To evaluate whether marginalised or high-risk groups meaningfully influence decisions.

Participation Equity Analysis

Stakeholder Group	% of Affected Population	% of Engagement Participants	Gap (+/-)	Evidence

Decision Influence Review

Key Decision	Marginalised Group Involved?	Did Input Alter Outcome?	Evidence

Scoring – Power & Voice (0–5)

Criteria	Score
Marginalised groups absent	0
Present but no submissions	1
Submissions recorded but not discussed	2
Discussed but no evidence of influence	3
Documented influence on at least one key decision	4
Documented influence across multiple decisions	5

Final Score (Power & Voice): _____

Dimension 5 – Learning & Adaptation

Objective:

To assess whether engagement generates institutional learning and systemic change.

Institutional Change Log

Stakeholder Issue	Change Made	Policy/Process Updated?	Monitoring Indicator Created?	Evidence

Organisational Learning Systems Checklist

System Element	Exists? (Y/N)	Evidence
Annual engagement review		
Board-level reporting		
Engagement KPIs		
Lessons-learned documentation		

Scoring – Learning & Adaptation (0–5)

Criteria	Score
No learning of any kind	0
Informal learning only	1
Some formal learning	2
Lessons captured but not institutionalised	3
Policy/process updated	4
Systematic learning embedded with monitoring	5

Final Score (Learning & Adaptation): _____

Composite Listening Index Score

Dimension	Score (0–5)
Inclusion	
Dialogic Depth	
Responsiveness	
Power & Voice	
Learning & Adaptation	

Total Score (Out of 25): _____

Interpretation Framework

Score Range	Listening Maturity Level	Governance Profile
0–8	Symbolic Engagement	Compliance-driven, high reputational vulnerability
9–16	Structured Participation	Procedural engagement, limited influence
17–21	Responsive Engagement	Evidence of influence and accountability
22–25	Transformative Listening	Co-creation, power redistribution, institutional learning embedded

Moving from Diagnosis to Transformation

The Listening Index™ reveals patterns. Transformation requires structural design. Commken Consult Afrique Ltd provides:

- Facilitated Listening Index™ Assessments
- Stakeholder Engagement System Redesign
- Power & Equity Audits
- Institutional Learning Integration
- Governance & Reputation Risk Advisory

For advisory support or facilitated assessments, contact us: **+254703693306**, info@commken.com or visit us **Hse 16, Kodi One, Nairobi West**