

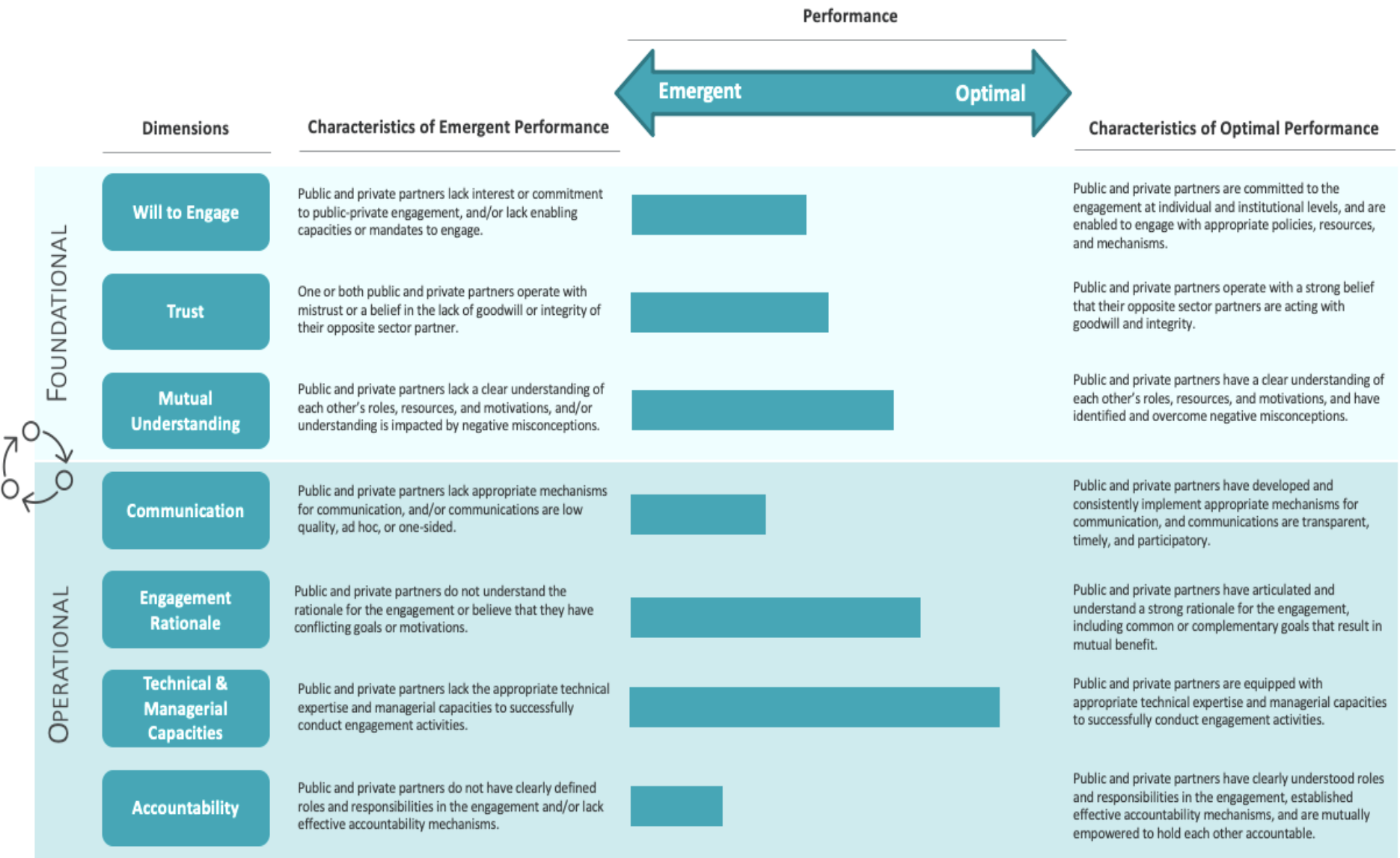
Engagement Factors Self-Assessment Tool

The **Engagement Factors Self-Assessment Tool** was developed by the Strengthening Mixed Health Systems (SMHS) project with support from MSD for Mothers. SMHS supported two low- and middle-income countries (Kakamega County, Kenya and Maharashtra State, India) in developing, implementing and documenting practical and actionable processes for integrating quality private maternity care in their countries' health systems.

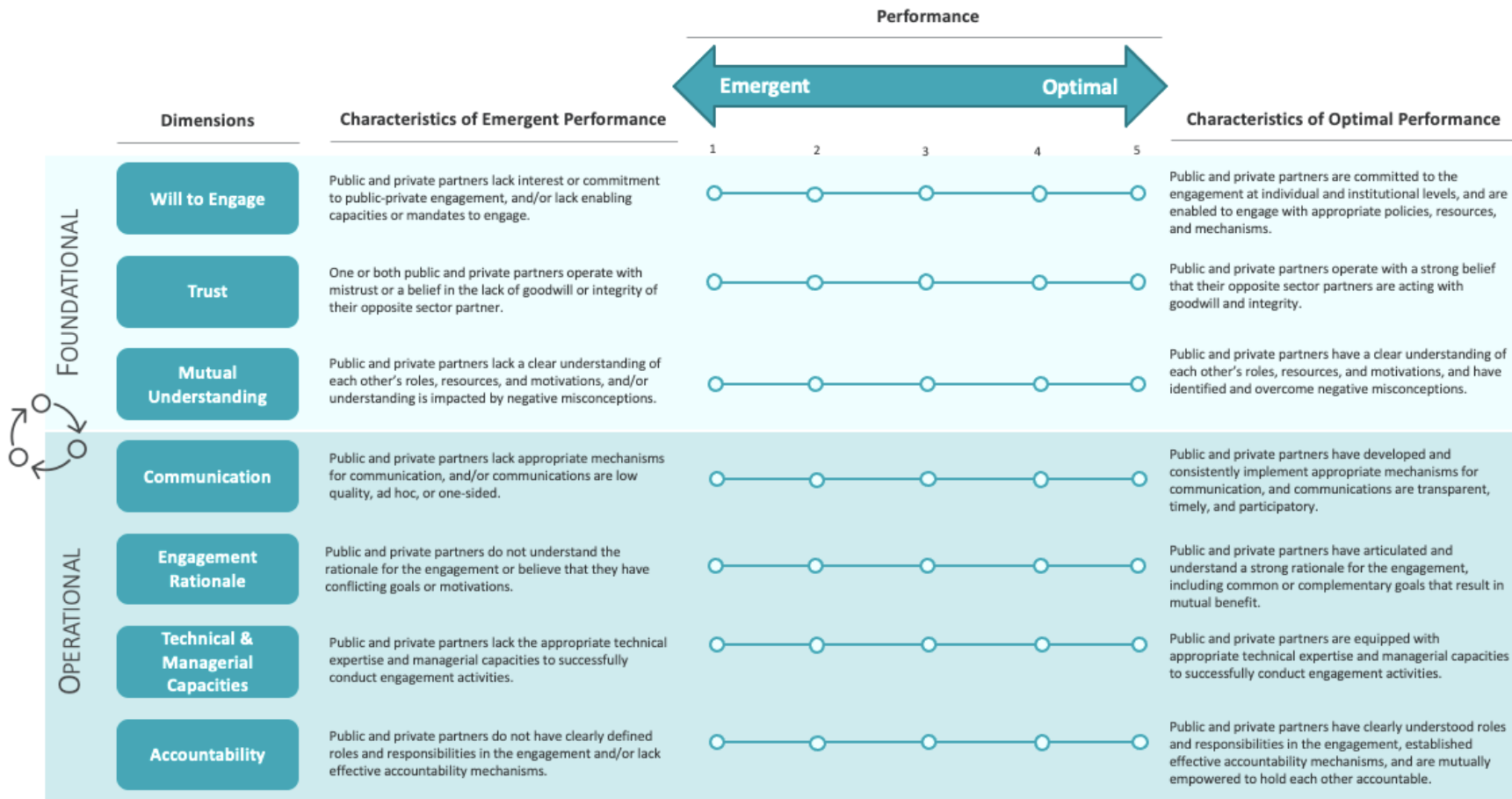
The **Engagement Factors Self-Assessment Tool** is intended to assess strengths and weaknesses related to the capacities, relationships, and interactions between public and private sector partners entering or implementing a public-private engagement. The **Ecosystem Brief** provides detailed explanations for each dimension and their relationships to one another. The self-assessment tool is designed as a questionnaire that asks public and private actors to rate their level of agreement with a variety of statements. This tool could be implemented by either a trusted broker or third-party facilitator, or it could be used by individuals within an engagement themselves to better understand their current performance. By looking across responses to the questionnaire and comparing public and private sector responses, areas of strength and areas for potential improvement can be identified and discussed.

The **Engagement Factors Self-Assessment Tool** is a draft tool that has been piloted in Maharashtra State, India. As such it can be adopted for use as a starting point by researchers, implementers, or public and private stakeholders themselves interested in assessing and improving the strength of their public-private engagements.

Related to this tool is the **Engagement Factors Progression Model**. While we recognize that there is no perfect blueprint for mapping out the progression of the Engagement Factors, the Progression Model captures our hypotheses related to their dynamism and interrelationships. This includes the close interrelationship between the foundational and operational dimensions, including feedback loops, as well as our view that the Engagement Factors can fall across a spectrum of performance. In the Progression Model, we have defined that performance spectrum from "emergent" to "optimal". Within a given public-private engagement, performance across the Engagement Factors can vary, and can improve or even move backwards over time as changes occur across interrelated factors.



This version of the **Engagement Factors Self-Assessment Tool** is a condensed, visual facilitation tool that is derived from the **Engagement Factors Progression Model**. It could be used during workshops or other group settings where a rapid, point-in-time assessment of current engagement conditions is desired. Participants would want to reflect on each of the engagement factor dimensions and check off where they think their engagement is between the statements about an emergent public-private engagement dimension or the statements describing an optimized public-private engagement dimension. The scales for each dimension are based on a traditional Likert Scale from least optimized (or emergent) to most optimized. Stakeholders can consider filling this out together in a collaborative setting, or if preferred, could separately complete this tool within their stakeholder groups depending on the need and level of comfort for this type of analysis.



Section 1: INTRODUCTION and Filter Questions

1.1 What is your name? _____

[NOTE: Individual responses will not be shared and all information from this survey will be anonymized]

1.2 Are you a representative of the public sector or private sector?

- Public sector
- Private sector

[If *PRIVATE SECTOR* continue to 1.2a, otherwise skip to 1.3]

Are you a representative of, or do you belong to, a private sector association or other entity that represents the collective interests of private sector actors in your area?

- Yes
- 1.2a
- No

[If YES, ask both INDIVIDUAL- & INSTITUTIONAL-level questions. If NO, ask only INDIVIDUAL-level questions]

1.3 What is the name of your institution or place of work? _____

Who are the main partners (organizations, associations, or institutions) that you work with from outside of your sector for this public-private engagement? (List up to three)

- 1.4
- Partner 1: _____
 - Partner 2: _____
 - Partner 3: _____
-

Section 2.1: WILL TO ENGAGE - Mandate to engage (Individual)

Definition: At the individual level, the extent to which sector actors feel a sense of duty to engage with the opposite sector.

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2.1.1 In my role, I feel a sense of duty to engage with the opposite sector.	1	2	3	4	5
2.1.2 Others in my institution believe that it is my responsibility to engage with opposite sector.	1	2	3	4	5

Section 2.2: WILL TO ENGAGE - Mandate to engage (Institutional)

Definition: At the institutional level, the extent to which the institutions of sector actors create and enforce policies and regulations around engagement with the opposite sector.

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2.2.1 My institution has a documented policy in place that encourages engagement with the opposite sector.	1	2	3	4	5
2.2.2 My institution has an informal policy in place that encourages engagement with the opposite sector.	1	2	3	4	5
<i>[NOTE: If "Disagree" on previous two questions, skip 2.2.3.]</i>					
2.2.3 My institution effectively executes on its policy to engage with the opposite sector.	1	2	3	4	5
2.2.4 At my institution, there is a person or persons whose job directly relates to interacting or working with the opposite sector.	1	2	3	4	5

Section 2.3: WILL TO ENGAGE - Desire to engage (Individual)

Definition: At the individual level, the extent to which sector actors value and prioritize engagement with the opposite sector based on perceived benefit of engagement.

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2.3.1 There is inherent value in collaborating or working with the opposite sector.	1	2	3	4	5
2.3.2 Collaborating or working with the opposite sector will enable me to be more effective in my role.	1	2	3	4	5
2.3.3 The benefits of collaborating or working with the opposite sector outweigh the costs/risks.	1	2	3	4	5

Section 2.4: WILL TO ENGAGE - Desire to engage (Institutional)

Definition: At the institutional level, the extent to which an institution supports engagement with the opposite sector.

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2.4.1 If I pursue activities related to opposite sector engagement, I feel confident that my institution will support me.	1	2	3	4	5
2.4.2 My institution values engagement with the opposite sector.	1	2	3	4	5
2.4.3 My institution initiates or actively supports engagement with the opposite sector.	1	2	3	4	5
2.4.4 My institution is willing to allocate financial and/or non-financial resources to support engagement with the opposite sector.	1	2	3	4	5
2.4.5 My institution mobilizes stakeholders in support of engagement with the opposite sector.	1	2	3	4	5

Section 2.5: WILL TO ENGAGE - Capacity to engage (Individual)

Definition: At the individual level, the extent to which sector actors have the knowledge and skills to engage with the opposite sector.

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2.5.1 In my role, I am confident that I have sufficient time available to execute tasks required to effectively engage with actors from the opposite sector.	1	2	3	4	5
2.5.2 I am confident that I have the relevant knowledge and skills required to effectively execute on my role related to engagement with the opposite sector.	1	2	3	4	5

Section 2.6: WILL TO ENGAGE - Capacity to engage (Institutional)

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2.6.1 My institution has established practices and procedures for engaging with the opposite sector.	1	2	3	4	5
<i>[NOTE: If "Disagree" on previous questions, skip 2.6.2.]</i>					
2.6.2 The practices and procedures my institution has established for engaging with the opposite sector work effectively.	1	2	3	4	5
2.6.3 My institution has sufficient resources available to support engagement with the opposite sector, including:	1	2	3	4	5
A) Financial resources	1	2	3	4	5
B) Human resources	1	2	3	4	5
C) Basic equipment and supplies (e.g., computers, phones, internet, electricity, meeting space, etc.)	1	2	3	4	5

Section 3.1: TECHNICAL AND MANAGERIAL CAPACITIES – Technical

Definition: Ability to understand and provide feedback on technical area of discussion (e.g., maternal health)

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
3.1.1 People at my institution working on this public-private engagement have sufficient technical capacity in the technical area of the engagement focus (e.g., maternal health), including:	1	2	3	4	5
A) Staff knowledge					
B) Staff training	1	2	3	4	5
C) Staff experience	1	2	3	4	5

Section 3.2: TECHNICAL AND MANAGERIAL CAPACITIES – Project Management

Definition: Ability to mobilize and manage financial resources; plan and execute work, set and hold meetings, ability to conduct monitoring functions

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree. If N/A, do not circle a response.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
People at my institution working on this public-private engagement have adequate skills and capacities to support our engagement with the opposite sector, including:					
A) Stakeholder engagement across a broad stakeholder group, including coordination, communication, and facilitation skills (e.g., outreach, prioritization, and consensus building)	1	2	3	4	5
3.2.1 B) Resource mobilization, financial management, and analysis (e.g., budgeting and fundraising)	1	2	3	4	5
C) Negotiation, including contract negotiation	1	2	3	4	5
D) Project and team management, including risk management and analysis (e.g., planning and conducting meetings, creating work plans, etc.)	1	2	3	4	5
E) Monitoring and evaluation (e.g., activity tracking systems, indicators/milestones for tracking progress)	1	2	3	4	5

Section 3.3: TECHNICAL AND MANAGERIAL CAPACITIES – Joint Leadership

Definition: Ability for the people in management positions to properly lead teams, motivate across stakeholders and build consensus among divergent perspectives; members of both sectors take on leadership roles and have a seat at the table.

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
3.3.1 I can identify a champion for this work within my sector based on their presence at meetings and active participation in activities.	1	2	3	4	5
3.3.2 I can identify a champion for this work within the opposite sector based on their presence at meetings and active participation in activities.	1	2	3	4	5
3.3.3 If a decision related to the engagement was taken by the opposite sector, my institution would have an opportunity to provide our input and perspective.	1	2	3	4	5
3.3.4 When meeting with the opposite sector, partners from both sectors participate equal amounts.	1	2	3	4	5

Section 4.1: TRUST

Definition: The belief that the opposite sector is acting in good faith and has the goodwill and integrity to effectively participate in an engagement (i.e., will not allow personal benefits to negatively impact the engagement).

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
4.1.1 Representatives from [FILL IN TOP THREE SECTOR PARTNERS FROM 1.2] act with goodwill and integrity as part of our engagement.					
Partner 1: _____	1	2	3	4	5
Partner 2: _____	1	2	3	4	5
Partner 3: _____	1	2	3	4	5
4.1.2 If my institution needed support (e.g., equipment, human resources, training, consultation, etc.), [FILL IN TOP THREE SECTOR PARTNERS FROM 1.2] would be willing to provide that support.					
Partner 1: _____	1	2	3	4	5
Partner 2: _____	1	2	3	4	5
Partner 3: _____	1	2	3	4	5
4.1.3 When [FILL IN TOP THREE SECTOR PARTNERS FROM 1.2] makes a commitment related to a policy or implementation plans, they will follow through.					
Partner 1: _____	1	2	3	4	5
Partner 2: _____	1	2	3	4	5
Partner 3: _____	1	2	3	4	5

Section 5.1: MUTUAL UNDERSTANDING

Definition: The understanding of the opposite sector’s capacities, motivations, resources, and role in the health system. To increase mutual understanding, both sectors must identify and overcome negative misconceptions about the opposite sector.

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

		Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
5.1.1	I understand the official role of [FILL IN TOP THREE SECTOR PARTNERS FROM 1.2] within the health system.					
	Partner 1: _____	1	2	3	4	5
	Partner 2: _____	1	2	3	4	5
	Partner 3: _____	1	2	3	4	5
5.1.2	I clearly understand the roles and responsibilities of [FILL IN TOP THREE SECTOR PARTNERS FROM 1.2] as part of this engagement.					
	Partner 1: _____	1	2	3	4	5
	Partner 2: _____	1	2	3	4	5
	Partner 3: _____	1	2	3	4	5
5.1.3	I understand the role of the [FILL IN TOP THREE SECTOR PARTNERS FROM 1.2] in reference to my sector’s role, i.e. I understand the official relationship between our sectors within the health system.					
	Partner 1: _____	1	2	3	4	5
	Partner 2: _____	1	2	3	4	5
	Partner 3: _____	1	2	3	4	5

	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
5.1.4 [FILL IN TOP THREE SECTOR PARTNERS FROM 1.2] initiates or actively supports engagement with my institution or sector.					
Partner 1: _____	1	2	3	4	5
Partner 2: _____	1	2	3	4	5
Partner 3: _____	1	2	3	4	5

5.1.5 [FILL IN TOP THREE SECTOR PARTNERS FROM 1.2] has sufficient resources available to support engagement with me and other actors from my sector.					
Partner 1: _____	1	2	3	4	5
Partner 2: _____	1	2	3	4	5
Partner 3: _____	1	2	3	4	5

For each of the questions below, mark an “X” for Yes or No. If N/A, leave blank.

	Yes	No
5.1.6 [FILL IN TOP THREE SECTOR PARTNERS FROM 1.2] Partner 1: _____ has adequate skills and capacities to support their engagement with my institution or sector, including:		
A) Stakeholder engagement across a broad stakeholder group, including coordination, communication, and facilitation skills (e.g., outreach, prioritization, and consensus building)		
B) Resource mobilization, financial management, and analysis (e.g., budgeting and fundraising)		
C) Negotiation, including contract negotiation		
D) Project and team management, including risk management and analysis (e.g., planning and conducting meetings, creating work plans, etc.)		
E) Monitoring and evaluation (e.g., activity tracking systems, indicators/milestones for tracking progress)		

For each of the questions below, mark an “X” for Yes or No. If N/A, leave blank.

[FILL IN TOP THREE SECTOR PARTNERS FROM 1.2]		Yes	No
5.1.6	Partner 2: _____ has adequate skills and capacities to support their engagement with my institution or sector, including: A) Stakeholder engagement across a broad stakeholder group, including coordination, communication, and facilitation skills (e.g., outreach, prioritization, and consensus building)		
	B) Resource mobilization, financial management, and analysis (e.g., budgeting and fundraising)		
	C) Negotiation, including contract negotiation		
	D) Project and team management, including risk management and analysis (e.g., planning and conducting meetings, creating work plans, etc.)		
	E) Monitoring and evaluation (e.g., activity tracking systems, indicators/milestones for tracking progress)		

For each of the questions below, mark an “X” for Yes or No. If N/A, leave blank.

[FILL IN TOP THREE SECTOR PARTNERS FROM 1.2]		Yes	No
5.1.6	Partner 3: _____ has adequate skills and capacities to support their engagement with my institution or sector, including: A) Stakeholder engagement across a broad stakeholder group, including coordination, communication, and facilitation skills (e.g., outreach, prioritization, and consensus building)		
	B) Resource mobilization, financial management, and analysis (e.g., budgeting and fundraising)		
	C) Negotiation, including contract negotiation		
	D) Project and team management, including risk management and analysis (e.g., planning and conducting meetings, creating work plans, etc.)		
	E) Monitoring and evaluation (e.g., activity tracking systems, indicators/milestones for tracking progress)		

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
<p>5.1.7 [FILL IN TOP THREE SECTOR PARTNERS FROM 1.2] has sufficient technical capacity in the technical area of the engagement focus (e.g., maternal health), including knowledge, training, and experience.</p>					
Partner 1: _____	1	2	3	4	5
Partner 2: _____	1	2	3	4	5
Partner 3: _____	1	2	3	4	5

Section 6.1: COMMUNICATION

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
6.1.1 We have mechanisms in place for communication with all partners in the engagement.	1	2	3	4	5
Definition: The types of communication mechanisms used between sectors, both formal (with structure, rules, and accountability) and informal, including virtual and in-person communication.					
6.1.2 I currently feel that our frequency of communication with the opposite sector is sufficient.	1	2	3	4	5
Definition: How often and with what regularity the sectors communicate with one another.					
6.1.3 I can reach out to any partner in the other sector and share information with them about the engagement at any time.	1	2	3	4	5
Definition: The level of transparency in information sharing between the sectors, including data sharing. The extent to which communication between sectors involves active dialogue (including joint agenda setting) versus passive communication (i.e., is participatory and productive, versus just dissemination).					
6.1.4 My institution proactively shares information with opposite sector partners that is relevant to their work in the sector.	1	2	3	4	5
6.1.5 The other sector partners are open to hearing constructive feedback from my sector.	1	2	3	4	5
6.1.6 If I reached out to the other sector to ask for information, I would get a timely and accurate response.	1	2	3	4	5
6.1.7 Partners from the other sector communicate with me about anything that is relevant to my work in the sector.	1	2	3	4	5

Section 7.1: ENGAGEMENT RATIONALE

7.1.0 In this public-private engagement, the partners have:

- (A) the same goals for our engagement
- (B) different goals that are complementary
- (C) different goals that are not complementary.

[If A - go to section 7A. If B - go to section 7B. If C - lowest score on the progression model and go to section 7C]

Section 7.A: ENGAGEMENT RATIONALE- Common Goal

Definition: The extent to which sector partners articulate and agree on a common goal or objectives that can be achieved through public-private engagement.

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
7.A.1	The common goal for our engagement with the opposite sector is articulated and documented.	1	2	3	4	5
7.A.2	The common goal for our engagement with the opposite sector is agreed upon broadly across all partners in the engagement.	1	2	3	4	5
7.A.3	All of the work we do together with the opposite sector is designed to achieve the common goal.	1	2	3	4	5
7.A.4	Partners in the engagement revisit the common goal periodically and revise it if needed.	1	2	3	4	5

Section 7.B: ENGAGEMENT RATIONALE- Complementary Goals

Definition: The extent to which the independent motives of sector partners are complementary and supportive to the common goal (versus contradictory). Motives are the underlying reasons, purpose, or intentions of public and private actors in entering a public-private engagement or pursuing a common goal.

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
7.B.1	I understand the goal that my institution has for this engagement.	1	2	3	4	5
7.B.2	I understand the goal that the other partners have for this engagement.	1	2	3	4	5
7.B.3	All partners can more successfully achieve our individual goals by working together in this engagement.	1	2	3	4	5

Section 7.C: ENGAGEMENT RATIONALE- Different Goals

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

		Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
7.C.1	If our goals were more complementary, it would help us to work more effectively.	1	2	3	4	5

Section 8.1: ACCOUNTABILITY- Different Goals

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
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8.1.1 As part of this engagement, partners from both sectors have had discussions to clarify each partner's role.

Definition: Refers to (1) whether sector actors have articulated clearly defined roles within an engagement, and (2) the extent to which sector actors understand and agree on their roles in the engagement and the roles of the opposite sector.

8.1.2 We have a formal or an informal mechanism to ensure that all partners fulfill their roles and responsibilities in this engagement.

Definition: Formal (i.e., included in MOUs or contracts) or informal mechanisms used to hold PPE actors accountable for carrying out their roles and responsibilities.

[NOTE: If "Disagree" on previous question, skip 8.1.3.]

8.1.3 The mechanism we have in place to ensure that all partners fulfill their roles and responsibilities is effective

8.1.4 As part of this engagement, partners from both sectors have had discussions about how to respond if one partner was not fulfilling their roles and responsibilities.

There have been times that people in my sector have not fulfilled their roles and responsibilities for this engagement.

Definition: The extent to which sector partners feel held accountable for carrying out activities under an engagement and feel able to hold the opposite sector accountable.

8.1.5

- Yes
- No

[If YES - go to Q 8.1.5.A. If NO - go to Q 8.1.5.B]

For each of the questions below, circle the response that best characterizes how you feel about the statement, where 1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, and 5=Strongly Agree

		Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
8.1.5.A	[If YES] When this happened, other partners in the engagement responded to help correct the problem.	1	2	3	4	5
8.1.5.B	If a problem arose in the partnership with my institution or sector, other partners in the engagement have the ability to help fix that problem.	1	2	3	4	5
8.1.6	There have been times that people in the opposite sector have not fulfilled their roles and responsibilities for this engagement. <ul style="list-style-type: none"> • Yes • No 					
	[If YES - go to Q 8.1.6.A. If NO - go to Q 8.1.6.B.]					
		Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
8.1.6.A	[If YES] When this happened, other partners responded to help correct the problem.	1	2	3	4	5
8.1.6.B	If a problem arose in the partnership with partners in the opposite sector, other partners in the engagement have the ability to help fix that problem.	1	2	3	4	5
8.1.7	I feel a responsibility to partners in both sectors to fulfill my roles and responsibilities in this engagement.	1	2	3	4	5
8.1.8	Partners in the opposite sector feel a responsibility to fulfill their roles and responsibilities in this engagement.	1	2	3	4	5