

Stakeholder-Engagement & RACI Pack

A lightweight kit for keeping multi-party health programmes from drifting, stalling, or being captured. Built on PMI / PMBOK stakeholder-management practice.

Most health-system programmes fail at the seams — between the regulator, the ministry, the donor, the training institutions, and the clinical leaders. This pack is the small set of tools that keep those seams from tearing: a stakeholder map, an engagement plan, and a RACI that ends "I thought you were doing that."

Tool 1 — Stakeholder map

| Stakeholder | Interest in the programme | Influence (H/M/L) | Current stance (champion / neutral / blocker) | What they need from us | |---|---|---|---|---| | | | | | |

Plot influence against stance. **High-influence blockers** are your first job; **high-influence champions** are your leverage. Don't spend your energy on low-influence anyone.

Tool 2 — Engagement plan

| Stakeholder | Engagement goal | Channel & cadence | Owner | Key message | |---|---|---|---|---| | | | | | |

> Engagement is a schedule, not a sentiment. If a key stakeholder isn't on a > cadence, they're being neglected — and neglect is how partnerships drift.

Tool 3 — RACI matrix (per major deliverable / decision)

For each activity, assign exactly one **A**, at least one **R**:

- **R** Responsible — does the work
- **A** Accountable — owns the outcome (only one)
- **C** Consulted — gives input before
- **I** Informed — told after

| Activity / decision | Regulator | Ministry | Donor | Implementer | Clinical leads | |---|---|---|---|---| | e.g. Approve revised standard | A | C | I | R | C | | | | | | |

RACI rules that prevent the usual fights:

- Exactly **one A** per row. Two accountable parties means none.
- If a row is all C's and I's, **nobody is doing it**.
- Review the RACI when scope changes — stale RACIs cause the worst disputes.

Tool 4 — Political-economy watch (the failure modes to pre-empt)

- **Drift** — the programme slowly serves the implementers, not the mission.
- **Capture** — one stakeholder bends decisions to their interest.
- **Donor fatigue** — energy and funding taper before handover is ready.
- **Transition shock** — a ministerial/leadership change resets relationships.

For each: name the early warning sign and the mitigation, now, while it's cheap.

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How this was built. This pack reflects directing cross-functional teams across regulators, ministries, donors, and training institutions on multi-year programmes, where holding the partnership together was as much of the work as the technical delivery. It is framework-true to PMI stakeholder-management practice and deliberately lightweight.