



# Enhancing Management of EPI Programs through strategic use of data in Nigeria

Leadership, Management and Coordination Support for the Expanded Program on Immunization



**Course Title: Stakeholder Management**

July, 2024



**Gavi**  
The Vaccine Alliance



# Learning objectives

At the end of this session, you are expected to have learned how to:

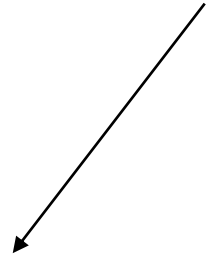
**1** Identify and categorize stakeholders

**2** Engage different levels of stakeholders and manage their expectations

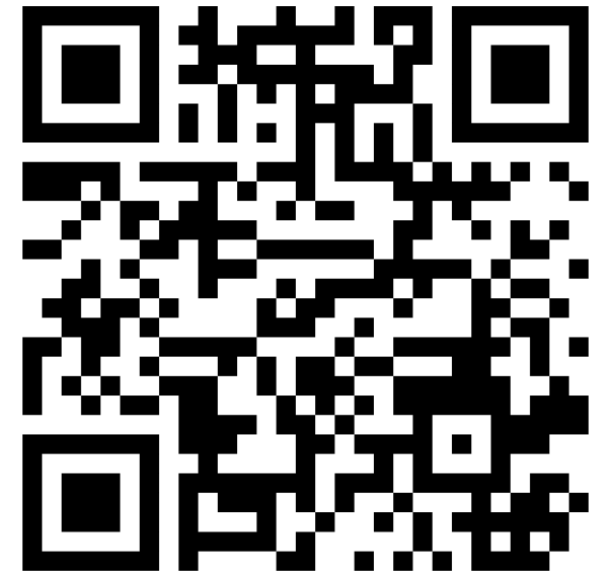
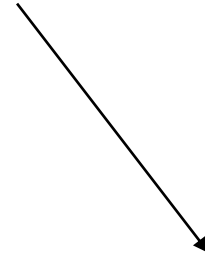


# “**In one word, describe who is a stakeholder?**”

Go to the link below, or scan the QR code



<https://www.menti.com/al5csr1jzdi3>



# Activity 1A: Identify your stakeholders (10 mins)

HYPOTHETICAL

## Supplementary Immunization Activity (SIA)



Bayelsa SPHCB is planning SIA across all eight LGAs.

Now, The Executive Secretary (ES) has directed the PM SERICC to identify the major stakeholders that will contribute to the success and sustenance of the SIAs.

**In your opinion, who are the major stakeholders and why do you think they are important to the success or failure of the SIAs?**

### Activity Instructions:

All participants are to share their answers with the class

## Activity 1B: Identify your stakeholders (10 mins)

HYPOTHETICAL

### The Nigeria Immigration Service

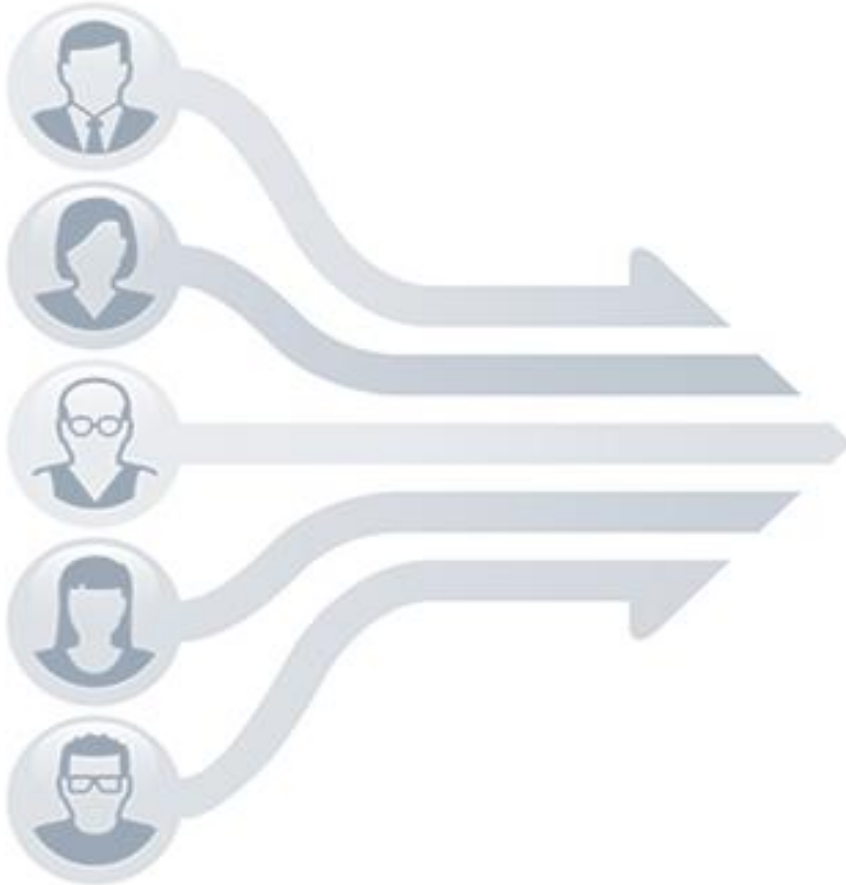


The Nigeria Immigration Service (NIS) planned to introduce a new computerised system of generating National Passports to replace an old system. They aimed to introduce the system in their Lagos and Port Harcourt offices before the busy holiday period, however, they had tight timelines to execute their plan. **In your opinion, who are the stakeholders and why do you think they are important to the success or failure of the Immigration Service's plan?**

#### Activity Instructions:

All participants are to share their answers with the class

# Who is a stakeholder?



A stakeholder is an **individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project or task**

Stakeholders are also referred to as **individuals or groups that have a literal “stake” in a project**, or those who contribute resources (people, time or money) to project or task

Examples of stakeholders include: co-workers, management team, sponsors, employees, supervisors, etc.

# Stakeholder management is the process of identifying and engaging the people who can impact or could be impacted by a project

Every project has stakeholders with vested interests. The process of **identifying** these stakeholders, **analysing their interests and expectations**, and **developing strategies to engage** them is called stakeholder management.

## Stakeholder Management



# Stakeholder management is crucial to project success

## Effective stakeholder management:



Exposes one to stakeholders' insights, skills and expertise that can contribute to project success



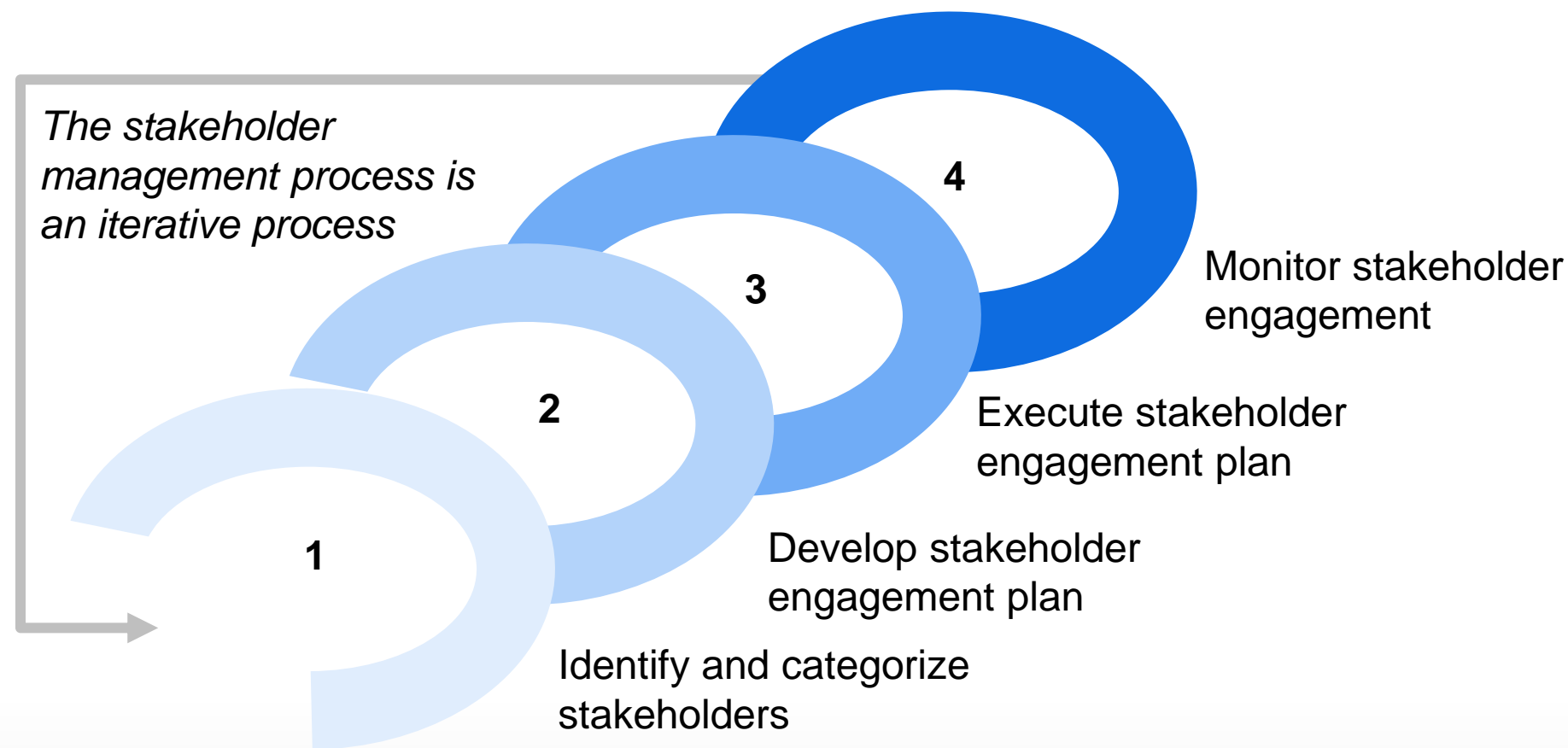
Helps to identify and mitigate risks to project success

**Are there other benefits to ensuring that everyone with a stake in a project are properly managed?**

# There are four steps to manage stakeholders

## Stakeholder management process

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# Identifying and categorizing stakeholders are critical to stakeholder management

*DETAILS AHEAD*

## **Activity 1: identify stakeholders**

Collate relevant information about identified stakeholders, such as their roles, expectations, etc.



## **Activity 2: categorize stakeholders**

In line with the support each stakeholder is positioned to provide

# 1 Stakeholder identification can be done using a structured approach

Generally, stakeholders are divided into **internal** (stakeholders within a project) and **external** (stakeholders not within a project but are affected by the outcomes of the project). The following questions can be used to identify internal and external stakeholders:

**A**

Who is the direct beneficiary of the result of the project?

.....

**B**

Who are the people who have the ability to change the direction (positively or negatively) of the project?

.....

**C**

Who are the individuals who actively participate in the work of the project?

.....

**D**

Who are those that have an interest in how things are managed on the project?

.....

**E**

Who are those that want something from the project other than the planned final product or service?

.....

**F**

What are the groups responsible for supporting the product after the project is completed?

## Activity 1A: Identify your stakeholder using a structured approach (30 mins)

*HYPOTHETICAL*

### Supplementary Immunization Activity (SIA)



Bayelsa SPHCB is planning SIA across all eight LGAs.

Now, The Executive Secretary (ES) has directed the PM SERICC to identify the major stakeholders that will contribute to the success and sustenance of the SIAs.

**In your opinion, who are the major stakeholders and why do you think they are important to the success or failure of the SIAs?**

#### **Activity Instructions:**

All participants are to share their answers with the class

## Activity 1B: Identify your stakeholder using a structured approach (30 mins)

HYPOTHETICAL

### The Nigeria Immigration Service



The Nigeria Immigration Service (NIS) planned to introduce a new computerised system of generating National Passports to replace an old system. They aimed to introduce the system in their Lagos and Port Harcourt offices before the busy holiday period, however, they had tight timelines to execute their plan. **In your opinion, who are the stakeholders and why do you think they are important to the success or failure of the Immigration Service's plan?**

#### Activity Instructions:

All participants are to share their answers with the full group

## Activity 3: Categorize your stakeholder (10 mins)

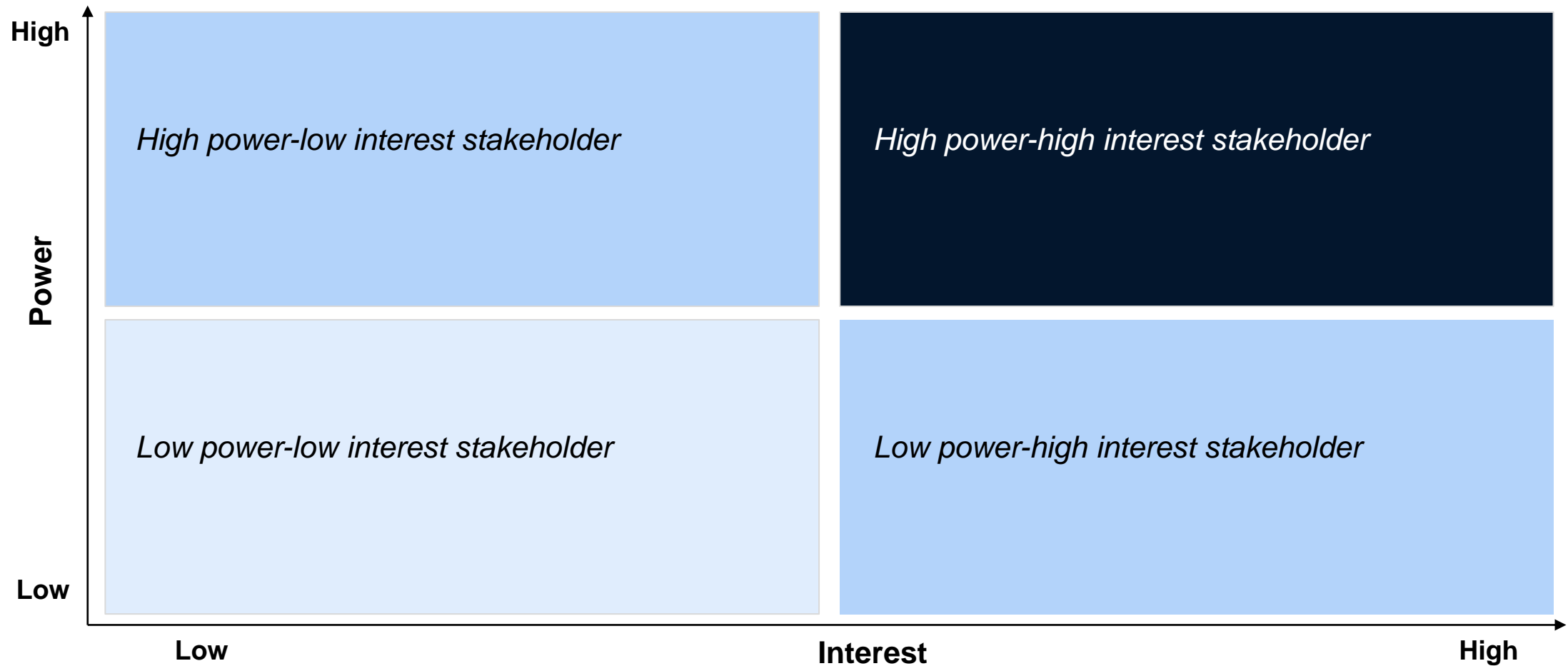
**Activity Instruction:**

- List out the stakeholders
- Tick all that applies to each stakeholder

S/N	List of stakeholders	Direct Beneficiary	Might be affected by the project	To implement	Contributes financial and technical resources	Can make the project more effective through participation	Can affect the project through their behavior	Can mobilize for/against the project	Voiceless and requires special effort

## 2 Stakeholders can be categorized based on their power and interest using a stakeholder mapping matrix

Power-Interest Grid



Other stakeholder mapping matrix include: power-influence grid, influence-impact grid, and the salience model

# Activity 3: Categorize your stakeholder (10 mins)

**Activity Instruction:**

- List out the stakeholders identified and categorize using the power-interest grid
- Tick all that applies to each stakeholder

**Key:**  
 HP – High power  
 LP – Low Power  
 LI – Low Interest  
 HI – High Interest

S/N	List of stakeholders	Direct Beneficiary	Might be affected by the project	To implement	Contributes financial and technical resources	Can make the project more effective through participation	Can affect the project through their behavior	Can mobilize for/against the project	Voiceless and requires special effort	Power/ Interest Matrix

## Document relevant information as part of your stakeholder register

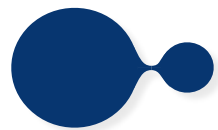
### Sample stakeholder register

Name	Position	Contact information	Role in the project	Area of the project with most interest	Potential influence on the project	Stakeholder category
Jane Blue	Project lead	janeblue@gmail.com	Funder	All	Has the potential to continue or stop funding	HP, HI

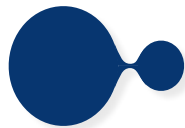
The stakeholder register should be updated regularly in event that there is a change in stakeholder profile, context or when new stakeholders are identified

# All stakeholders must be effectively engaged to ensure the success of a project

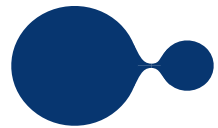
The process of engaging stakeholders involves **communicating and working with stakeholders to meet their needs and resolve issues where they arise**. Stakeholder engagement activities include:



Aligning and/or communicating expectations with stakeholders at appropriate stages to confirm their continued commitment to the success of the project



Addressing potential concerns and anticipated problems



Clarifying and resolving identified issues



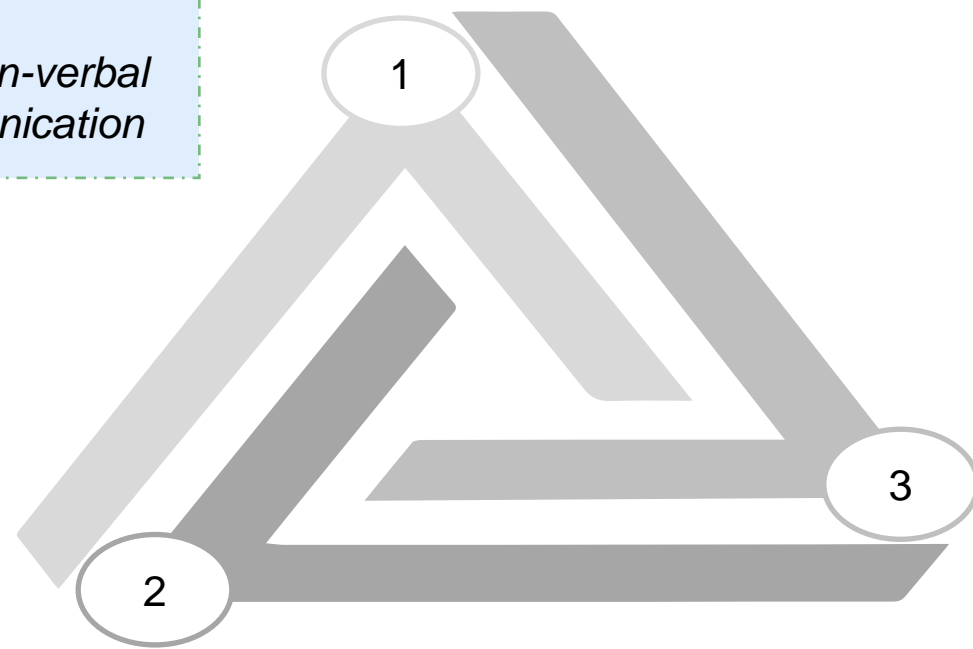
# There are three major skill sets required to effectively engage stakeholders

 Details ahead

Skill sets required for effective stakeholder management

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**Communication**  
*Includes verbal, non-verbal and written communication*

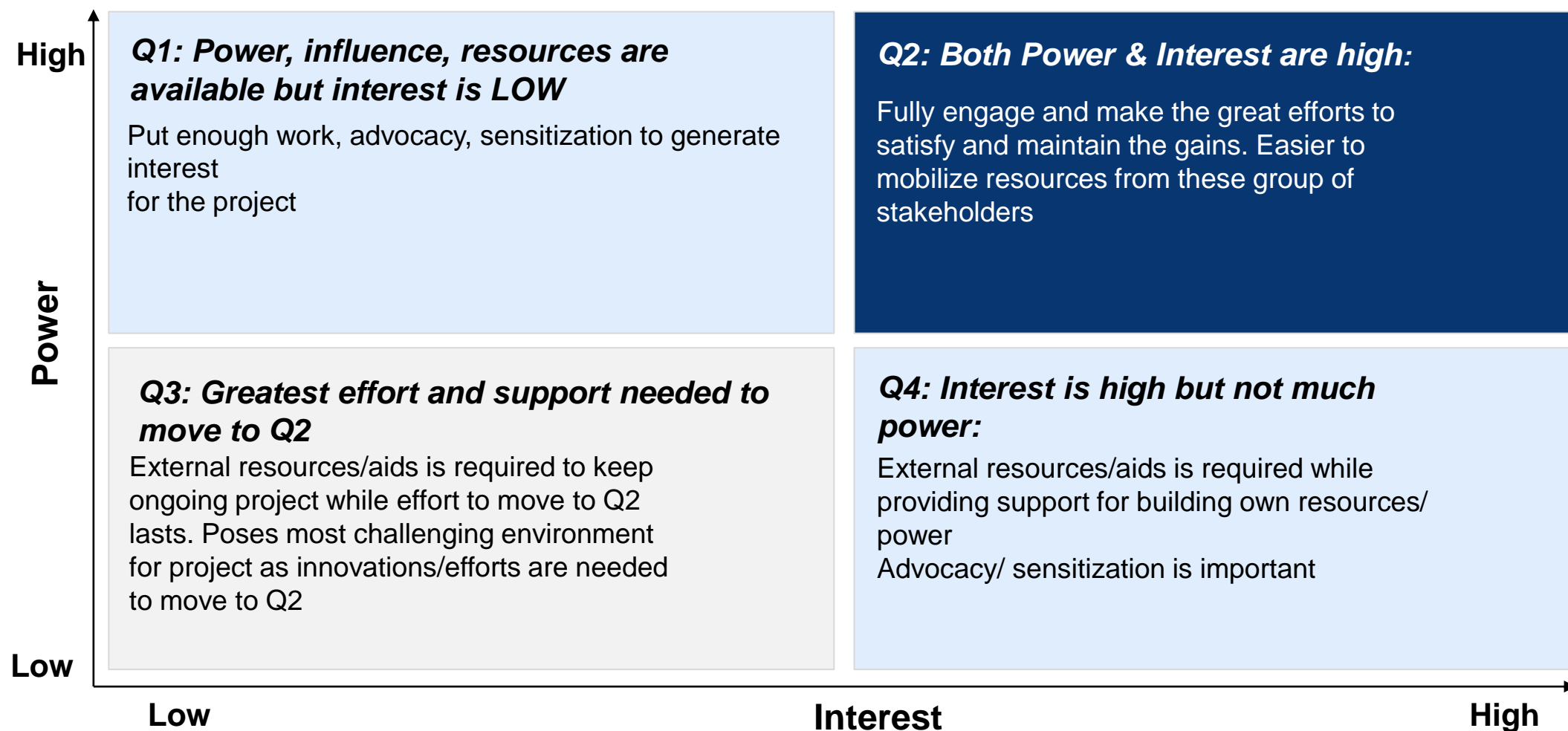


**Conflict management**  
*Includes conflict resolution, overcoming resistance to change, etc.*

**Influencing and negotiation**  
*Includes fostering collaboration, coordinating multiple parties to achieve a goal, etc.*

# You are required to develop an engagement plan based on stakeholder categories

Planning stakeholder engagement involves developing strategies to effectively engage stakeholders based on their needs, influence and potential impact



# One or all of three communications methods can be adopted to successfully engage stakeholders

Communication method	Description	Examples
<b>1</b> <b>Interactive communication</b>	<ul style="list-style-type: none"> <li>Multidirectional communication that occurs between two or more parties. It is the most efficient communication method as it ensures the information passed is clearly understood</li> </ul>	<ul style="list-style-type: none"> <li>Meetings, phone calls, instant messaging, video conferencing, etc.</li> </ul>
<b>2</b> <b>Push communication</b>	<ul style="list-style-type: none"> <li>Communication sent to specific recipients who need to receive an information. It ensures the communication is distributed but does not ensure it is reached or understood by the audience</li> </ul>	<ul style="list-style-type: none"> <li>Reports, memos, letters, voice mails, press releases, etc.</li> </ul>
<b>3</b> <b>Pull communication</b>	<ul style="list-style-type: none"> <li>A communication method used for large audiences and a large volume of information. It requires the recipients to access the information in their own time and at their discretion</li> </ul>	<ul style="list-style-type: none"> <li>Internet sites, databases, knowledge repositories</li> </ul>

The communication method used will depend on stakeholder preferences and the objective for initiating the communication

- Have you tried any of the listed communication method?
- What are the associated challenges

# Update your method and frequency of engagement on your stakeholder register

Sample stakeholder engagement plan

Stakeholder	Project needs from the stakeholder?	Ways stakeholder can contribute positively to the project	Ways stakeholder be a could be a stumbling block to the project	Stakeholder category	Strategy for engaging the stakeholder	Method of engaging stakeholder (e.g. emails, in-person meetings, etc.)	Frequency of engagement (e.g. daily, weekly, monthly, etc.)
Jane Blue	Funding for project activities	Provide directional feedback during check-ins	Reduce/stop funding for the project	HP, HI	Provide routine program updates and share plan before implementation	Weekend updates, biweekly check-in calls	Biweekly (twice a month)

## Activity 4:

### Instruction (individual exercise):

Each participant is to populate the stakeholder engagement plan template above with information for the stakeholders identified during the stakeholder identification exercise

**How would you review your relationships with your stakeholders?**


# It is critical to review stakeholder relationships overtime and adjust strategies for engaging them where required

Two techniques can be used to monitor stakeholder relationships:



**Get feedback from the stakeholders**

Hold meetings with stakeholders to get their feedback on whether their expectations are being met



**Leverage expert judgement**

Get third party opinion from the relevant for you to understand your stakeholders better

Program managers/coordinators should make necessary adjustments, where required, based on findings from the review of stakeholder relationships

## Activity 5A: Manage your stakeholders (45 mins)

HYPOTHETICAL

### Supplementary Immunization Activity Group B (contd.)



The inability of the new staff to meet the deadline stated, due to security, exigencies and political challenges, among others, has led to delay in commencing SIA across the LGAs

The ES and partners have appointed you and your team, relying on your knowledge and skills acquired from the capacity building program, to intervene.

**How will you manage your stakeholders?**

**Please see activity instructions on slide 27**

## Activity 5B: Manage your stakeholders (45 mins)

*HYPOTHETICAL*

### The Nigeria Immigration Service Group B (contd.)



The NIS failed to provide adequate training for their staff on the use of the new system. Thus, the staff were unable to effectively use the system. This led to the inability of the NIS to cope with the increasing demand for new passports, and consequently led to longer passport processing time. The delays started to attract media attention and caused negative reactions among the citizens. The Director General of the NIS has appointed your team to solve the problem and get the project back on track.

**How will you manage your stakeholders?**

**Please see activity instructions on the next slide**

## Activity 5: Manage your stakeholders (45 mins)

### Activity Instructions:

Now that your team has accepted to help the Bayelsa SPHCB, and Nigeria Immigration Service solve their problems:

- Which of the strategies of managing stakeholder engagement will you use to resolve the problems? What are your rationales for the choice of strategies(s)?
- Who among the stakeholders identified at the beginning of the project will you approach, and what method of communication will you use?
- Which new stakeholders will you need to identify to solve the problem and how will you engage them?
- Update your stakeholder engagement plan based on the new stakeholders and issues identified

### Session format:

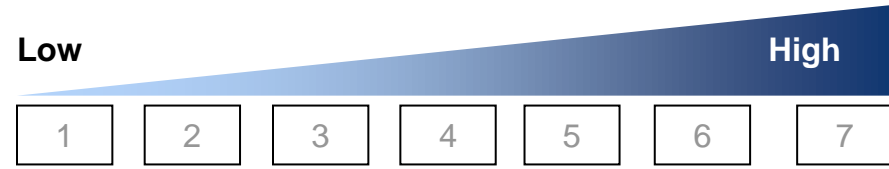
- Group exercise
- Presentation from each group after the small group exercise



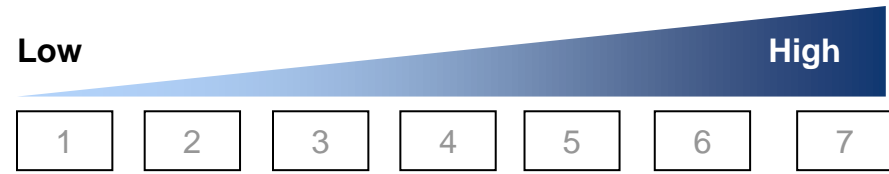


# Feedback: Stakeholder Management

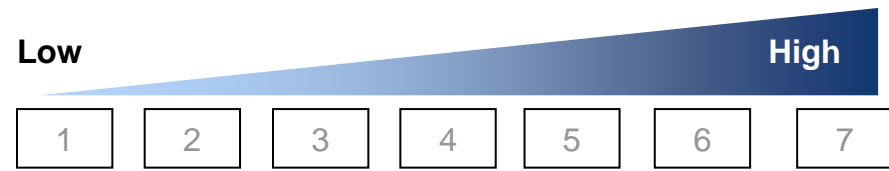
Value for time spent



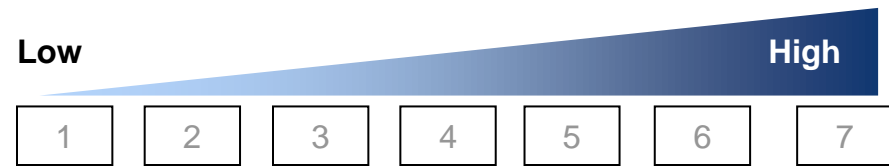
Quality of materials, sessions and exercises



Facilitators effectiveness



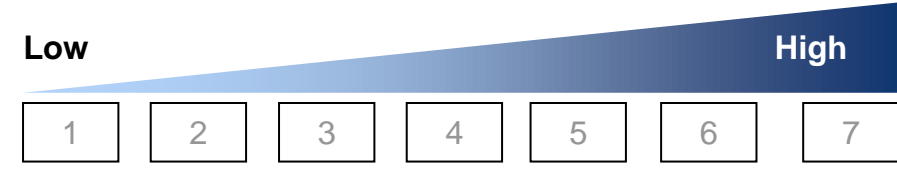
Quality of facilities, logistics, etc



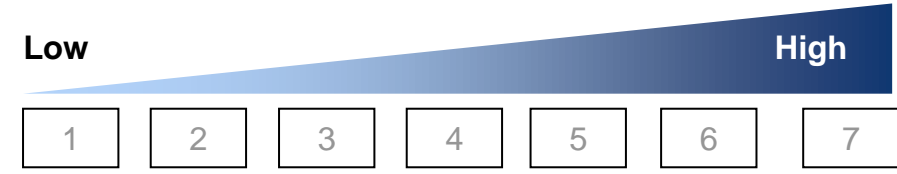
What was most effective?

Is there something you would change about today's session?

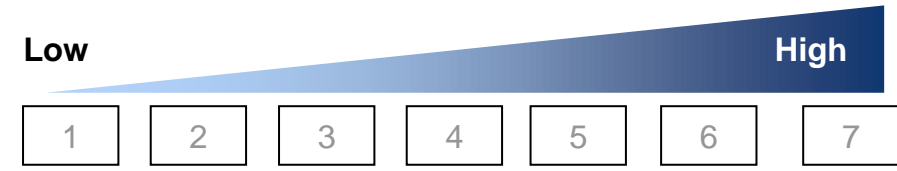
Rate your understanding on identifying and categorizing stakeholders



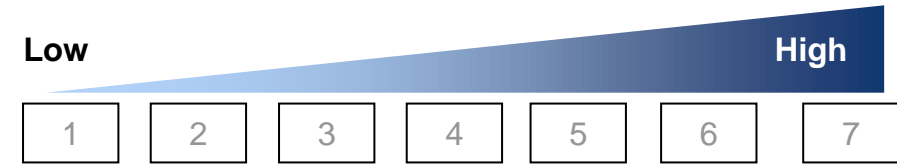
Rate your understanding on developing stakeholder engagement plan



Rate your understanding on executing stakeholder engagement plan



Rate your understanding on monitoring stakeholder engagement



*Thank  
you*

