



**ADDIS ABABA UNIVERSITY, COLLEGE OF BUSINESS AND
ECONOMICS SCHOOL OF COMMERCE,
PROJECT MANAGEMENT DEPARTMENT**

**ASSESSMENT OF COMMUNICATION MANAGEMENT FACTORS
THAT INFLUENCE SUCCESSFUL PROJECT DELIVERY IN THE
ETHIOPIAN HEALTHCARE PROJECTS: THE CASE OF URBAN
HIV/AIDS, NUTRITION AND FOOD SECURITY PROJECT IN ETHIOPIA**

BY

FIKADU TADESSE

June 2018

Addis Ababa, Ethiopia

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**A PROJECT WORK SUBMITTED TO ADDISABABA UNIVERSITY
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ABSTRACT

Many organizations carry out their business tasks using the project-based approach. Realization of projects requires effective and diligent communication strategies which calls for communication management that has importance to the area of project management, and because of its impact on the success of the project. However, despite the existence of numerous communication medium and approaches, still there are communication management factors that influence the success of the project delivery in the Ethiopian healthcare projects. The purpose of this case study is to find out communication management factors that influence project success for successful project delivery in the Ethiopian healthcare projects. Qualitative method was adopted to identify the communication management factors that influence project success for successful project delivery. Semi-structured questionnaire was used in purposely selected 20 samples to have a detailed data with participants knowledgeable on the study subjects. Narrative data analysis technique was employed. The findings indicate that project stakeholder communication practices depend on the project phase, which varies with project's life cycle; and communication focused on different stakeholder groups (internal and external) in the different stages of project life cycle. Behavioral and structural factors were found to be the challenges of effective communication. The study recommended that ensuring proper and effective project communication through good personal contact with team members and stakeholders, developing positive relationships and obeying fundamental rules of clear and positive communication is so compulsory for projects to succeed.

KEYWORDS:

Project communication, Healthcare communication, communication management,

DECLARATION

This research paper is submitted to the Partial Fulfillment of Master of Art Degree in Project management (MA). The research represents my own original work. This research contains no material which has been previously submitted for any degree or diploma at this University or any other institution. All sources of materials used for this thesis have been duly acknowledged.

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This is to certify that the above declaration made by the candidate is correct and to the best of my knowledge.

Advisor

Signature

Date

Abdurezak Mohamed (PhD)

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LIST OF ACRONYMS

- **FMOH** The Federal Ministry of Health of Ethiopia
- **HSTP** Health Sector Transformation Plan
- **IM** Instant messaging
- **PMI** Project Management Institute
- **SPM** National Strategic Plan for intensifying Multisectoral HIV and AIDS response
- **UHANFS** Urban HIV/AIDS, Nutrition and Food Security Project
- **UN WFP** United Nations World Food Programme

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CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

A project is usually defined as a collaborative enterprise, frequently involving research or design, which is carefully planned to achieve a particular aim (Poduval, 2011). According to Poduval (2011), a project is an undertaking or a venture to accomplish some objective or goal. It inevitably involves a set of interrelated tasks, the accomplishment of which leads to the completion of the project. Project management is an approach that allows the implementation of strategic changes within organizations (Turner, Ledwith, & Kelly, 2009). It is a way of improving organizational performance (Crawford and Helm, 2009).

Project Communication Management is the knowledge area that employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information (Čulo & Skendrović, 2010). In projects, communication covers the effective exchange and understanding of information between parties (Project Management Institute- PMI, 2012). Project communication is the responsibility of everyone on the project team. Planning communications is the process of determining the project stakeholder information needs and defining a communication approach (Čulo & Skendrović, 2010).

Čulo and Skendrović (2010) pinpointed that there are several communication methods used to share information among project stakeholders. These methods can be broadly classified into: interactive communication- between two or more parties performing a multidirectional exchange of information. It is the most efficient way to ensure a common understanding by all participants on specified topics, and includes meetings, phone calls, video conferencing, etc. Push communication- sent to specific recipients who need to know the information. This ensures that the information is distributed but does not certify that it actually reached or was understood by the intended audience. Push communication includes letters, memos, reports, emails, faxes, voice mails, press releases, etc. Pull communication- used for very large volume of information, or for very large audiences, that requires the recipients to access the

communication content at their own discretion. These methods include intranet sites, e-learning, and knowledge repositories, etc.

Project managers must understand the communication channels between project partners, stakeholders and team members and develop a communication strategy to align the needs and expectations of the interested parties, using effective communication to improve their commitment level. Communication medium and communication technologies play a significant role in ensuring effectiveness of the communication outcome and thus the effectiveness of the medium that best suit the communication context must not be overlooked. The PMBOK® Guide suggests that, ‘the project manager should consider the number of potential communication channels or paths as an indicator of the complexity of a project’s communications’ (PMI, 2008; Hodgkinson, 2009.).

Projects can be of a global level, national level, organizational level, local neighborhood level or even a personal level (Poduval, 2011). One such project is the “Urban HIV/AIDS, Nutrition and Food Security (UHANFS) Project”, which was operating in Ethiopia from 2011 to 2017.

Project communication is vital to the success of projects; the right information has to be transmitted to relevant parties, accurately and consistently to meet and shape their reputation on the project. Communication have some direct or indirect impact on project success. This study is prompted by the communication management factors that influence project success of the UHANFS project, thus, the main objective of the study is to identify the communication management factors that influence project success; and propose a conceptual improvement model to enhance communication-management practice for successful project delivery in the Ethiopian healthcare projects.

1.2 The Research Problem

A critical part of project management is communication (Turkulainen, Aaltonen & Lohikoski, 2015). In this study, communication refers to the patterns of exchanging information and knowledge between project partners, stakeholders and team members. The goal of communication is to generate action or change or to create common understanding and goal alignment (Mayfield, 2014).

The role of communication has been recognized as a stimulus to project success. Its management, therefore, is perceived as a strategic tool amongst the stakeholders at all levels of a project that could yield possible success. Because, project teams are often more complex, there are other factors to be considered in selecting the communication channels for a project to be successful. Understanding the communication channels; and their impact on the project complexity is so vital to improve the communication across organizations and cultural borders (Binder, 2007).

Communication effectiveness is dependent on the key stakeholders responsible for the project. Grossman (2011) reveals how communication is critical to project success especially amongst the stakeholders; because it often hinges on cross-team communication. Communication boundaries, for example, could result in possible failures. In this regard, Adedapo (2009) reveals that poor communication causes poor buildability, poor management of resources, and low productivity. Moreover, Grossman (2011) elucidates how failure to convey clear and understandable strategies and processes that engage employees in shared goals, such as procedures and practices may result in cost uncertainties, escalated budgets, and possible project cancellation.

Studies recognized factors influencing the communication management. For example, Culo et al. (2010) identified those factors in communication management that can impact a project, either good or bad as: a clear and concise communication plan; and the availability of technology. Similar study by Aiyewalehinmi (2013), indicated the factor involved in communication as: human relationships and functional effectiveness with interaction between management and employees – thereby encouraging employees' participation and effective input; lines of powers and policy implementation are viewed as comprising communication policy; effective leadership communication style and the importance of craft institution context to communication. Equally, Perumal and Bakar (2011) revealed that people, systems, culture and structure could be used as communication strategies to ensure the correct performance of the project.

Healthcare projects are supporting the Ethiopian government to achieve the goal of Health Sector Transformation Plan (HSTP) (The Federal Ministry of Health of Ethiopia, 2015). One of the characteristics of healthcare projects in the country directed at assisting the Ethiopian government to prioritize on critical health the issues. With the right and professional people,

with interest and knowledge, the healthcare project helps to put effort on tracking the goals and objectives of the HSTP. Effective communication forms the basis for decision making so that projects will be well defined and structured beforehand and there are goals to be achieved as a result of organized and effective communication. In doing so, project-based working often proceeds faster than regular work. Thus, the work is easier to evaluate than in line organization.

The Federal Ministry of Health (FMOH) (2018) states that the success of any institution, whether public or private, is greatly dependent upon its reputation in that opinions of stakeholders have powerful impacts on the prosperity of an organization. Their perceptions will drive their decisions about whether they want to work with, deal with and support the institution. Consequently, there is an indisputable need for a strong communication, with the aim of building the organizations reputation, earning understanding and support as well as influencing public opinion and behavior. Nevertheless, the FMOH's intention to establish effective and efficient information communication network for the creation of a healthy and prosperous society, who takes advantage of timely and accurate information on health policies, strategies and their execution, still there are communication management factors that influence the success of the project delivery in the Ethiopian healthcare projects (FMOH, 2018). Based this empirical evidence, this study is intended to identify the communication management factors that influence project success for successful project delivery in the Ethiopian healthcare projects.

1.3 Objective of the study

1.3.1 General objective

The key objective of the study is to identify the communication management factors that influence project success for successful project delivery in the Ethiopian healthcare projects.

1.4.2 Specific objectives

- To identify the communication modes of the internal project team/stakeholders during the project's life cycle; and to determine how and by whom communication occurs to shape their reputation on the project.

- To identify the communication modes used by internal project team/stakeholders in communicating with external stakeholders during the project's life cycle.
- To determine the challenges of communication with stakeholders.

1.5 Research Question

- What are the communication modes of the internal stakeholders during the project's life cycle; how and by whom communication occurred in order to shape their reputation on this project?
- What are the communication modes of the internal stakeholders during communication with external stakeholders throughout the project's life cycle?
- What are the challenges of communication with stakeholders?

1.6 Operational Definition of Terms

- **Communication-** refers to the patterns of exchanging information and knowledge between project partners, stakeholders and team members (Johns & Gratton, 2013). In this study, communication refers to the exchange of information between internal project team and project partners (external stakeholders).
- **Communication management-** is an approach that is to ensure timely and appropriate collection, storage, distribution and the generation of project information for project success (Gouder, 2010). In this study, communication management refers to exchange of information, information collection, storage and use.
- **A "Stakeholder"**- According to the PMBOK® Guide, stakeholders are, 'persons and organizations such as customers, sponsors, performing organization and the public, that are actively involved in the project, or whose interests may be positively or negatively affected by execution or completion of the project' (PMI, 2004). In this study, a stakeholder refers to institutions involved in execution and deliverance of UHANFS project.
- **External stakeholders-** are the individuals who affect or are affected by the project outside of the organization. Examples of external stakeholders are customers, suppliers, partners and different societies. External stakeholders have affairs and interest to the company, but they do not own or work for the company. In this study, external

stakeholder refers to institutions partnered with UN WFP for the execution and deliverance of UHANFS project.

- **Internal stakeholder-** are the employees, management and corporate leaders of the project organization. Employees are the key stakeholders of the project as they are powerful engine to successful project. In this study, internal stakeholder refers to UN WFP internal project staffs who has been involved in execution and deliverance of UHANFS project.
- **Project life cycle-** is a predictable phase at which each project moves through. There are four project life cycle phases: 1) Conceiving and defining the project; 2) Planning the project; 3) Implementing the plan; and 4) Completing and evaluating the project (Haynes, 2002). For this study, project life cycle refers to the period and endeavor on UHANFS project which runs from its definition to closure of the project.

1.7 Significance of the Study

Communication management is widely acknowledged as an essential part of project enactment and as a factor contributing to project success (Bourne & Walker, 2005). Determining the factors involved in project communication management paves the way to implementation of successful projects in the health sector in the country because pertinent communication at each life cycle of the project can engender and maintain the support of all stakeholders by considering and balancing their relevant interests. In doing so, the findings could provide important factors which plays a vital role in project communication management.

1.8 Scope and Limitations of the Research

The scope of this research is to study how the case organization's project team deals with communication management factors that influence project success and to study how communication management factors can be improved. The study does not take into consideration how the size of an organization affects project communications management. It does not study differences of small, medium or large organizations. The study does however take into consideration the communication management factors that influence project organization on the success of the project in relation to communication factors related with stakeholders. Although, the project under study is a national project, the study is limited to only

five regions to manage the research scope. The study might be limited by its use of only internal project team perspectives that lacks the perception of the external stakeholders that might raise in information bias.

1.9 Research Organization (Structure)

The intended research work is consisting of five chapters. The first chapter deal with the introduction of research which is consists of background of research area, objective of the study, statement of the problem, basic research question, operational definition of terms, significance of the research, scope and limitations of the research and the organization of research. The second chapter is discussing the literature review related to the study. In third chapter, the research methodology of the study, the fourth chapter research presentation and discussion, and lastly in chapter five study conclusion and recommendations has been presented.

CHAPTER TWO

2. LITERATURE REVIEW

The literature review process includes preparing evidences in a systematic approach (Aveyard 2014:74). For this study, the literature review was systematically carried out in reviewing existing evidences focused on the communication management factors that influence project success. The literature review is aimed at identifying the major concept and research problem related with this research topic. Global, regional and country perspective data sources relevant to the topic of the study were systematically explored and reviewed from published articles in journals or periodicals, internet publications, conference papers, theses and dissertations, textbooks, and other books.

2.1 Project Communication

Project communication is a vital link between people, ideas and the information required by parties involved throughout a project. Communication is two-way process (figure 2.2) which requires two participants who encode (send) and code (receive) messages, information, news, ideas and feelings. Communication is an essential process in the world of project management. It is difficult to master, but essential to make a good effort in achieving. Čulo and Skendrović (2010) described that communication is the lifeblood of projects and organizations. Just as the heart works to distribute oxygen throughout the body, the project teams continuously circulate project information from the external stakeholders to the project plan documentation, to the internal stakeholders, to the project plan. This cycle of communication and information flow is iterative and continues throughout the life of the project. Without it, stakeholders and the project team can be left wondering where things stand and what decisions have been made. Communication covers the effective exchange and understanding of information between parties.

Project communication can often be more difficult due to challenges unique to project management. Many projects are short-term, and therefore project communication is temporary. It is truly critical for project managers to get the message across right the first time to avoid failures in the communication process. Project managers communicate by using different mediums to convey a message. A number of reasons have been suggested for the failure of the projects to

deliver their results within time schedule and budget. These range from managerial incompetence to technical difficulties on the project as well as risks and uncertainties (Ahiaga-Dagbui & Smith, 2014).

Project communications is central for stakeholder satisfaction, effectiveness, and success of any project (Bourne, 2015). However, most stakeholders didn't understand the real meaning of effective communication management in projects (Adinyira, Kwofie, & Ahiaga-Dagbui, 2015). Effective communication is even more crucial for the successful. However, communication ineffectiveness has been found to contribute to the failure of projects being completed in time or on budget (Hoezen et al., 2011) hence requiring attention to remedy these developments. Xie et al. (2010) therefore suggested that effective communication among the project team demands rigorous studies to identify the most effective communication medium are used which take into consideration the peculiarity and complexity of the project as well as the skills and expertise of the parties involved in delivering that project. As a result, projects teams tend to adopt several communication mediums, often leading to misunderstandings and information distortion during the project delivery.

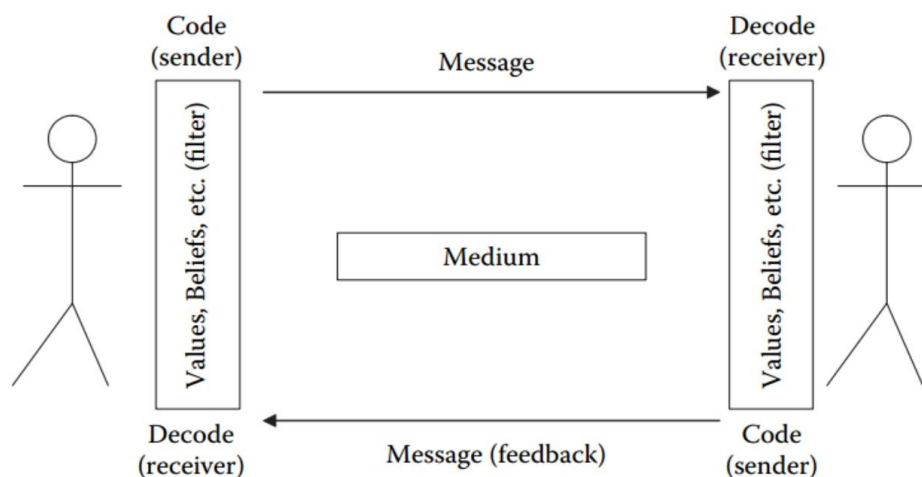


Figure 2.1: Communication process (Kliem, 2008)

Communication medium and communication technologies play a significant role in ensuring effectiveness of the communication outcome and thus the effectiveness of the medium that best suit the communication context must not be overlooked. Project teams usually adopt varying communication medium and thus the effectiveness of the medium in any communication context

is very critical especially on projects of unique particularities. Project management practice, and knowledge is continuously shifting from traditional one-fit-all to embrace skills that account for the characteristics of projects, project typologies and project context. Communication does not include only personal discussion between people. Communication can flow through different communication tools like newspapers, radio, television, mobile phones, Internet and different network tools which enables the free information flow between people. In fact, web-based communication tools have increased their popularity. Internet has brought a new approach to communicating as it gives an opportunity to new kind of interaction (Juholin 2006 cited in Ylitolva 2015). However, due to the use of various communication tools, team and stakeholders communication might become ineffective without clear guidance from management and involvement and commitment from all team members (Otter and Emmitt, 2007).

2.2 Project Communication Management

Project communication management includes the process required to ensure timely and appropriate generation, collection, distribution and ultimate disposition of the project information (PMI 2013). Project managers spend most of their time communicating with team members and other project stakeholders, whether they are internal or external to the organization because establishing effective communication creates a bridge between diverse stakeholders involved in a project, connecting various cultural and organizational backgrounds, different levels of expertise, and various perspective and interest in the project execution or outcome (PMI 2013). As a result, establishing effective communication builds effective project team and stakeholders. Lack of communication strategy leads to troubles and failure in project. Many times, on troubled projects, project team members feel that if the communication had been better, the project would have run smoother. Therefore, communication is often listed as one of the most needed areas for improvement. To ensure the success of a project much information, including expectations, goals, needs, resources, status reports, budgets and purchase requests, needs to be communicated on a regular basis to all major stakeholders. Project communication management is application rules and working methods which are set for that specific project. Project communication management rules should be always in line with organizational communication guidelines. Thus, project communication management has opportunities and obstacles that needs intervention and follow-up as in figure 2:3.

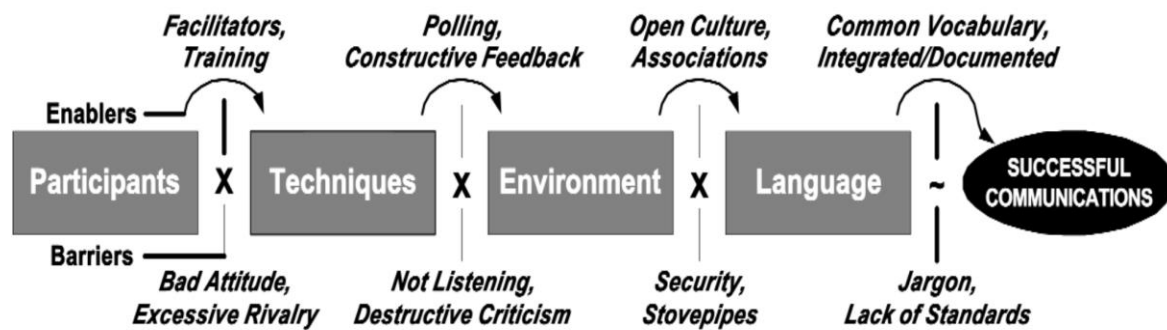


Figure 2:2 The project management communication model designed by Shannon-Weaver Model (Adopted from Affare, 2012)

In project working the main communication channel is the work instructions given by the project manager. Project team members need to work under these instructions and execute the given tasks as effectively as possible. Naturally effective project communication requires daily communication between project team members and project manager. Project manager is the key driver for effective communication. He is responsible for communication and informing all the parties involved in the project. Different parties are interested in different issues of the project. Project manager need to ensure that both internal and external parties are sharing the same vision and commitment for the project. PMI 2013, describes the project communication management process as follows: identifying stakeholders- the process of identifying all people organizations impacted by the project, and documenting relevant information regarding their interests, involvement, and impact on project success; plan communications- the process of determining the project stakeholder information needs and define a communication plan; distribute information- the process making relevant information available to project stakeholders as planned; manage stakeholders expectations- the process of communicating and working with stakeholders to meet their needs and address issues as they occur; and report performance- collecting and distributing performance information, including status report, progress measurements and forecasts. The overview of Project communication management as explored by PMI 2013, were presented in fig 2:4 as follows:

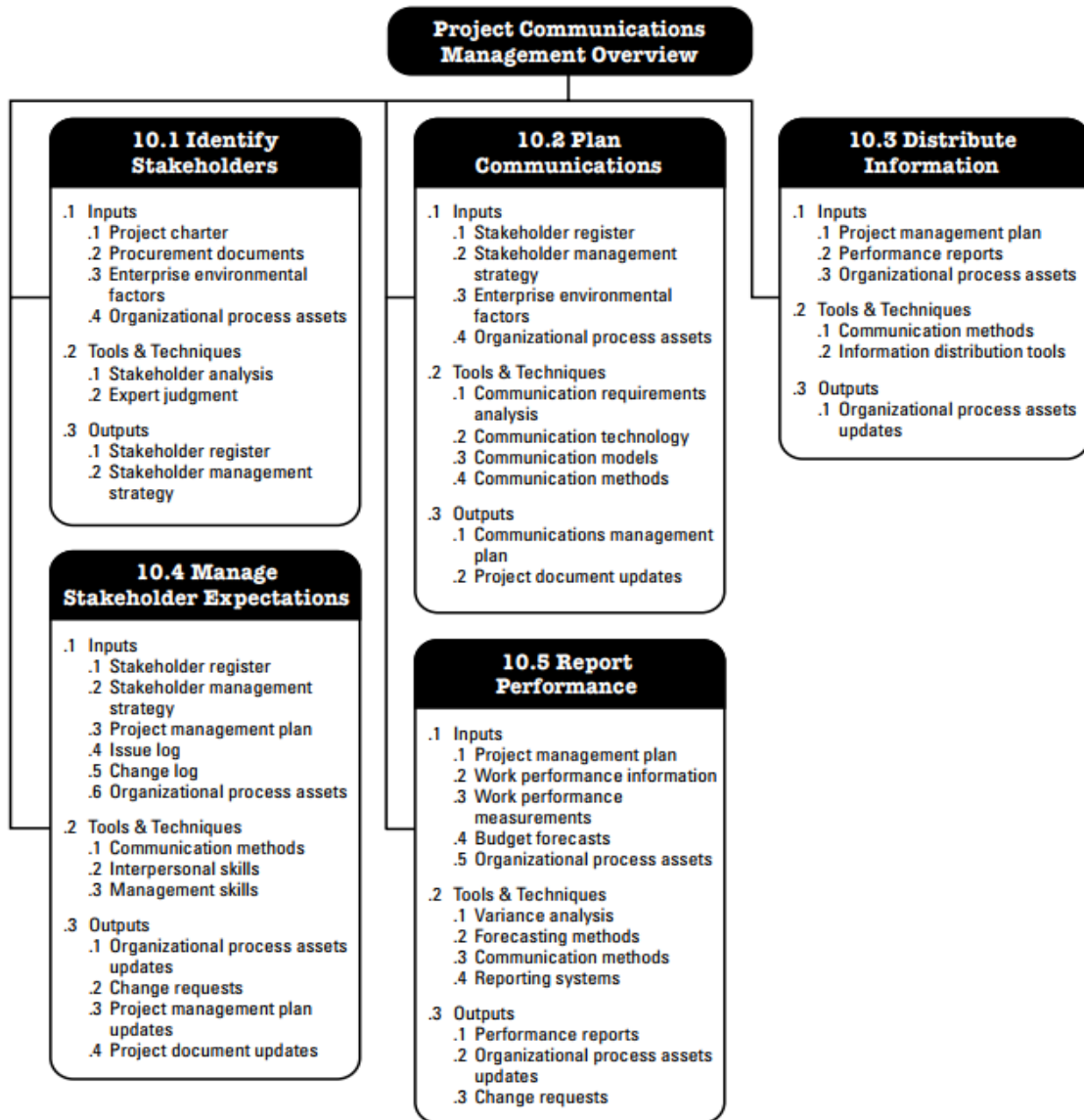


Figure 2:3 Project communication management overview (PMI 2013)

2.3 Project Communication Management Factors

Dainty et al (2006), as well as Torrington and Hall (1998) opine that the major barriers to effective communication among project teams include the individual's frame of reference, stereotyping, cognitive dissonance, Halo or horns' effect, semantics/jargon, not paying attention, delay in dissemination of information, Chinese whispers, environmental problems, a lack of clear objectives and Faulty transmission. Hence the Dainty et al. (2006) suggest that the choice of the most suitable communication medium must be based on critical assessment of these challenges in order to ensure effective communication among the team as most communication failures are due to ineffective medium. The halo effect is a type of cognitive bias in which our overall

impression of a person influences one's thinking on his or her character in a communication process (Dainty et al., 2006). Adinyira, Kwofie and Ahiaga-Dagbui (2015) outlined the challenges across several project typologies and project team as: excessive information beyond what is needed for task function; meaning of information altered during dissemination through dense team relationship; receiving distorted communicated information during dissemination among team; frequently receiving conflicting communicated information among teams; inappropriate use of communication procedures in information dissemination; delay or late delivery of needed communicated information; not being informed of changes and request on time; communicated information was not properly coordinated; experiencing difficulty in accessing communicated information due to location or technology; intentionally withholding part of information during dissemination among team by gatekeeper; organizational inefficiencies and difficulties in handling and disseminating information; high level of misunderstanding of communicated information received; and communicated information was less than what was needed for the task.

2.4 Communication in Different Project Phases

The project communication changes in different phases of the project. In the beginning of the project the main focus in communicating is between the stakeholders and project organization. In this stage project manager plays a big role in terms of communicating with the customer. The focus changes when the project is running, during the project main focus is in the internal communication of the project team. Correspondingly the communication between the stakeholders and project organization is again crucial in the end of the project. However, communication cannot be left aside in any phase of the project. Both stakeholders and the project organization need to be aware of the changes throughout the project life cycles.

According to Pelin (2011), project management often focus on different matters during different phases of the project. In the beginning of a project, it commonly focuses on the purpose/goal of the project, responsibilities and organization, project planning, and meetings and control practice. But during the project execution, it focuses on project situation and up-dates, changes in the project, meeting records, important events and achievements, and inspections and approvals. The end/closure of the project emphasizes on the result of the project, practices for commissioning and finishing the project, final reporting, and documents and archiving (Pelin, 2011).

Cervone (2014) indicated successful project communication is only possible when the entire project team is communicating effectively. Even if the project manager is the focal point through which communications flow, the team members also need to be effective in their interactions with the stakeholders. To ensure this, the entire team needs to understand the goals, objectives, outcomes and benefits of the project. That is, the vision of the project needs to be clear and clearly communicated both internally and externally. To make the most effective case to a general audience, project communications should focus on the big picture as a means of informing and persuading stakeholders. Realizing project communication as a big picture for success of any project, this study aims to identify the communication management factors that influence project success for successful project delivery in the Ethiopian healthcare projects.

2.5 Project Management

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements. Project management process and project management practice are interrelated activities used to manage project aspects. Project management process is adapted from the Project management Process is consisting of five major process groups which are intensively used in the project life cycle. These are: initiating processes which is used to define and authorizes the project scope, tools, templates, and processes to be used. Hence in the initiating and scoping the process group defines all of the tools, templates, and processes needed to answer two questions such managing client expectations and requirement, conducting conditions of satisfaction prototyping and so forth. Planning Processes- in which defines and refines objectives and plan the course of action required to attain the objectives and scope that the project was undertaken to address. Executing Processes- that used to integrate people and other resources to carry out the project management plan for the project. Monitoring & controlling- processes used to regularly measures and monitors progress to identify variances from the project management plan so that corrective action can be taken, when necessary, to meet project objectives. And closing Processes, formalizing acceptance of the product, service, or result and brings the project or a project phase to an orderly end respectively (Wysocki, 2014). Throughout this project life cycle, the project team need to have an effective communication strategy in place so that to succeed. Lack of effective communication creates mistrust among internal and external stakeholders and leads to project failure (Ahiaga-Dagbui & Smith, 2014).

2.6 Project Stakeholders

Project stakeholders are any organizations or individuals that affect or are affected by the project. “Individuals and organizations that are actively involved in the project or whose interests may be affected as a result of project execution or project completion” (PMI, 2013). Turkulainen, Aaltonen, and Lohikoski (2015) described stakeholders as internal and external stakeholders. Internal stakeholders are formal members of the project coalition and hence usually support the project (Beringer, Jonas, & Gemünden, 2012). External stakeholders are not formal members of the project coalition, but they may affect or be affected by the project. Such groups are often referred to as nonbusiness stakeholders or secondary stakeholders. Hence, the purpose of project stakeholder management is to enhance the project management team’s understanding of the diverse stakeholders and their ability to make informed decisions about how to engage them in order to maintain their support and align their objectives (Yang, Wang, & Jin, 2014). Figure 2.1 illustrates the relationship between the project, the project team, and other common stakeholders.

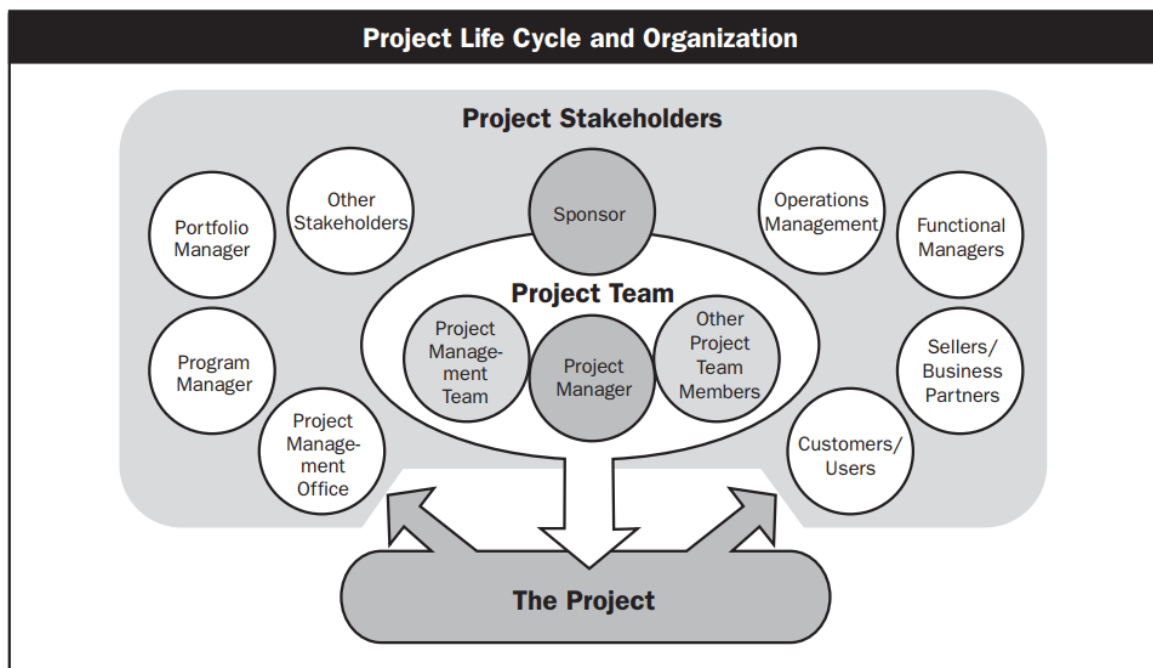


Figure 2.4 Relationship between stakeholders and the project (adapted from PMI 2013)

2.7 The Case Study: “Urban HIV/AIDS Nutrition and Food Security Project”

The Urban HIV/AIDS Nutrition and Food Security (UHANFS) Project was a United Nations World Food Programme (UN WFP) assisted project implemented in collaboration with Federal Ministry of Health and Federal HIV/AIDS Prevention and Control Office, and their Regional Health Bureaus and HIV/AIDS Prevention and Control Offices and health facilities in the regional states with the aim of benefiting peoples infected and affected by HIV/AIDS and responding to HIV/AIDS epidemic as per the National Strategic Plan for intensifying Multisectoral HIV and AIDS response (SPM II & III), and improve the nutrition, food security status and quality of life of food insecure peoples living with HIV and AIDS. This project was implemented with multi-stakeholders which requires focused communication management in order to maintain the interest of all parties at stake. As such studying communication at such big and multilateral organization lays a foundation for future healthcare projects and currently under implementation in the country. To do so, studying the experience and challenges of communication management in such organization is the intent of the study.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

In the previous chapter, information on literature review process and literature review pertinent to study objectives were systematically discussed. This chapter outlines the research approach, study design, population, sampling technique, sample, data collection and data analysis.

3.2 Research Approach

A research approach is about a paradigm. It is how a researcher view a world, a general perspective on the complexities of the world (Polit & Beck, 2012). The study adopted qualitative approach. Qualitative research approach is a type of research in which the researcher studies a problem that calls for an exploration of a phenomenon; relies on the views of participants; asks broad, general questions; collects data consisting largely of words (or text) from participants; describes and analyzes these words for themes; and conducts the inquiry in a subjective and reflexive manner.

3.3 Research Design

Study designs are logical models that guide investigators in the various stages of the research. Polit and Beck (2012) define the term research design as the overall plan for obtaining answers to the questions being studied and for identifying strategies to minimize bias during the research process. Research designs are types of inquiry within qualitative, quantitative and mixed methods approach that provide specific directions for procedures in a research design. A research design involves the researcher designing an overall plan for the study's methods which includes the overall plan for selecting participants, collecting data, analyzing data, and reporting the results. Thus, study design guides the methods and decisions that researchers must make during their studies and sets the logic by which they make interpretations at the end of their studies. For this study, qualitative research design is used.

3.4 Research Method

Exploratory qualitative study that employed in-depth interview with internal UHANFS project team were used in order to assess and explore the communication management factors that influence project success in the Ethiopian healthcare projects. Thus, the study was conducted qualitatively through an in-depth interview for comprehensive understanding on factors influencing project communication.

3.5 Setting and Population of the Study

A critical first step in qualitative sampling is selecting settings with high potential for information richness (Polit & Beck, 2012). For this study, the internal stakeholders/project teams at national and regional levels teams involved in project launching, execution and closure constitutes the population of the study. The study was conducted with project teams in Oromia, Amhara, Direedawa, Benisahngul Gumuz, and Addis Ababa regions. To arrive on the study participants, the researcher first selected the regional project offices and country level office, and then directly interviewed those project team.

3.6 Sample and Sampling

Sampling strategies in qualitative research are purposive and referred to as nonprobability sampling. In nonprobability sampling, researchers select individuals to study because they are available, convenient, and meet some criteria or characteristics that the investigator seeks to study. For this study, the study participants were purposely selected from each region for regional offices and a members of senior project team at national level with in UN WFP. Accordingly, an in-depth interview was conducted with 17 internal project stakeholders/project team to gain a complete insight of the study under investigation.

3.7 Data Collection

3.7.1 Instruments of Data Collection

Data collection is the precise and systematic gathering of information relevant to a research problem using data collection instruments which could be in the form of questionnaires, interview schedules and guides, field notes and records and /or artefacts (Grove, Gray, & Burns, 2013). The data collection instrument for interview were designed based on the objective of the study. A new set of semi-structured questionnaire were developed to conduct the study. The questionnaire design was guided by empirical evidences and objective of the study. The data was collected through emailed semi-structured in-depth interviews.

3.7.2 Procedures of Data Collection

Qualitative researchers typically go into the field knowing the most likely sources of data, while not ruling out other possible data sources that might come to light as data collection progresses (Polit & Beck, 2012). Data collection is the precise and systematic gathering of information relevant to a research problem using data collection instruments which could be in the form of questionnaires, interview schedules and guides, field notes and records and /or artefacts. Primary data was collected to grasp the objective of the study. In this regard, to collect the primary data, the regional and national level/country office internal project team members were interviewed. An in-depth interview was conducted with regional and national level senior project teams using purposely selected study participants to collect rich and vivid data on the study topic. Based on their willingness, semi-structured emailed questionnaire was conducted in May 2018. Overall 20 key informants were targeted and finally 17 participants were interviewed and responded with complete and on time. The data collection instrument for in-depth interview were designed based on the objective of the study (see annexures B).

3.8 Data Analysis

Qualitative data analysis involves the identification, examination, and interpretation of patterns and themes in textual data and describes how these patterns and themes answer the research questions (de Chesnay, 2015). Data analysis was done in its originally told form, that is, in a narrative form. Doing qualitative research is about putting oneself in another person's shoes and seeing the world from that person's perspective, the most important part of data analysis and management is to be true to the participants. It is their voices that the researcher is trying to hear, so that they can be interpreted and reported on for others to read and learn from. In this study, a

statements of row data from the in-depth interview were systematized into themes. During the analysis, similar topics were grouped together, tabled and arranged to capitalize major themes. After emerging of themes of the in-depth interview, the participants' statements were coded. Finer sub-codes were made to capture as much as possible. The data was inputted onto a Microsoft Excel spreadsheet for ease of analysis. An open coding system of analyses was used to reduce the data to themes, categories and sub-categories. The researcher undertook the synthesis and integration of the recurrent patterns and linkages between and among codes, evolving across all of the data into distinct themes or propositional statements. Accordingly, codes common across all data were linked propositionally in some tentatively meaningful way as such themes were developed.

3.9 Trustworthiness

Trustworthiness is a determination that a qualitative study is rigorous and of high quality (Grove et al 2015). Trustworthiness of the study as the extent to which a qualitative study is confirmable, dependable, credible, and transferable.

3.9.1 Credibility

Credibility is the confidence of the reader about the extent to which the researchers have produced results that reflect the views of the participants; this is similar to validity in the critical appraisal of quantitative studies. In this study, to ensure credibility of this study, the researcher engaged in intensive an in-depth account of the informants to clear out misinformation or distortion and ensure saturation.

3.9.2 Dependability

Dependability refers the consistency of the data throughout the time period or conditions. Dependability as the documentation of steps taken and decisions made during analysis. An audit trail is all the records (transcripts, audio tapes and interview notes) which allow the researcher to follow the research process which will ensure that findings will be confirmed by others. The researcher kept an audit trail of the key informants.

3.9.3 Confirmability

Confirmability is the extent to which other researchers can review the audit trail and agree that the authors' conclusions are logical (Murphy & Yelder 2010 cited in Grove et al, 2015). Confirmability as objectivity, that is, the potential for congruence between two or more independent people about the data's accuracy, relevance, or meaning. In this study, the findings of this study were supported by evidence from literatures throughout the study. The researcher acknowledged all the authors' viewpoints.

3.9.4 Transferability

Transferability is the extent of the study findings can be transferred or applied to different settings or contexts (Polit & Beck, 2012). Transferability to the extent to which the findings from the data can be transferred to other settings and is thus similar to the concept of generalizability. A mechanism for promoting transferability is thick description, the rich, thorough description of the research context so that others can make inferences about contextual similarities. In this study, the researcher used purposive sampling technique for selecting study participants which was appropriate for the study. Thick description is a careful description of study context, informants, experience and process observed during the study. The researcher employed thick description of the findings during discussions of the findings.

3.10 Ethical Considerations

Prior to conducting the study, ethical clearance was sought from Addis Ababa University (AAU) postgraduate research and ethics committee. Authorized cooperation letter was written from AAU to project organization and its regional programme offices. A request for permission letter having detailed explanation of the research itself, the reasons for the research and kind of research that would be conducted in the programme office were approved by regional programme offices. Authorities at the study site were assured that any information that the researcher will come across during the conduct of the research will not be divulged to any interest groups that could jeopardize the clients' welfare in society and the concerned institution. Study informants were informed about the study using an approved study protocol. Furthermore, informed consent was obtained from all study participants. Confidentiality was assured through use of codes.

3.11 Conclusions

The researcher is interested in assessing the factors involved on determining the fortune project success in relation to project communication. The researcher believe that study provided important information on ways to improve project communication in area of health sector projects.

CHAPTER FOUR

4. DATA PRESENTATION AND DISCUSSIONS

4.1 Introduction

This chapter provides an overview of the main findings, and critically discusses the findings of the study. The study findings were organized as: first the findings of the study were presented and then the findings of the study were discussed inline to the objectives of the study to describe the communication management factors for successful project delivery in the Ethiopian healthcare projects. In order to understand and study the intent of this study, in-depth interview were conducted with internal stakeholders of the project case organization.

4.2 General Information of Respondents

On the general questions about age, level of education, work experience, position and years they have participated in the projects, the responses of the respondents and the implication are presented here under the table 4:1. Overall, seventeen purposively selected internal stakeholders were participated in the in-depth interview. Among those, 2 (12%) were females whereas 15 (88%) were males. The number and mix of participants bio data were discussed in table 4:1 as below.

Table 4:1 General Information of Respondents

Variable	Category	Frequency (Percentage)
Sex	Female	2(12%)
	Male	15 (88%)
Age	20-35	0 (0)
	36-50	17 (100%)
	51-65	0 (0)
	65+	0(0)
Educational background	Bachelor's degree	2 (12%)
	Master's degree	14 (82%)
	Doctoral (PhD)	1 (6%)
Project related experience	2-6	11 (65%)
	7-12	3 (17%)
	13-19	2 (12%)
	≥ 20	1 (6%)

4.3 Summary of the Findings

The study was analyzed by researcher. An in-depth interview data was transcribed, read, and notes were made in order to substantiate the study findings through empirical evidence triangulation. The interview data were read several times in order to make meaning of its content and all the identified topics of meaning were then listed. During the analysis, similar topics were grouped together, tabled and arranged to capitalize major themes. Similar themes were clustered together and then organized into sub-categories. Sub-categories were attached to the main themes to classify the categories. The content of each category was summarized in order to arrive at meaningful conclusions. An open coding system was used during the analysis. Relevant issues related to exploring the communication management factors that influence project success slowly emerged from the data to form themes and sub-themes. During analysis, the following themes were crystalized on the communication management factors. These includes: communication process during project's life cycle; communication challenges; and strategies for enhancing communication (see table 4:2).

Table 4:2 Emerging themes and sub-themes

Theme	Categories	Sub-themes
Communication process during project's life cycle	Modes of communication with internal stakeholders	• Face-to-face meetings and discussions • Telephone calls • E-mail • Text messaging
	Modes of communication with partners/external stakeholders	• Face-to-face meetings and discussions • Telephone calls • E-mail • Text messaging • Post
Communication challenges	Behavioral factors	• Lack of response • Delay to respond • Do not read email messages • People are accustomed to face-to-face discussions
	Structural factors	• Lack of internet access for electronic communications • Lack of accessible communication infrastructures such as computers, internet accessories, etc.
Strategies for enhancing communication	Recommendation from the participants	• Agreed upon communication mechanisms put in place from the very inception of the project.

		• Establishing clear reporting hierarchy for the project stakeholders • Clear time lines put in place to respond to messages conveyed at different levels through different communication mechanisms. • Tailored communication approach to each stakeholder.
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4.4 DISCUSSION OF THE MAIN THEMES

During the analysis of data derived from the semi-structured in-depth interviews and their transcripts, three main themes emerged from the findings of this study in respect of the **project communication management factors**, namely:

- (1) Communication process during project's life cycle.
- (2) Communication challenges.
- (3) Strategies for enhancing communication.

The findings were discussed based on the questions asked and categoric themes identifies as follows:

4.4.1. Theme 1: Communication process during project's life cycle

4.4.1.1 Category 1.1: What type of communication mode did you used to communicate with internal project team throughout project's life cycle?

The findings of the study indicated that the commonest communication modes used throughout the communication with internal project team includes: face-to-face meetings and discussions, Telephone calls, E-mail, and text messaging. They further reported that there are minor differences in terms of communication throughout project's life cycle. In such instances: during initiation (conceptualization) phase face-to-face meetings and discussions, and telephone calls were the most utilized while; during the planning phase telephone calls and emails were the most utilized communication modes. They also revealed in execution phase of the project, they mostly used email even if telephone conversation, face-to-face meetings and discussions, text messaging, and reporting were among the commonest communication strategies employed to shape the reputation of the project. Similarly, they disclosed they use of video conferencing on the top of all strategies discussed above during the closure phase of the project. Overall, despite all of its

challenges to use, email is most the frequently used method of communication with internal project team. This is evident from the statements such as:

“Commonly I have utilized E-mail communication throughout UHANFS project’s life span cycle from its conception to closure because of its easy to use, can transmit a lot of information, can attach and send additional documents, can be send at any time even during off work hours and weekends.” (In-depth Interview Participant-IIP 1).

“e-mail is the convenient method of communication with internal project team because all internal project team have access to internet and even they have VSAT satellite internet receiver when the internet connection is interrupted and un available.” (IIP 2).

“I commonly use email, and telephone during communication with internal project team from the inception of the project to closure of UHANFS project. I rarely use text messages when I have believed the staffs are busy and also out of network area.” (IIP 6).

... “We have employed face-to-face meetings and discussions, and telephone calls to shape the reputation of this project throughout the implementation of this project. However, there were minimal variation in terms of using communication modality during these project’s life cycle: at initiation— we mostly utilized face-to-face communications and discussions; at planning phase—face-to-face communications and discussions and emails; and during implementation and closure— email, telephone conversation and face-to-face discussions.” (IIP 7).

The findings of the study indicated that the internal project team employed different communication modes. Although the use of these communication mode varies with UHANFS project lifecycle, face-to-face meetings and discussions, Telephone calls, E-mail, and text messaging were the commonest modes employed. These findings are consistent with, Adinyira, Kwofie, and Ahiaga-Dagbui (2015) described the use of face-to-face discussions, E-mail,

telephone, and text messaging during their project span. However, the use of project intranet as effective communication medium was explored and recommended to be in use in the case of Adinyira, et al (2015) which the UHANFS project not used as indicated from the findings.

The study shown that the variation of communication mode with UHANFS project's life cycle. Thus, the communication approach evolves as project's progress. Similar studies conducted by Ilieva-Koleva and Kasamska (2017) discussed that communication approach varies with project lifecycle. For example Ilieva-Koleva and Kasamska, discussed at the initial cycle of the project stage, communications with internal project team are managed digitally, with/without face-to-face interaction; the second phase (the planning) approach to internal communications requires coordination between partner organizations, as well as the project negotiations with the grant providing institution which requires entirely digital communications process; the implementation phase and closure, which includes the actual execution of the project that can be undertaken in at multidimensional levels, in various forms, according to the purpose and tools specifically required for the type of communication.

The findings of this study is also consistent with another study conducted on communication mode with internal project team by Mentula (2015). Mentula explained during communicating with project team, face-to-face communication is the most effective form of internal communication in an organization because it engages both sides for two-way communication that requires reaction and motivation to action. Thus, it can be concluded that communication with internal project team during all phases of the project cycle, i.e., from initiation, planning, execution and closure, proceeds with different communication mode. Amado, Santos, and Marques (2015) discussed Live meeting or face-to-face, Conference call, Audio conference, Computer-assisted conference, Video conference, IM (instant messaging) and Texting as a dynamic communication mode used with internal project team.

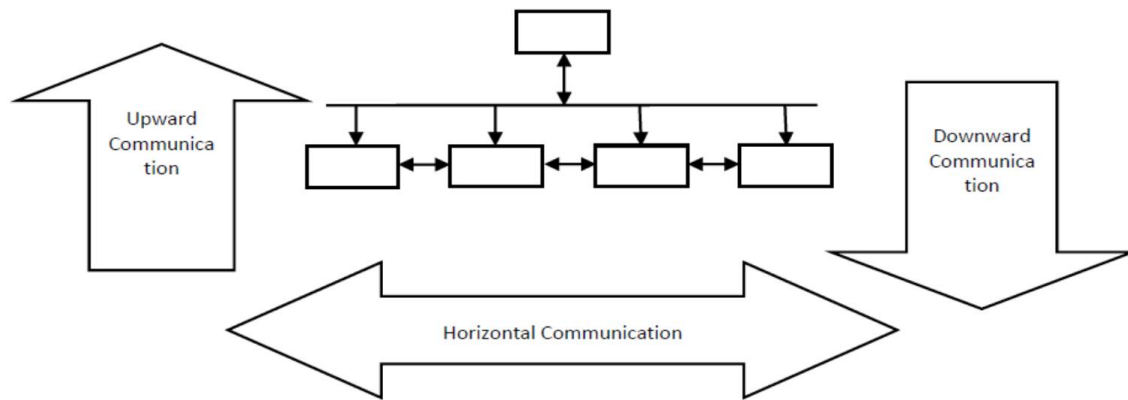


Figure 4:1- Communication Flow: Source (Lunenburg & Ornstein, 2008)

4.4.1.2 Category 1.2: What type of communication mode did you used to communicate with external stakeholders throughout project’s life cycle?

In discussing about communication mode with partners/external stakeholders, participants narrated the use of the following communication mode: face-to-face meetings and discussions, telephone calls, and e-mail. They also elaborated the use of these communication modes varies with the UHANFS project’s progress. A number of the participants were discussed their communication mode during planning, implementation, closure/evaluation of the projects as follows in their own word accounts.

“We commonly utilized face to face meetings and discussions with stakeholders believing that engaging in face to face meetings and discussions is esteeming the agenda as well as themselves (the stakeholders). Further, it gives much time and allows critical ideas to flow and to discuss on issues in detail.” (IIP 4).

“Face to face meetings and discussions were the preferred and accustomed communication models by stakeholders.” (IIP 8).

“I have been part of this UHANFS project from its conception. I remember during conception phase we used face-to-face discussions and telephone communication; during planning phase- email,

telephone and face to face; during execution phase of the project-telephone, email, face to face discussions and text messages; while we employed mass discussions and exhibition on the closure of the project.” (IIP 2).

“Project partners prefer face to face discussions throughout project’s life cycle. As a result, I mostly opt out for face to face discussions when communicating with partners.” (IIP 12).

The findings of this study revealed different communication mediums were employed in communicating with external stakeholders. However, the use of these mediums vary with projects life cycle with the commonest communication modes with stakeholders are face-to-face meetings and discussions, telephone calls, and e-mail. This finding is consistent with Mentula (2015) where communication methods to reach stakeholders were discussed as email, meetings, phone conversations, internet website and spokespersons of different organizations. According to Mentula, the most common of communication is email during all project phases though the use of intranet were also discussed to be paramount. However, in this study the use of project intranet is not found and discussed.

In this study, the use of preferred communication mode with external project stakeholder is consistent with project’s life cycle. To highlight this fact: **during initiation (conceptualization)-**phase face-to-face meetings and discussions, and telephone calls were the most utilized while; during the planning phase telephone calls were the most utilized communication modes. **The execution phase-** of the project mostly utilized telephone conversation, face-to-face meetings and discussions, and email. Similarly, the closure phase- of the project employed video conferencing on the top of all strategies discussed above. Telephone conversation is the commonest employed medium with federal/national level partners while face-to-face meetings and discussions communication method is commonest utilized among regional level stakeholders. Overall, despite all, face-to-face meetings and discussions, and telephone were the most the regularly used method of communication with stakeholders. Similar studies undertaken in Finland by Turkulainen, Aaltonen, and Lohikoski (2015) employed a combination of impersonal, personal, and group modes of communication with stakeholders through written applications via email and regular mail, the project's management also organized an informal meeting with the city officials in order to discuss ongoing concerns at the initiation/conceptualization phase; during execution

phase, face-to-face meetings were used; and face-to-face discussions were used on the closure/post project's phase.

The choice of mode of communication with stakeholders is made at the project conceptualization phase because effective communication serves as the bedrock for business. Organizations which are effective in communications perform better by 80% of them reaching their goals. They also deliver projects on time and within budget. Figure 4:1 shows the organizational differences between highly and minimally effective communicators and how they affect delivering projects (PMI, 2013). Inline to this importance, face-to-face communication between project partners and stakeholders occurs during the initiation and planning phase of the project. During the projects implementation, several face-to-face meetings are implemented. Usually, at the very beginning of the execution process a kick-off meeting is conducted, where the project consortium approves a project implementation plan, and also a project quality plan containing a detailed evaluation strategy. Thus, face to face meetings and digital communications were the commonly used communication mode (Mentula 2015).

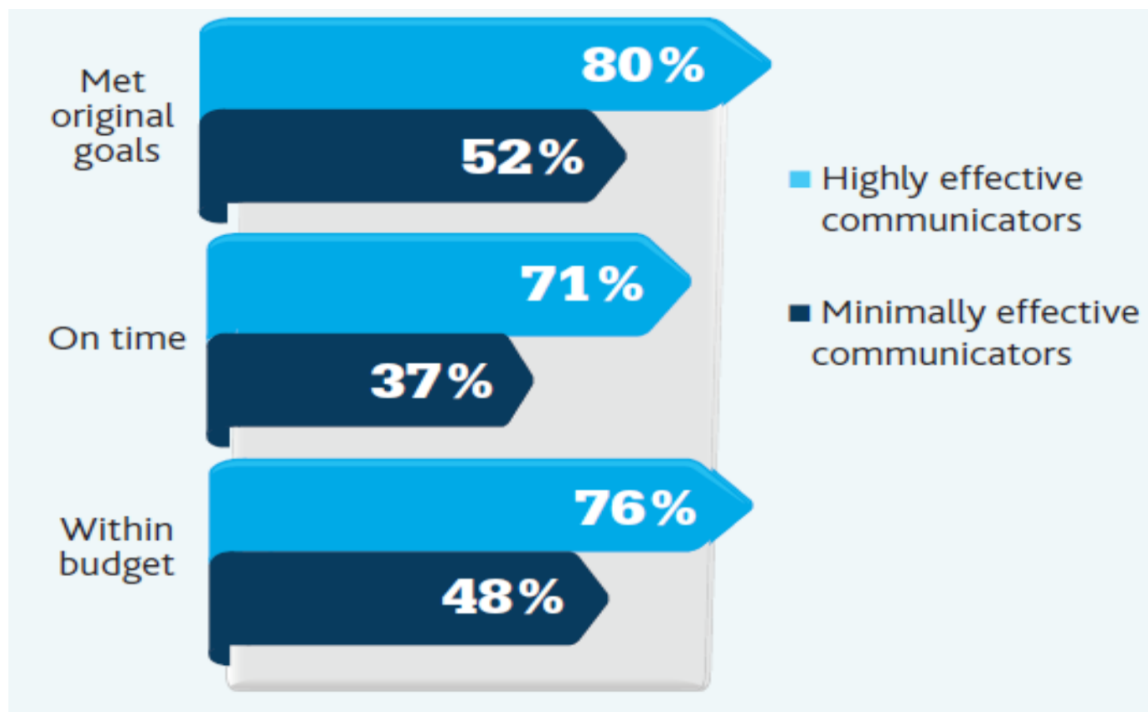


Figure 4:2- The effect of highly and minimally effective communicators on project delivery (adapted from Mentula 2015).

Inline to the findings of this study, another study conducted by Muszynska (2015) discussed the use of variety of communication channels during project life cycle for project communication, namely: the internet, print and broadcast media, face-to-face meetings and establishing virtual discussion forums. According to Muszynska, the communication channels utilized will depend on the nature of the relationship with the specific stakeholder. For instance, the contractors and suppliers of an organization are considered as external stakeholders. The main communication channel in this instance could be the management information systems of the respective organizations, to procure supplies, track orders and initiate payments. Furthermore, external communication may support important organizational objectives by ensuring regular information flow from the various categories of stakeholders to the organization. This may help the organization to define its targets, operational performance and management performance indicators and stakeholder information flow may influence organizational policies, particularly those related to the environment.

4.2.3. Theme 2: Communication Challenges

Category 2: What were the challenges during your communication with your partners/stakeholders?

The participants responded to this questions in different ways. Some of their word accounts on their lived experience affecting their communication with (external) stakeholders were as follows:

“Internet connection and availability was the major challenge. This prompts me to apply all modes of communication. As much as I would like to use video conferencing like Skype, WhatsApp, etc, the capacity of people I am communicating in using such apps but above all availability of internet and internet access was a major challenge.” (IIP 15)

“Busy schedule of government partners/stakeholders was our major challenge which hampered conducting project implementation review and other meetings/discussions. Furthermore, partners/stakeholders usually do not read e-mail messages or respond to e-mail messages on a timely manner.” (IIP 16)

“For me the difficult part that I have experienced in communicating with partners/external stakeholders was difficulty in accessing communicated information due to their remote location or their lack of the right technology such as computers, internet accessories.” (IIP 9)

“Receiving distorted communicated information during dissemination is a major challenge that I have been experienced during our communication with our main implementing partners. They also report me a conflicting information which I was sometimes puzzled to solve and further call up on each of them.” (IIP 10).

... “The internet connection did not allow to have video conferencing. People are accustomed to face-to-face discussions and to some extent were non-responsive to messages conveyed using other communication channels. But also, delay or total lack of response to very needed information is also a among challenges.” (IIP 13)

From this study, the main challenging factors in communicating with partners/external stakeholders includes: lack of internet connection and very poor penetration rate with further frequent interruption when said to be available; total lack of response from the stakeholders; delay to respond to need information; inadequate knowledge to use instant messaging communication methods such Skype, Viber, etc. from stakeholders side; and too busy schedule of government partners/stakeholders to execute face to face meetings/discussions; experiencing difficulty in accessing communicated information due to location or technology; receiving distorted communicated information during dissemination among team; receiving conflicting communicated information among teams were among the main challenges discussed by key informants. This is similar with the challenges experienced with Adinyira, et al (2015) in communicating with external stakeholders. Adinyira, et al (2015) discussed the major challenges to effective communication among project teams and stakeholders include the individual's frame of reference, stereotyping, cognitive dissonance, halo or horns' effect, semantics/jargon, not paying attention, delay in dissemination of information, Chinese whispers, environmental problems, a lack of clear objectives and faulty transmission. Hence, suggest that the choice of the most suitable communication medium must be based on critical assessment of these challenges

in order to ensure effective communication among the team as most communication failures are due to ineffective medium. The halo effect is a type of cognitive bias in which our overall impression of a person influences one's thinking on his or her character in a communication process (Dainty et al., 2006).

The findings of this study also indicated receiving distorted communicated information during dissemination and lack of the right technology such as computers, internet accessories is a major challenge. Likewise, Adinyira, et al (2015) indicated the challenges associated with frequently used communication medium as multiform. For example, the associated challenges in the case of face-to-face meetings includes excessive information beyond what is needed for task function and meaning of information altered during dissemination through dense team relationship; for telephone calls- excessive information beyond what is needed for task function, meaning of information altered during dissemination through dense team relationship and receiving distorted communicated information during dissemination, experiencing difficulty in accessing communicated information due to location or technology were the significant challenges associated with the use of telephone as the communication medium. Similarly, during the use of emails, experiencing difficulty in accessing communicated information due to location or technology is the critical challenge associated with the use of e-mail as a communication medium. While, in the case of text messaging, not able to receive communicated information and high level of misunderstanding of communicated information received were among the challenges during communication with stakeholders (Adinyira, et al 2015).

4.2.4. Theme 3: Strategies for enhancing communication

Category 3: From your experience, what do you recommend enhancing communication management with project team and stakeholder for successful project delivery?

The study participants presented their perception and views on enhancing communication managements factors for successful project delivery. As a result, the respondents opted that effective communication and decision making are the basic parts of management. Thus, the choice of communication and its effective implementation will have an impact on the effective implementation of a project. Even if there are many types of mode of communication as

mentioned in the above table, the choice of mode of communication depends on the nature of the project to be implemented.

From these findings, it can be concluded that from the very beginning/conception of a project, the project team in collaboration with partners/stakeholders needs to decide the feasible different mode of communications to be used throughout the cycle of a project. Moreover, the effectiveness of the communication and its impact in the project implementation needs to be monitored/evaluated and actions need to be taken accordingly. Less formal communication channels like e-mails should be considered as legal document by government offices/partners which will reduce the time required to execute activities. Infrastructure must be improved as internet connection, broad bands etc., at government offices to facilitate and ease communication hurdles. Reading e-mails should be seen as one major part of one's task and not as a time wasted gain in government partner offices.

Several studies also signposted different strategies to enhance the communication management with project team and stakeholder for successful project delivery. One such study is Douras (2010) delineated seven key communication techniques to help generate respect, trust and motivation in distributed teams. These techniques include- keeping promises and responding to employees in a timely manner, setting consistent communication schedules with remote employees, sticking to appointments, providing details and reasons for any requests, asking rather than telling, writing positive e-mails, and asking team members for their advice, opinions and feedback. Similarly, Ling, Low, Wang, and Egbelakin (2007) proposed strategies for enhancing communication management factors as: having more face-to-face communication than written communication; having high quality communication among team members and communications planning; quick dissemination of information and appropriate generation, collection, dissemination, storage and disposition of project information; good public image and public relations; adoption of a common working language among team members; working with clients, consultants and contractors with whom they had good working relationships in the past.

In summary, the strategies for enhancing communication management with project team and stakeholders includes:

- Developing feasible mode of communications to be used throughout the cycle of a project.

- Setting consistent communication schedules with remote employees.
- Designing effective feedback mechanisms.
- Having more face-to-face communication than written communication.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

Chapter five puts the conclusions of the study into perspectives. Based on the findings of the study, suggestions were made for future research topics. The conclusions are made based on the questionnaire answers from the respondents and empirical evidences.

5.1 Conclusion

Scientific evidences have showed that effective communication management practice is needed to sustain successful project delivery. Ethiopia has achieved most of the Millennium Development Goal targets for health (FMOH, 2015). Using the major achievements in the Millennium Development Goal targets for health sector and the experience gained from, the country has developed a five-year Health Sector Growth and Transformation Plan to transform the health service delivery and quality. Healthcare projects drives the pave towards attaining the goals and objectives of HSTP. In this regard, healthcare projects are the driving forces to attain the big picture of the HSTP. To do so, the healthcare projects should have to have effective and sound project communication management to be in place. The key objective of the study is to identify the communication management factors that influence project success to enhance communication-management practice for successful project delivery in the Ethiopian healthcare projects.

The findings clearly indicate that project stakeholder communication practices depend on the project phase, which varies with project's life cycle; and communication focused on different stakeholder groups (internal and external) in the different stages of project life cycle. Hence, the following conclusion were drawn from the study:

- Project stakeholder communication is a dynamic process, and it evolves throughout the project phases as the overall effort in communication with stakeholders evolves over the project's life cycle; the emphasis on using modes of communication with each stakeholder evolves over the project's life cycle. The communication mode varies across project's phase and concerned stakeholders.

- The commonest communication modes used throughout the communication with internal project team includes: face-to-face meetings and discussions, Telephone calls, E-mail, and text messaging. While it varies with the stakeholders involved and project's life cycle, the commonest communication modes utilized to shape the reputation of the project with external stakeholders are face-to-face meetings and discussions, telephone calls, and e-mail.

The study findings have shown that ensuring proper and effective project communication it is not only a matter of preparing a communication plan, creating, collecting, distributing, storing project information, and identifying responsibilities for project team members and other project stakeholders, but also of having good personal contact with team members and stakeholders, developing positive relationships and obeying fundamental rules of clear and positive communication.

The study findings have also shown, the challenging factors in communicating with external stakeholders. Accordingly, **behavioral factors**: lack of response, delay to respond, do not read email messages, people are accustomed to face-to-face discussions; and **structural factors**: lack of internet access for electronic communications, lack of accessible communication infrastructures such as computers, internet accessories, etc., were among the factors revealed affecting the communication of healthcare projects in the country.

5.2 Recommendation

This study contributes to the understanding of the management of project stakeholder communication over a project's life cycle. The study particularly contributes to bridging project stakeholder communications, common communication modes utilized in the country and associated challenges. Based on the research finding obtained from the case study, the following recommendations are proposed:

- In order to enhance the communication and communication management with project team and stakeholder for successful project delivery—there should be agreed upon communication mechanisms put in place from the very inception of the project; establishing clear reporting hierarchy for the project stakeholders; developing positive relationships and obeying fundamental rules of clear and positive communication; establishing clear time lines put in

place to respond to messages conveyed at different levels through different communication mechanisms; understanding of stakeholders' frame of reference; proper technology and systems; and the communication mechanisms and timeline should be reviewed and revised as deemed necessary.

- The behavioral and structural challenging factors in communicating with stakeholders must be addressed. For example, the behavioral factors can be addressed through the following factors: clarity of purpose— focus on a few key messages and constantly reinforce them with in project team, and between project team and stakeholders; effective interfaces— trust and openness in key relationships exist between project team and stakeholders; effective information sharing— provide the right information at the right time for project team to do their jobs, share opinions and discuss ideas with stakeholders. Whereas, the structural factors can be addressed through collaboration and negotiation, behavioral change communication, budgeting and communication plan.
- On top of the predominant communication modes used throughout the project's life cycle such as face-to-face meetings and discussions, Telephone calls, E-mail, and text messaging; communication media such as project intranet that have been found to be very effective in most project communication in many countries (Liu 2009 and Xie et al. 2010 cited in Adinyira 2015) has to be developed and widely used in the country.
- The project management professional should consider healthcare projects as project management application area and take commitment to apply the project management to play its role in the industry.

5.3 Future Research Suggestions

This research aimed at assessing the communication management factors that influence the project success. As such the questionnaire was conducted from the project team/internal stakeholders perspective. Therefore, only the key internal stakeholders answered to the study. However, project communication with external stakeholders is also essential part of project communications. Therefore, the research about external project communication and their perspectives would provide valuable information for project success and could be studied from their perspective.

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Annexure A: DATA COLLECTION TOOL

INTERVIEW GUIDE FOR THE PROJECT STAFFS

Dear my former colleague at WFP,

First, I would like to thank you for your willingness to respond to my questions. I am Fikadu Tadesse, your former colleague at WFP. I am a Master of Art Student in Project Management at Addis Ababa University. As part of my MA thesis work, I am studying the factors of communication management for successful project delivery in the Ethiopian healthcare projects: the case of World Food Programme assisted Urban HIV/AIDS, Nutrition and Food Security project in Ethiopia (a real project case). This interview is made so as to have more in depth on the matter under study. Thus, I kindly request to devote for me on your golden minutes of your time to answer all the questions, assuring you that all responses will be used only as an input for this study.

Sincerely yours,

Fikadu Tadesse

FACTORS OF COMMUNICATION MANAGEMENT FOR SUCCESSFUL PROJECT DELIVERY IN THE ETHIOPIAN HEALTHCARE PROJECTS: THE CASE OF WORLD FOOD PROGRAMME ASSISTED URBAN HIV/AIDS, NUTRITION AND FOOD SECURITY (UHANFS) PROJECT IN ETHIOPIA

Biographic data					
1	Sex	1. Male	2. Female		
2	Age	1. 20-35	2. 36-50	3. 51-65	4. >65
3	Education	1. Diploma	2. Bachelor	3. Masters	4. Doctoral

4. How do you describe your communication experience with Urban HIV/AIDS, Nutrition and Food Security (UHANFS)

Project partners at all levels?

Question 2-4 will be answered by inserting (✓) mark and/or explain in narrative form as in the following table:

Questions	1.	2	3	4	5	6	7	8
	Face-to-face meetings and discussions	Telephone calls	E-mail	Text messaging	Fax	Tele and video conferencing	Post	Other (Please explain: ____)
5. What type of communication mode did you used throughout your communication with internal UHANFS project teams?								
6. What type of communication mode did you used during your communiqué with UHANFS project partners/stakeholders?								
7. What communication modes did you used in communicating with various stakeholders during the project's life cycle:								
a) During the initiation (Conceptualization) phase of the UHANFS project?								
b) During the planning phase of the UHANFS project?								
c) During the execution phase of the UHANFS project?								
d) During the closure of the UHANFS project?								

8. Among the listed modes of communication, which method did you used the most with your partners and/or UHANFS project stakeholders? Why?

9. What challenges did you faced in communicating with your partners/stakeholders?

10. What are the challenges associated specifically with the communication mode you use during your communication with your partners/stakeholders?

11. From your experience, what do you recommend enhancing communication management with partners/stakeholder for successful project delivery?