

**ADDIS ABABA UNIVERSITY SCHOOL OF
COMMERCE**



**STAKEHOLDER MANAGEMENT- PRACTICE AND
CHALLENGES: A CASE OF HEALTH CARE PROJECTS
BY THE QUALITY IMPROVEMENT ASSURANCE
OFFICE OF ST. PAUL’S HOSPITAL MILLENNIUM
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DECLARATION

I, Ruhama Enyew, registration number/ID No. GSE/1575/13, do hereby declare that this Thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of degree in any other college /university /institution.

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ABBREVIATIONS/ ACRONYMS

E.C- Ethiopian calendar

G.C- Gregorian calendar

PSM- project stakeholder management

SPHMMC- St. Paul's hospital Millennium Medical College

QIA- quality improvement and assurance

ABSTRACT

A descriptive study was carried out with the main aim of assessing the stakeholder practice and its challenges in health related projects undertaken by the quality improvement and assurance office of the St. Paul's Hospital Millennium Medical College. The study had a 93.3% response rate with 28 out of the total 30 office staffs having been involved. The data collection was done using a combination of qualitative methods, structured self-administered questionnaires and qualitative data by interviews of key respondents using a semi-structured questions. The data was further analysed using statistical software, SPSS version 20 for the quantitative data results in forms of frequencies and percentages which were supported with the qualitative data obtained from interviews and check-lists. The study found that despite the claims of a good stakeholder management practice being carried out in the office by the management the actual result showed that the overall practice was actually poor despite the importance of the proper practice of it in project management. In more details the failure to involve more team members in the stakeholder identification, engagement and communication process that is amplified by the lack of designated unit for it and the lack of future plans to invest in this area associated with the member's inability to manage the conflicting demands of stakeholders and failure to identify relevant stakeholders in timely manner were identified as common challenges. It was possible to conclude that the project team is severely lacking the need level of commitment or preparation to properly carry out a strong stakeholder management practice and as such it is recommended the need to put in more focused work in the area with the whole team in mind.

Key words- project, stakeholder, stakeholder management

1. CHAPTER ONE- INTRODUCTION

1.1. BACKGROUND OF THE STUDY

A project is a process that is one of a kind to each taken task that has a given set of time period or limit within which it is aimed to produce a set of products, service or both. The limitation in time makes it temporary with a beginning and an end that is set, known or planned with additional constraints of quality and cost. This whole process is undertaken within the umbrella of project management, which is the guidance of the project process or intended work into deliverables or objectives by implementation of set of known knowledge, skills, techniques and tools, it is accomplished through the application and integration of the 5 project management processes of initiating, planning, executing, monitoring and controlling, and closing. It usually needs all of the skills of general management to secure the project success(PMBOK, 2021). A project manager is the person that will be assigned the higher responsibility of insuring the process of the project management is carried out by the right team following the right process with the aim of accomplishing the objectives and the satisfaction of the stakeholders involved(PMBOK, 2021).

A stakeholder, historically derived from the word 'stockholder' that evolved throughout the history of project management, it is defined as any group or individual who is affected or affects the outcome of the project. From the stakeholder's perspective if the project is carrying out to be beneficial to their interest and they will gain a certain value from it they will end up being supportive and work for the accomplishments of the objectives, conversely if the project is projected to result in a loss for them, they will aim and work to hinder its success in accomplishing its objectives thus they have a varying level of interest or investment in the success or failure of the project (Freeman & McVea, 2005). A stakeholder is classified into different groups based on the involvement level and risk bearing level. The primary stakeholders are those who have directly invested some form of value such as funding, human resource or technology and without whom the realization of the project objectives becomes impossible like investors, employees, suppliers, customers and such and those who are involved with the project and its objectives indirectly and as such the benefit or the risk is not directly related to them but still matter to the success especially when it comes to the smooth processing of tasks are the secondary

stakeholders while key stakeholders are those that can belong to both of the above groups (Hillman & Keim, 2001, PMBOK, 2021).

The national academy of medicine defines quality in medicine as the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge (Berwick et al., 2003). The science of health has involved and changed so much in recent years, improving by exponential factors from what it used to be a hundred years ago or even fifty years ago but as the agility and evolution of technology gets involved in medicine and hospital care the packaging and delivery of the services are in need of improvement on a continuous manner as it needs to be able to keep up with the knowledge of the practitioners, the extent of services provided by business and the level of care required by customers or patients results in the need for the quality improvement projects and professionals that carry out said projects (Herzlinger, 2006). A more focused approach to health service quality improvement in Ethiopia's health care system was initiated around 2006 with the Ethiopian hospitals management initiative that aimed to pioneer the introduction of standardized based quality approach that progressed to the Ethiopian hospitals reform implementation guideline that brought in the key performance indicators to be used in hospitals around the country when it comes to quality of care and its improvement all aimed at being able to improve the quality of health care over the past 20 years (FMOH, 2006) World health organization states that Ethiopia's aim to achieve a caring, respectful, compassionate health care workers with quality and equity that is involved in all level of the country's system will require that contribution and collaboration the major stakeholders such as health system leaders, quality assurance officers, practitioners, other health workers, designated health task forces and the patients (WHO, 2017).

St. Pauls hospital millennium medical college (SPHMMC) is one of the top referral hospitals in the country which has made great contribution to the health system of Ethiopia from providing treatment for millions of people, to contributing in the education of thousands of medical professionals, to the initiation of the first kidney transplant centre in the country and may others in the past 75 years since its establishment in 1940 by the late emperor Haile Selassie I 'to serve and provide care for the poorest citizens of the country, a quality care with care, compassion and equity'. The quality improvement and assurance office of SPHMMC was established as a recognized body in the past 6 years and has undertaken numerous roles, programs,

projects and collaborations with the aim of improving the overall quality of service of the hospital.

Although stakeholder's management is recognized as one of the most important aspects of project success, the literature review that is undertaken and the overall observed status of the practice specifically in concern of the study population has shown some concerns as such this study is taken with aim of assessing how the stakeholders management practice and its challenges of the quality assurance and improvement office(QIA) of SPHMMC. The lack of other studies that have been done in this are or in this organizations means the findings of this study will be useful for the organization to check where it stands and how to further develop strategies to improve its weakness.

1.2. STATEMENT OF THE PROBLEM

The core elements of a quality health service in Ethiopia is defined as a comprehensive care service that is measurably safe, patient cantered, effective and uniformly delivered all over in a timely manner that is affordable to the population and quality improvement and assurance is the main way how to assure planned quality, it is a continuous process where organizations test and measure changes in the whole system and ensure shifts in performance that aims to result in best practice with the combined effort of health care professionals, patients, researches in quality, leaders or managers and other key players (FMOH, 2006)which are the stakeholders.

In any project especially those involved in health quality improvement the success of it and effectiveness one of the major area to focus on is strategies surrounding stakeholders that includes proper identification of stakeholders, analysis and engagements of those stakeholders that might be internal and external to the organization and the process falls on the team leading the quality improvements projects as the use of the right technical skills, tools and interpersonal leadership style will lead to said stakeholders becoming supportive, non-supportive or neutral to the project(WHO, 2017,Johnson, 2020).

All improvement is change but not all change is improvement the major problem facing the implementation of quality improvement strategies or projects implementation in the real world of health setting is the ill-fitted stakeholders management that is being practised and that is specifically highly prevalent in low income countries(Johnson, 2020). The failure of most health quality improvement projects in hospitals setting is the presence of stakeholders both internal and external

working against the change and implementation as much if not more as compared to those supporting it and much of the resistance coming from those directly affected by intended changes but not properly involved and yet the plan is directed at them specifically like the health practitioners and health care workers become the reason for its failure, this mainly observed in hospital settings in countries with low economic status like those located in sub-Saharan (Muller, 1996).

The SPHMMC being located in Ethiopia, sub-Saharan country the observed stakeholders management problem is expected or assumed to be prevalent in the organization and after some crude interviews done with some stakeholders this assumption seems to hold true because despite the massive infrastructure and funding the hospital has as compared to other hospitals in the country, it is involved in allegations and problems concerning the quality of service it provides especially the improper and sometimes short lived implementation of quality improvement projects both internally and externally shows that the process of those projects is lacking at least the proper engagement, involvement and management of important stakeholders. Taking in to account the above listed problems, the researcher plans to conduct a research in order to assess stakeholders management practices and the challenges faced by quality improvement and assurance office of the hospital.

1.3. RESEARCH QUESTION

The following research questions are expected to be addressed at the end of this thesis:

- A. How does the current stakeholder management practice look like in SPHMMC quality improvement and assurance office?
- B. What were the main challenges encountered during stakeholder management in SPHMMC quality improvement and assurance office?
- C. What were the major causes of these challenges of low stakeholder engagement and management?

1.4. OBJECTIVES OF THE STUDY

1.4.1. General objectives

The general objective of the study was to assess the stakeholder management practice and its challenges, the gaps and causes of it, in the quality improvement and assurance projects in SPHMMC

1.4.2. Specific objectives

- A. To describe the stakeholder management practice of quality improvement and assurance projects in SPHMMC
- B. To identify the challenges encountered during stakeholder management in quality improvement and assurance projects in SPHMMC.
- C. To identify the causes of the challenges in the different level of the stakeholder's management process

1.5. SCOPE OF THE STUDY

This study was only focused on one of the ten Project Management Knowledge areas presented in the PMBOK (Project Management Body of Knowledge) guide 7th Ed, which was project stakeholder management. Thus, the study assessed the practice and challenges that were faced by quality improvement and assurance office of SPHMMC in managing its stakeholders in project the office has worked on from the establishment until this study takes place, 2017-2023G.C. the project included those taken by the office as standalone or in cooperation with other organizations in concern that were limited to improving the health service of the SPHMMC only, it does not include project that were done with intention to implement results to other areas or facilities that exclude SPHMMC.

1.6. SIGNIFICANCE OF THE STUDY

In the past three years the massive magnitude of challenges the health system has faced especially in a country like ours has shown that during the encounter of a more demanding situation our health care quality fails to even meet the satisfactory level for those services considered essential and basic, there was practically no quality health care and the fruitless implementation of rapidly devised and just as rapidly implemented quality improvement strategies and projects even at the hospitals we considered the most advanced shows we have a long way to go on how to approach and manage said projects and the stakeholders involved in them(Ayele et al., 2021).

At this hospital level and those that are in a similar level as it and providing the level of care it is providing and the level of quality of care that is expected from it, the lack of an updated research based information about how it is carrying out its stakeholder's management or how it plans to improve a major area such as quality improvement shows research's like this one will be not only useful but important. This paper tried to find out the major challenges the quality improvement project team was facing,

some they might have overlooked, some considered not important or others that were beyond their control and assessed the practice they were already implementing in hopes it would provide a form of fresh perspective into the management process. It will not only show the gap that was found in the practice of the projects but will also become a point of entry for future researches, projects and team improvement plans.

1.7. DEFINITION OF KEY TERMS AND CONCEPTS

PROJECT: Project is a temporary endeavour which aims to attain a specific objective by creating value through a unique product, service or result and accomplished within a specified time period (PMBOK, 2021)

PROJECT MANAGER: the individual ultimately responsible for managing and leading the project to its successful conclusion (PMBOK, 2021)

PROJECT MANAGEMENT: It is defined as the use of knowledge, skills, tools, and techniques to project activities to achieve the project requirements (PMBOK, 2021).

STAKEHOLDERS: any group or individual who can influence or is influenced by the achievement of the organization's objectives (Freeman, 2010).

STAKEHOLDER MANAGEMENT: is the processes required to identify the people, groups, or organizations that could influence or be influenced by the project, to analyse stakeholder expectations and their impact on the project, and to prepare a better management strategy for effectively involving stakeholders in project decisions and execution (Fottler et al., 1989)

QUALITY IMPROVEMENT: is a continuous process whereby organizations iteratively test and measure changes in work routines, set and achieve ambitious aims, shift whole system performance, and spread best practices for rapid uptake at a larger scale to address a specific issue or suite of issues they have determined to improve (FMOH, 2006)

1.8. ORGANIZATION OF THE STUDY

This research work was organized in five chapters with different sections and sub-sections in each. Chapter one deals with background of the study, statement of the problem, research questions, Objective of the study, Scope of the study and significance of the study. Chapter Two discussed the theoretical and empirical literary works in line with the topic of interest. The third chapter is about the methodology

part of the study. The research design, data sources, sampling techniques and data analysis techniques will be presented. Chapter 4 describes data presentation, analysis and interpretation. Lastly, Chapter 5 will present the summary of the findings, conclusion and recommendation of the research.

CHAPTER TWO: LITERATURE REVIEW

INTRODUCTION

This section deals with the theoretical and empirical literatures, and concepts related to the area of interest under study. It will also acquaint the reader with the core issues of stakeholder management in projects by providing a summary of previously done studies and literatures on stakeholder management. Moreover, the different bodies of literature will be discussed based on their relevance to the study and their contribution in supporting the ideas of the research problems under study.

2.1. THEORETICAL REVIEW

2.1.1. Project definition and its nature

A project are a process undertaken in order to solve a given problem, the solution is in a form of deliverable that is aligned with the initial objectives of the project. The project deliverables can be in terms of products, service or technological solutions that meet the demands of the client. An organization takes on a project in all its levels, some massive and some in a smaller scale meaning a project can be part of a program or a bigger collection of portfolios with other projects in the organization. A project is the path an organization takes to get from where they currently are or from what they are currently doing to the future or what they aim to be doing while being able to function within the constraints of time, cost and quality(PMBOK, 2021).

Figure 1: Project constraints



Source-

<https://www.lucidchart.com/blog/identifying-and-managing-project-constraints>

2.1.2. Project management and its importance

The introduction of project management as a concept and practice was initiated around 1960 G.C, at the time it was seen as a part time job of project managers than an important task, it was mainly focused on doing a repetitive or sometime unique process that will guarantee the alignment of the work with-in budget rather than as a whole process of the entire project(Harold, 2017)

A project management is defined as the application of knowledge, skills, and tools necessary to achieve the project's requirements. The knowledge, skills, and tools are usually grouped in to activities or processes that are applied in the appropriate manner to the designated area of the project (PMBOK, 2021).

It makes organizations capable enough to carry out projects effectively and efficiently, project management helps individuals, groups, and public and private organizations to meet business objectives, satisfy stakeholder expectations, deliver the right products at the right time, resolve problems and issues, and manage constraints (e.g., scope, quality, schedule, costs, and resources). On the contrary, poor project management may result in Cost overruns, Poor quality, Loss of reputation for the organization and Unsatisfied stakeholders(Wysocki, 2019, PMBOK, 2021).

When it comes to stakeholder's management, a properly set up project management process will be able to identify the right stakeholders, engage them the right way, proper communication with right balance of trade-off for what they project get from the stakeholders to what they will get in return that will result in the successful completion of the project and the accomplishments of the objectives(Harold, 2017).

2.2. DEFINITION AND NATURE OF STAKEHOLDERS

The definition of stakeholder is given by different scholars. According to (Harold, 2017) stakeholders are people or organizations who have stake or interest towards a certain project and actively engaged in it. They might affect or be affected by the project.

Another important contributor for the concept of stakeholder is (Freeman & McVea, 2005), they defined stakeholders as any individual or group who may influence or be influenced by the accomplishment of objectives set by the organization. They also stated that stakeholders can be understood as internal or external stakeholders, individuals or groups' stakeholders and those who have positive or negative impact to the project. As per (Bryson, 2004) definition all parties involved and will influence or

will be influence by the organization strategy is considered as a stakeholder, any one (person, group or organization) that can place a privilege on the organizations attention, resources, or output, or is affected by that output' Those individuals or groups who are dependent on the organization for the sake of fulfilling their own plan and also the organization depends on them in return, give the meaning to stakeholders.

2.3. STAKEHOLDER MANAGEMENT

Project Stakeholder Management is the process of identifying people, groups, or organizations that could affect or be affected by the project, analysing stakeholder expectations and their impact on the project, and managing them with appropriate strategies for effective engagement of stakeholders in project decisions and execution. The processes in stakeholder management support the work of the project team to analyse stakeholder expectations, assess the degree to which they impact or are impacted by the project, and develop strategies to appropriately involving stakeholders in support of project planning, execution and decisions making the project work(Baker H & Durham E, 2014, PMBOK, 2021).

Stakeholder management in any project should incorporate greater understanding of the behaviour of all stakeholders during the life of the project cycle. This will enable us to actively perform and achieve their expectations. This is the major part of effective stakeholder management. Therefore, addressing stakeholders' expectations and perceptions will enable us to harmonize the different views and beliefs of stakeholders (Blair & Fottler, 1991, Ackermann & Eden, 2011). The ineffective and poor management of stakeholder is one of the major reason responsible for project failure(Baker H & Durham E, 2014)

2.4. STAKEHOLDER CLASSIFICATION

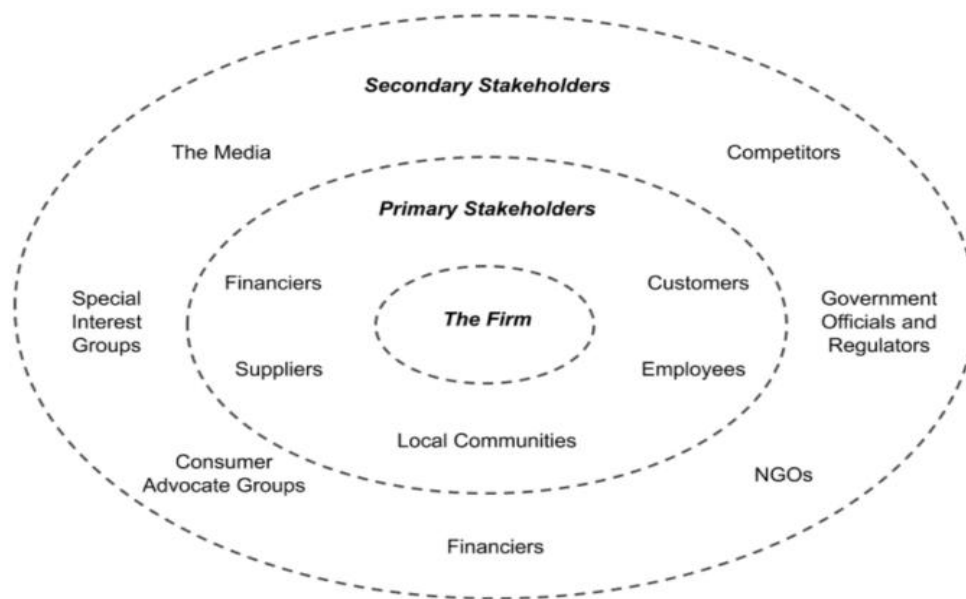
All projects won't influence and be influenced equally by stakeholders. Thus, stakeholders must be prioritized and classified based on their relative importance of the project. The main essence of classifying stakeholders is to help the project leadership team understand the needs and expectation of each stakeholder group and to developed strategies to manage these needs on the basis of stakeholder group (Lutchman, 2011). Stakeholders can be classified based on their stake to the project, their participation in the project and their level of participation.

Depends on their Stake to the project, stakeholders can be classified in to:

Primary Stakeholders: are those individuals or groups on the project team who have binding agreement or legal obligation to the project team and have the responsibility and authority to utilize resources such as schedule, cost, and technical performance properly to accomplish a project objective.

Secondary Stakeholders: are those individuals or groups on the project team who have informal, non-binding contractual relationship to the project but can have a strong interest in what is going on regarding the project (Wood et al., 2021).

Figure 2: Primary and secondary project stakeholders



Source- Leading in a Crisis: Organizational Stakeholders, n.d.

Depending on their Participation in the project:

- Internal Stakeholders: are stakeholders who are engaging in the implementation of a certain project. They influence the project directly and they are part of the project

External Stakeholders: those who have interest to the project but does not have direct affiliation

figure 3: Internal and external project stakeholder



Source- What Is a Stakeholder? Definition, Types, Examples | TechTarget, n.d.

Depends on their level of participation stakeholders can be also classified in to:

Direct stakeholders: Those who involved with every routine activities of the project

Indirect Stakeholders: Those who does not involve on the day today activities of the project rather they are interested in the project end result

2.5. STAKEHOLDER MANAGEMENT PROCESS

According to Project Management Body of Knowledge 2017 Project Stakeholder Management processes includes the following activities: Identify Stakeholders, Plan Stakeholder engagement, manage stakeholder engagement and monitor stakeholder engagement. The stakeholder management processes have an interaction among themselves and in fact, with other knowledge areas.

2.5.1. Identification of stakeholders

This process consists of identifying the persons, groups or organizations that may influence a decision, or be influenced by a project activity, or its final outcome. It also give emphasis for about stakeholder need, participation, influence and potential effect on the success of the project.

The identification of stakeholders is can be done based on the data from: The project charter, procurement documents, Environmental factors of the business and Organizational assets. Moreover, the key benefit of identification process is that it helps us to differentiate and also provide appropriate focus for involvement of each stakeholder or group of stakeholders. And it needs to be performed periodically at the

beginning, at the middle and at the end of the project as needed (PMBOK, 2021,Vayyavur, 2015).

There are different dimensions that we should be consider when identifying stakeholders are;

Responsibility: indicates that people who have obligation to carry out something or abide themselves with

Influence: indicates that people who can influence formally or informally the overall performance of an organization to reach to its goal.

Proximity: shows that the people whom actively in closer relationship with an organization. Such stakeholders have collaboration in a day to day routines, have a long term interaction and also resides around the site of the organization.

Dependency: indicates that people that are most dependent on your organization. This includes, employees and their families, customers or suppliers.

Representation: indicates the people that have representation either culturally or legally. For instance, heads of a local community, representatives of trade union, councillors, representatives of membership based organizations, etc..

It is important to keep in mind that the situation is always in state of change and that both stakeholders and their interests might change over time(Wood et al., 2021)

2.5.2. Stakeholder analysis

Stakeholder analysis is important for so many reasons. The first one is stakeholder analysis helps the project team to identify the interests of all stakeholders and potential conflicts that may affect the project, second it enables an organization to identify opportunities and relationship that are critical in the implementation process. Third guides the project team on the appropriate strategies and approaches for effective stakeholder management. Due to increasingly interrelated nature of the world the stakeholder analyses are becoming more important than ever then figuring out what the problem is and what solutions might work are important (Vayyavur, 2015)

Typically, stakeholder analyses are undertaken as part of policy, plan, or strategy change exercises; or organizational development efforts.

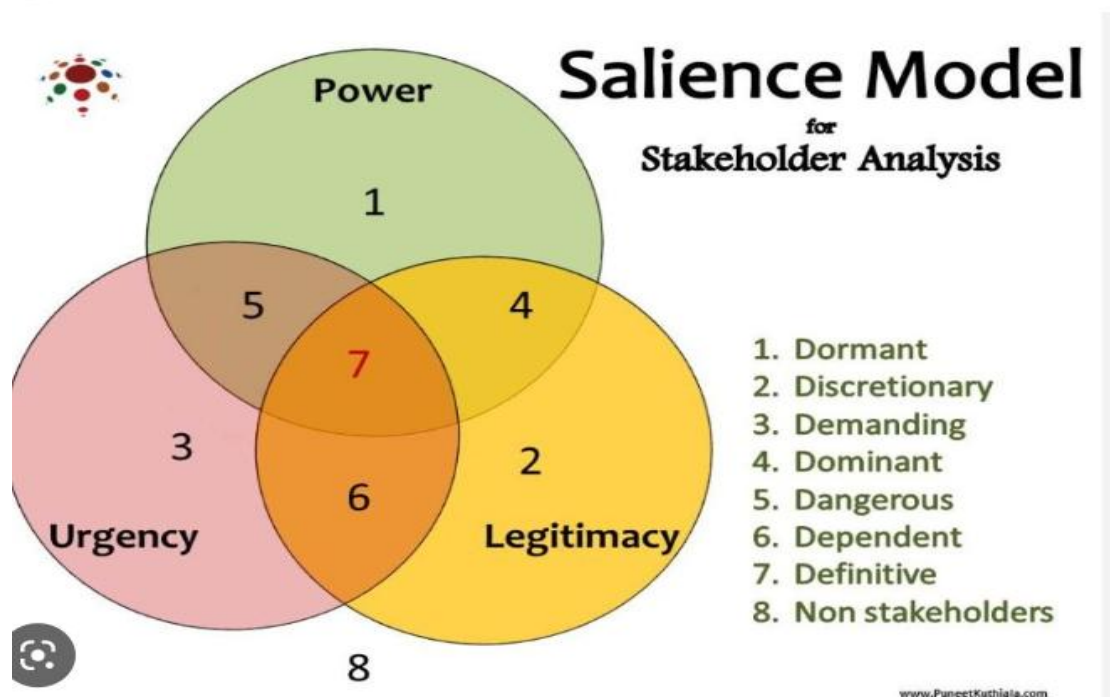
Different analyses will be needed at different stages in these processes deciding who should be involved, how, and when in doing stakeholder analyses is a key strategic choice, one in which both the devil and the angels are in the details(Bryson, 2004).

Stakeholder analysis generally follows the following steps: First Identify all potential project stakeholders and relevant information, Second Analyze the potential impact or support each stakeholder could generate, and classify them so as to define an approach strategy, Third Assess how key stakeholders are likely to react or respond in various situations, in order to plan how to influence them to enhance their support and mitigate potential negative impacts(PMBOK, 2021). There are many model that are used as a classification method for stakeholder analysis and the following is an examples.

At the second stakeholder conference of the 1994, the three distinguishing attributes that are to be used for classification of stakeholder were identified as power, the ability to impose their will, legitimacy which is having the appropriate level of involvement and urgency defined as the need for immediate action

And it was brought to attention that these three attributes would somehow inter-relate and influence, coexist with in one stakeholder but differ in the degree of presence, the stakeholder typology also known as the ‘salience model’ was born after that (Wood et al., 2021).

figure 4: The salience model



Source- Stakeholder identification and salience after 20 years: Progress, problems, and prospects (Wood et al., 2021)

2.5.3. Planning stakeholder management

Planning stakeholder management is defined as developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle. Good stakeholder plans come from: an understanding of the interest, motivational factors, and attitudes of stakeholders, and an understanding of their power to influence the project (Bryson, 2004). Which involves selecting a strategy towards each stakeholder that reflects the needs and constraints of the project and within this strategy relevant tactics and activities based on your stakeholder analysis (Brugha & Varvasovszky, 2000).

2.5.4. Manage stakeholder management

Manage Stakeholder Engagement is the process of communicating and working with stakeholders to attain their needs/expectations, settling issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle.

The key benefit of this process is that it allows the project manager to enhance support and minimize resistance from stakeholders, significantly increasing the chances to achieve project success managing stakeholder engagement helps to increase the probability of project success by making sure that stakeholders clearly understand the project goals, benefits, and risks. This enables them to be active supporters of the project and to help guide activities and project decisions. By anticipating people's reactions to the project, proactive actions can be taken to win support or minimize negative impacts (PMBOK, 2021)

The aim of PSM is to ensure the availability of timely, reliable, and inclusive information of the capabilities and the options open to each stakeholder, continue to identify the probable strategies of the stakeholders, determine how key stakeholders' strategies might affect current project interests, continuously monitor and provide comprehensive information about probable actions in the project stakeholder environment that might have an impact on the interests of the project, organize the collection, analysis, and dissemination of stakeholder information for the project team (Wysocki, 2011, Harold, 2017, Lock, 2017).

2.5.5. Control stakeholder management

Controlling stakeholder engagement is defined as the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging

stakeholders. This process is very vital because team members can appreciate: The existence of stakeholders they were not able to identify; If the stakeholder management strategies were appropriate and effective(Freeman & McVea, 2005)

The key benefit of controlling process is that it will maximize the efficiency and effectiveness of stakeholder involvement activities as the project evolves and its environment changes. Stakeholder engagement activities are included in the stakeholder management plan and are executed during the life cycle of the project. Stakeholder engagement has to be continuously monitored(PMBOK, 2021)

2.6. PROJECT STAKEHOLDER COMMUNICATION

The whole process of stakeholders management and the steps taken matter if and only if there is a way of delivering the intended message to the stakeholder and back to the project management team, an effective communication will be this.

It can be a formal method or informal way that can include face-to-face communication, mass-communication through a project newsletter or a project website, or inviting a stakeholder to a planning workshop or a kick-off meeting(Ackermann & Eden, 2011).

Whatever the ultimate aim of the activities, strategies and tools is, they will involve communication with and to the stakeholders. If this communication is poorly planned it may constrain knowledge sharing between the stakeholders and the members of the project organization. The stakeholder management plan should include communication decisions on: What is it that you want to communicate about with the stakeholders? Who is going to communicate? How will you reach your stakeholders? When do you need to communicate with which stakeholders? Which are the constraints, if any, for example concerning budget, legislation and contractual agreements? (Vayyavur, 2015).

2.7. STAKEHOLDER ENGAGEMENT

According to(Baker H & Durham E, 2014), Ways of Successful Stakeholder engagement will include:

- Having dialogue with stakeholders by keeping their values as it is.
- Encouraging stakeholders to have engagement plan for themselves.
- Determining stakeholders' degree of engagement.
- Having clear and precise communication.
- Creating tailored engagement to the practical and cultural needs of stakeholders.

- Providing timely feedback to the stakeholders
- Considering the long-term impacts of the project, and the potential legacy.

Assessing the success of engagement throughout the research process, share good practice with peers, reflect on whether certain approaches need to be adapted, and assess the implications of any future practice.

2.8. EMPIRICAL REVIEW OF LITERATURE

This section is done in an attempt to show the gap in the area related to the topic from scientific paper and literature done in the past.

According to (Kothari, 2004, Wood et al., 2021) stakeholder involvement was initially, in the 1960s, considered as important on voluntary level, any stakeholder or bondholder (as also named at the time) enter an agreement for a project due to their desire and the process of involvement in business was along the line of social status and not separately managed.

So business and project management could not focus on project success with out taking in to account the burden of the resolution on the social relation and network. Through time, in the 1980s, the knowledge bodies went on to develop the stakeholder identification, proper engagement and management models ‘who matters for the management?’ taking into the account the power, claim and legitimacy of the stakeholder to be involved despite at the time the acceptance was poor it has been entry point for most future researches in the area.

A research,(Ackermann & Eden, 2011), that span 15 years in the making with the involvement of 16 top management teams in project all over the European union region to evaluate and come up with the fittest strategic management of stakeholder was made. Based on the paper the major issues were in the bases of identifying who the real stakeholder are for the given situation, exploring the extent of impact they have and developing the right strategies. At the of the study they concluded that every project manager or team has the potential to come up with a great inclusive stakeholder management but most take the process of approaching it in a designed, monitored and evaluation manner as an ‘improper and manipulative’ in nature and claim that they rather stick with the informal approach and the problem with that is, it usual fails to meet the needed expectation.

Another study done in developing countries set up were the ‘stakeholder value, stakeholders management and social issues’ (Hillman & Keim, 2001) in Finland and

‘Scandinavian Cooperative Advantage: The Theory and Practice of Stakeholder Engagement in Scandinavia’ (Strand & Freeman, 2015). These studies in combination studied over 500 firms and organization with impact like that of H&M, IKEA, hydro-power and sustainable energy companies, governmental and private hospital and others. They concluded that the application of stakeholder management was being practised a lot more than most countries in the world. The most management strategies being practised was focused on resulting competitive advantage over others in similar projects or works. ‘survival of the fittest’ concept being the focus at most times at the cost of the smooth relationship between the stakeholders. the conclusion of the studies claim that the future of stakeholder management lies in changing the aim of the approach from the very beginning, the identification of stakeholder, from a benefit focused to more of cooperative advantage point of view; meaning a project management team that a value creating strategy based on the development of cooperative relation among its stakeholders at all levels that focus on creating a superior value for all.

Health care stakeholder focused researches

A case study done in Finland (Tampio et al., 2022) on a new university hospital evaluation set out to study its stakeholder management practice and its challenges. The management had identified four major stakeholders; the patients, operational management, staff and owners. The researchers found that even when there was a clearly identified and classified stakeholder group and a designed tools and techniques to manage them at the start of the project there were inconsistencies between objectives and requirements of the groups happening at all levels of the project and the hospital. The main conflict of interest and cohesiveness of those involved was occurring due to inconsistency in the different management approaches and methods used at the different levels of the project management team. The complexity of the health care stakeholder need was not able to be met with the old fashion, inconsistent and informal management practices that were being used in resulting budget over run, delayed time and failure of implementation of some very important and innovative changes that could have made a real difference. This result was similar to the one done in Alabama United states ‘assessing key stakeholder, who matters?’ (Fottler et al., 1989)

South Africa is one of the more advanced and well off country in Africa, is the assumption the (Zigiriadis & Nicolaides, 2014) study with title ‘Effective stakeholder

management for medical practitioners’ and (Hwabamungu, 2014) study ‘the influence of stakeholder relations on the implementation of information systems strategy in public hospitals in south Africa’ started out to evaluate the stakeholder practice and challenges faced. They stated that when asked about what they want from health care service providers, most people say ‘affordable and quality care’ and that can only be achieved with the involvement of all the important stakeholders. The practice of the stakeholder management in most centres starts out well, proper identification, analysis and to some extent engagement was being done and was found to be hopeful, the major issue comes to play in the time of involving the stakeholders that right way especially external stakeholders that do not bring in the money, other than investors. Most project management team or leaders practised more of a ‘this is what I have decided to do, follow my lead’ method that removed important factors like trust, psychological needs and reassurance from stakeholders like the health care providers and staff members. The lack of flexibility, transparency, contextual amendment of the strategies has led to delayed or failed projects, resistance to its implementation from its own stakeholders and loss of interest for future project as a whole has been found.

CHAPTER THREE: RESEARCH METHODOLOGY

INTRODUCTION

Research methodology is the practical “how” of any given piece of research. More specifically, it’s about how a researcher systematically designs a study to ensure valid and reliable results that address the research aims and objectives. It is also a procedure that includes the following sections: research design, research approach, population and sampling technique, research instruments, data collection, analysis procedures, validity and reliability and ethical consideration of the study.

3.1. RESEARCH DESIGN

Research design is the framework or conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. Decisions regarding what, where, when, how much, by what means concerning a research study constitute a research design. A good research design is considered appropriate for said research in taking in consideration the following; the objectives to be studied, availability of the skills of the researcher and the staff employed, means of obtaining the data availability of time and money for funding the study and the exact nature of the problem to be studied and as such one study design that yields maximum

amount of information for a specific problem may not do so for another research meaning selection of research design is specific to the problem to be studied(Kothari, 2004).

The research design used to conduct the study was a descriptive cross sectional research design. This was because the researcher will assess and describe the existing practice of stakeholder management in the given case. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group, studies concerned with specific predictions, with narration of facts and characteristics concerning individual, group or situation are all examples of descriptive research studies(Kothari, 2004)

3.2. RESEARCH APPROACH

The researcher used a mixed approach of both Qualitative and Quantitative methods. The Qualitative approach is a methods of data collection and analysis that are non-numeric which aims towards the exploration of in depth understanding, and describe reality as experienced by the respondents.

While the Quantitative approach involves the generation of data in numeric form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion, the combination of both can reduce the limitations of one to the other and will strengthen the methodological triangulation (Creswell & Creswell, 2005, Creswell, 2003).

3.3. STUDY AREA AND TARGET POPULATION

St. Paul's Hospital Millennium Medical College is one of the top referral hospitals in Ethiopia, it is located in Addis Ababa city, Gulele sub-city. It was established in 1940 E.C by the late Emperor Hile Sielassie I to be centre for the treatment of the less fortunate and economically challenged population of the country while serving as an institution of education for nursing professionals. The hospital currently has over 3000 health professionals and supporting staff working to provide service for the citizens of the city and the patients from all over the country. The hospital has three different schools under it, the medical, public health and nursing schools.

The quality improvement and assurance (QIA) office of the hospital was officially recognized and established around six years ago when it started to take on quality improving focused projects and programs by its own initiative, taking responsibility and assigning teams and leaders for it.

The QIA office focuses on programs and projects mainly concerning service improvements in main areas of focus like maternal and children health services, reproductive health care, chronic illness follow up care and innovative service implementation and monitoring. The office works under the hospital administration with collaboration and outreach to the hospital community, health practitioners, local community, non-governmental organizations and the ministry of health.

A study population is defined as the entire group of individual's, events or objects having a common observable characteristic. On the other hand, he defines target population as that population the being studied, and whose findings are used to generalize to the entire population according to (Kothari, 2004).

The target populations of the study were all QIA office team members and individuals participating in carrying out activities of QIA office project or programs. According to the information the researcher got from human resource department of the organization the total number of staffs engaged in the project were around 30, ranging in times by a few members that work on temporary basis when needed. As a result, all the staffs of the project were considered for the study so as to obtain a holistic and broader view of the research topic.

3.4. SAMPLING TECHNIQUES AND SAMPLING SIZE

In QIA office of SPHMMC, the total target population was 30, all the 30 staff members are responsible for planning, implementing, coordinating, managing and supporting the overall projects implementation of the project at one time or another. Thus, the data was collected from all staffs.

The researcher used a census survey due to small number of the target population. When the universe is a small one, it is no use resorting to a sample survey thus a census will be employed.

A complete enumeration of all items in the 'population' is known as a census inquiry. It can be presumed that in such an inquiry, when all items are covered, no element of chance is left and highest accuracy is obtained (Kothari, 2004) and (Williams, 2007). Beside this, stakeholders will be chosen by using convenience sampling technique.

3.5. DATA COLLECTION – SOURCE, TYPE AND INSTRUMENTS

Primary and secondary data collection methods had been used by the researcher for the sake of addressing research objective. For primary source, self-administered questionnaires were distributed to all the project staffs and semi structured interviews

was conducted with key informants to have an in-depth understanding about the study issue and secondary data was collected by reviewing related relevant documents like their project document, publications, websites, articles, etc.

3.6. DATA ANALYSIS METHODS

Data analysis was done to give a meaning to raw data collected from study participants. Hence, the collected data is presented by creating summaries, categories and statistical inferences. To do that the data was coded, classified and categorized into manageable and analysable form.

The researcher had adapted the questions from another research works and the Likert scale data was also collected by using a questionnaire partly developed from a previously tested work of (Baker H & Durham E, 2014).

SPSS statistical package software version 25 was used for the quantitative analysis and the result is presented in frequencies, mean and percentages. Moreover, the qualitative aspect analysed and interpreted by way of transcription as well as logical and deductive narratives. The analysed data presented in the form of tables, Graphs and charts in a way which gives much understanding to the data being analysed.

3.7. QUALITY ASSURANCE

The quality assurance for reliability and validity of the collected data, the researcher used a combination of data gathering techniques that included questionnaire, Interview by using a questionnaire that was adapted from a similar peer reviewed and published research and standard stakeholder management materials and reviewing of secondary documents. Thus, the collected data from different sources triangulated to check for validity and reliability. Beside this an in-depth interview was be done with three personnels, whom have had experience in the works of stakeholder's management and researches done in the area especially those in hospital setting to giving them a chance to assess the questionnaire and give comments on it.

3.8. ETHICAL CONSIDERATION

For the sake of keeping ethical issues, the researcher followed the acceptable guidelines for the issues such as human rights, animal welfare, and compliance with the law, conflicts of interest, safety, and health standards and so on. Keeping the ethical standards is vital to prevent against the fabrication or falsifying of data and also greatly impact the integrity of the research project. In addition to this, Ethical behaviour had been implemented in citing other researcher's works for relevant

literatures shared. The information obtained from the participants will remain confidential and be used for this research only and to the extent they were informed of and choose to consent to. The respondents were informed of the confidentiality of the information they provide and its use to academic purpose only and obtained their consent before gathering the data.

CHAPTER FOUR- DATA PRESENTATION, ANALYSIS AND INTERPRETATION

INTRODUCTION

The following chapter will include all the analysis done based on the data that was obtained from the study participants. Descriptive statistical was carried out to provide the analysis result in a way that it addresses the study objectives that were put in place. The analysis was done using the SPSS software version 20. This chapter will focus on data presentation, analysis and interpretation of the collected data from participants.

The major aim of this study was to assess the stakeholder management practice and the challenges associated with it in the office of Quality improvement and assurance and the projects they had or are undertaking.

Out of the questionnaires that were distributed to the total target population of the study, 30 individuals, 28 were returned complete making the response rate of the study at 93.3%.

Additional to the qualitative data that was collected using structured questionnaires, qualitative data was gathered using semi-structured interviews with three key informants, at different level of project hierarchical structure from the participants was added, their response with the check list that was done were used to in rich the quantitative data results.

4.1. DEMOGRAPHIC CHARACTERISTICS OF RESPONDENT'S

The sex, age, academic status, role in the organization and years of work experience in the office were included in the demographic description of participants. The descriptive analysis was done and finding is presented below in the tables below.

Table: 1 demographic characteristics of study participants at QIA office in SPHMMC, Addis Ababa, Ethiopia, 2023.

Variables	Category	Frequency, Percentage
Sex	Female	16(57.1%)
	Male	12 (42.9%)
Age	20-30	18 (64.3%)
	31-40	5 (17.9%)
	41-50	5 (17.9%)
Year of experience	0-5	21 (75.0%)
	6-10	6 (21.4%)
	11-15	1 (3.6%)
Educational level	BA/ Bsc	18 (64.3%)
	MA/ Msc	10 (35.7%)
Position status	Project manager	3 (10.7%)
	Project team member	15 (53.6%)
	Project administration	3 (10.7%)
	Project coordinator	4 (14.3%)
	Technical specialist	3 (10.7%)

Source- Analysis based on data from own survey, 2023

4.1.1. Sex of respondents

The above table 1, female employees were present in higher number than their male counterparts in the project works at 57.1% and 42.9% respectively. As most of the major projects undertaken by the office were involved with work of the hospital that come with the maternal and child wing expansion in the recent years, their input and perspective might be useful and utilized well by the office which could explain the higher women presence.

4.1.2. Age of the respondents

The above table 1 shows that more than half, 64.3% of the participants were in the younger age group, 20 to 30 years of age while those age 31 to 50 years old combined made up about 36%. This shows that the office has a large young employee with fresh knowledge, more energy and enthusiasm to learn that can be utilized and guided with

the help of their more matured and probably experienced colleagues to achieve results in projects.

4.1.3. Years of work experience

A project management work is ever evolving and individuals experience will shape how they handle the next project by learning from the previous one as such experience in this line of work is important.

From the data gathered in this study, about 75% of participants had less than 5 years of experience when it comes to working on projects but a good percentage of the respondents had more than 5 years of experience, 25% with between 6 to 15 years of work experience.

4.1.4. Educational level of the participants

Educational status might not be the deciding factor for an individual to be an asset to a team but it certainly is one of the most important factors as a person's educational level can affect one's perception to things, understanding questions and their implications. As such it is important to know the educational level of participants might affect their response to follow up questions and their practice when it comes to project and stakeholder management.

In this study all participants had some level of higher level education with 64.3% and 35.7% for BA/Bsc and MA/Msc respectively. This means that the participants are academically educated enough to read, understand and respond appropriately to the questions raised in this study.

4.1.5. Work position

This project office has a somewhat diverse and encouraging composition of individuals with different positions of work. Besides the larger number of project team member, they have 3 project managers, 3 project administrators and 4 coordinators.

The more people with higher level of roles the more likelihood of having people with experience that can be utilized to realize the objectives of the projects and more likelihood of them having the capacity to utilize the human resource working for them properly.

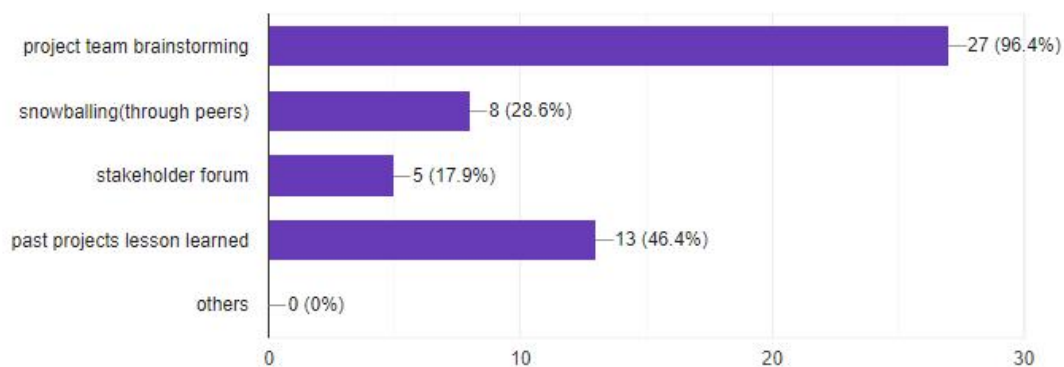
4.2. STAKEHOLDER IDENTIFICATION, CLASSIFICATION AND RELEVANCE

The process and ways used to identify, classify the importance and stages of processing the identification process were analysed in the following part.

4.2.1. Stakeholder identification process

Among the project stakeholder identification methods, the project team use mostly in combination at a time, the majority of respondents selected project team brainstorming as main source at 96.4% followed by past projects lesson learned at 46.4% while snowballing and stakeholder forum made up 46.5% combined.

figure 5: Techniques used to identify stakeholder

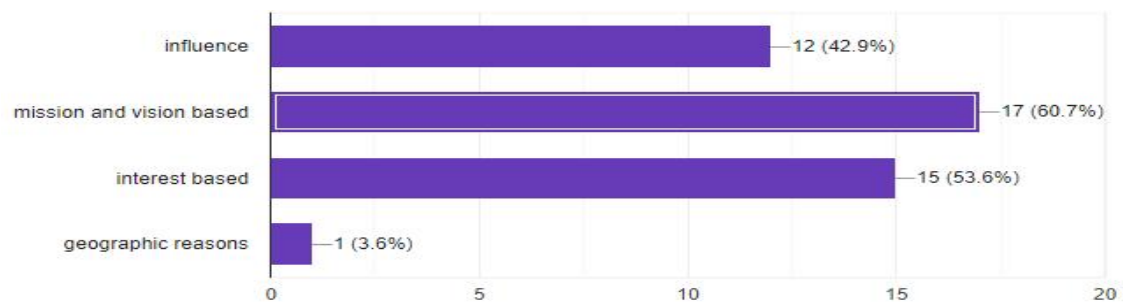


Source - Analysis based on data from own survey, 2023

4.2.2. Basis for stakeholder identification

The basis used for identification of project's stakeholder ranges from 60.7% depending on mission and vision based to 53.6% interest based to 42.9% influence of stakeholder based. This data shows a combination of the different basis was being used at a time.

figure 6: Basis for stakeholder identification

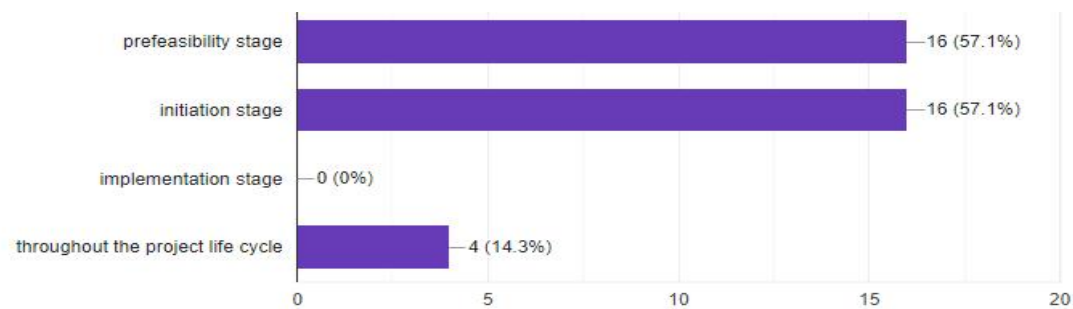


Source- Analysis based on data from own survey, 2023

4.2.3. Project life cycle stages for stakeholder identification

In the study participants experience and practice the first two stages, the pre-feasibility and initiation stages of the project life cycle were being utilized the most for stakeholder identification stages with 57.1% response rate each.

figure 7: Project life cycle stages for stakeholder identification

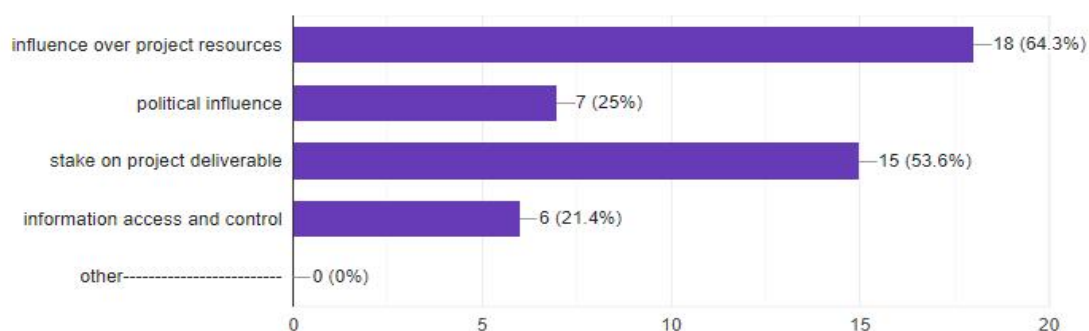


Source- Analysis based on data from own survey, 2023

4.2.4. Status determinants of 'key' stakeholder identification

The influence stakeholder had over the project resource was found to be the major factor to be considered a key stakeholder at 64.3% followed by the stake they had on the project deliverable and their political influence at second and third place respectively with 53.6% and 25%.

figure 8: 'Key' stakeholder determinants



Source- Analysis based on data from own survey, 2023

This determination will later on be used by the project team to more clearly understand the stakeholder at and group them in a more manageable and appropriate way leading to the understanding of how much attention to give and critically evaluate their level of involvement and point of it too.

4.3. STAKEHOLDER ANALYSIS

In a stakeholder management process identifying them is not the end of the whole process, although some might like to think otherwise those identified need to be properly analysed, the stakeholder analysis comes in to play when there is a need to carefully in an in-depth manner the need to evaluate and analyse each stakeholder is required; this will help with finding out the strength, weakness, responsibility, power, resources and other important factors the stakeholder might have or might require as a deliverable of the project and its team (Ramirez, 1999)

In this study the result for the participants response as to if they are involved in the stakeholder analysis that was carried out in the projects they undertake only about 64% said they do have an activity they perform as part of the process.

Table 2: stakeholder analysis as a routine activity

Stakeholder analysis as a routine activity	Yes	No
	18 (64.3%)	10 (35.7%%)

Source- Analysis based on data from own survey, 2023

4.4. NECESSITY OF STAKEHOLDER ANALYSIS

When it comes to considering the necessity of performing stakeholder analysis done by one self or others in the team almost all of them (92.9%) determined it was important.

Table 3: Necessity of stakeholder analysis

Necessity of Stakeholder of analysis	Yes	No
	26 (92.9%)	2 (7.1%)

Source- Analysis based on data from own survey, 2023

4.5. PROJECT LIFE CYCLE STAGES TO PERFORM STAKEHOLDER ANALYSIS

As a project is made up of different stages that consists of numerous activities and stakeholder analysis being one of those activities to most, it should be done at a designated stage of the process. This study respondents found that performing the analysis process at the initiation stage the most appropriate at 71.4% followed by implementation stage and as an overall ongoing process at 21.4% and 17.9% respectively.

Table 4: Stages for stakeholder analysis

Timing for stakeholder analysis	Yes	No
Initiation stage	20 (71.4%)	8 (28.6%)
Implementation stage	6 (21.4%)	22 (78.6%)
Completion stage	1 (3.6%)	27 (96.4%)
On-going stage	5 (17.9%)	23 (82.1%)

Source- Analysis based on data from own survey, 2023

4.5.1. Attitude towards stakeholder analysis activities

In this study findings majority of the participants were found to have a more neutral stand when it comes to the believing project stakeholder management would make a major difference on the project outcome, the process being a priority to their routine activities and the stakeholder analysis activities being able to identify the knowledge level of the stakeholder or it being used to be able to prioritize them according to their responsibility to the project. This was supported with the interview finding that was done with key respondents as especially those working in day to day activities of the projects did not find the in-depth analysis was that much impactful more than just knowing the key players and catering to their needs, some of the most memorable comments given in this area were “I would rather work on making the deliverables on time after the objectives are decided and making sure my project manager has the results rather than trying to get to know each and every stakeholder” and “ if we try to involve every stakeholder or those who are expected to be knowledgeable into the daily activities of the project, it will take a very long time to get results that will fit with the way they like it to be done, the process of getting deliverable should not matter as much as getting their final acceptance”.

The stakeholder prioritizing based on the urgency of their needs and the particular power they have over project outcome were found to be more important part of the analysis process for the team and external stakeholder were given more priority than internal ones as most of the major projects were being carried out either with the involvement of higher political parties in the health system or foreign companies, hospital or none- government organizations.

The acceptance of stakeholder analysis as a decision making tool or input for quality was in a more neutral state for majority of the participants which goes in line with most of them not being the direct players in the process and identifying the project manager as the responsible body which can indicate that the project team members either are not being involved or they don't know the use of this process to the level they should have.

Table 5: Attitude towards stakeholder analysis

Questions	Response				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
Project Stakeholder Management (PSM) can make a difference in the performance of my project?	0	6 (21.4%)	11 (39.3%)	8 (28.6%)	3 (10.7%)
Project Stakeholder Management is an important and priority activity for me	3 (10.7%)	8 (28.6%)	12 (42.9%)	4 (14.3%)	1 (3.6%)
Stakeholder analysis is an activity I undertake as part of my project management processes	2 (7.1%)	13 (46.4%)	7 (25.0%)	4 (14.3%)	2 (7.1%)
Stakeholder identification helps to find out who has unique knowledge related to any aspect of the project	2 (7.1%)	9 (32.1%)	11 (39.3%)	5 (17.9%)	1 (3.6%)
I prioritize stakeholders according to their responsibilities to the project	2 (7.1%)	8 (28.6%)	14 (50.0%)	3 (10.7%)	1 (3.6%)
I prioritize stakeholders according to how urgent they see the project interest in	2 (7.1%)	3 (10.7%)	15 (53.6%)	7 (25.0%)	1 (3.6%)
I prioritize stakeholders according to their power to influence the project outcome	2 (7.1%)	1 (3.6%)	8 (28.6%)	14 (50.0%)	3 (10.7%)
Internal Stakeholders are prioritized above external stakeholders	0	12 (42.9%)	11 (9.3%)	5 (17.9%)	0
Stakeholder analysis helps to evaluate different stakeholders power	0	1 (3.6%)	12 (42.9%)	14 (50.0%)	1 (3.6%)
Stakeholder analysis is useful to ensure the quality of the decision-making processes	0	4 (14.3%)	20 (71.4%)	3 (10.7%)	1 (3.6%)
In my project I am involved in stakeholder identification and analysis	3 (10.7%)	14 (50.0%)	5 (17.9%)	3 (10.7%)	3 (10.7%)
The project manager and the sponsor are the people who do the stakeholder analysis	1 (3.6%)	1 (3.6%)	2 (7.1%)	9 (38.0%)	15 (53.6%)

Source- Analysis based on data from own survey 2023

4.6. STAKEHOLDER ENGAGEMENT AND COMMUNICATION

4.6.1. Operational definition of stakeholder engagement

This is the part of the study that tried to identify the term or definition for what stakeholder engagement is as it is given by the team members or those working on the projects taken on by the office and from all the participants. It defined as an event that is carried out to let stakeholders know what is expected from and by them was the leading accepted definition by 42.9% followed by a two-way dialogue process between stakeholder and management at 35.7%.

Table 6: Operational definition of stakeholder engagement

Operational meaning of stakeholder engagement	Yes	No
Process of working with stakeholders	12 (42.9%)	16 (57.1%)
A two-way dialogue process between project management and stakeholders	10 (35.7%)	18 (64.3%)
An event to let Stakeholders know what is/should be expected from and by them	7 (25.0%)	21 (75.0%)

Source – Analysis based on data from own survey, 2023

4.6.2. Timing of stakeholder engagement

The participants of this study seemed to agree on engaging with stakeholders at different level of the project life cycle with not so significant dominance of one stage over the other but more of different people identifying different stage combination they seemed to believe were better fit.

Table 7: Timing of stakeholder engagement

Timing of stakeholder engagement	Yes	No
Prefeasibility stage	2 (7.1%%)	26 (92.9%)
Initiation stage	10 (35.7%)	18 (64.3%)
Implementation stage	12 (42.9%)	16 (57.1%)
Completion stage	9 (32.1%)	19 (67.9%)
throughout the project life	8 (28.6%)	20 (71.4%)

Source – Analysis based on data from own survey 2023

The focus of engaging stakeholder seems to be majorly in the initiation and implementation stages of the projects that are undertaken by the team, making up almost 79% of the point of contact.

According to the review of some of the past completed projects the researcher could see that the majority of formal structured engagements recorded were focused on the point of initiation of major milestones or their completion, mostly done by managers or top executives involved. This is also supported by the interviews that were done, the top management individuals or those in coordination and administration seem to believe that engagement is a process that is done throughout the whole life cycle of the project, the team members carrying out the lower level functions of the deliverables seem to consider the points of engagements to be the formal contacts they have with stakeholders in terms of major meetings, scheduled check ins and those done when the completion of the project is carried out, “if there is no problem, we meet them and engage when there is need to start or end the project and once or twice based on the duration of the project” said one informant.

4.6.3. Stakeholder communication

Effective and sufficient communication among the different parties of a project like that of its management and its stakeholder is a key to it's overall success especially its ability to deliver the deliverables and meet objectives in the three major project constraints and it takes the whole team, external and internal, dedication to make it work (Chinyio & Olomolaiye, 2009).

Stakeholder communication seems to be an unanimously agreed up on process of the project stakeholder management process as the respondents all (100%) of them said they undertake it as part of their work in one form or another. The techniques as to how they managed said communications vary and are a combination of different methods as the response have shown. From the methods asked E-mails took the lead as most utilized at 82.1% followed by reports at 67.9% and the least utilized method being video conferencing at 21.4%.

Table 8: Techniques used in stakeholder communication

Methods	Yes	No
Face to face meetings	16 (57.1%)	12 (42.9%)
Reports	19 (67.9%)	9 (32.1%)
E-mails	23 (82.1%)	5 (17.9%)
Telephones	13 (46.4%)	15 (53.6%)
Video conference	6 (21.4%)	22 (78.6%)

Source- Analysis based on data from own survey, 2023

Concerning the tools with which the respondents were utilizing to communicate with their stakeholders, 20 (71.4%) said reporting was the main method followed by following the contract, 12 (42.9%) and the details of the project plan 11 (39.3%). Methods like communication plan and stakeholder register were recognized as a method of communication only by few and most at the management side instead of the team members.

This finding was supported with the information that was found in the interviews as the fact that the office has been working with similar people on repeated accounts and the management has already established a form of relationship it was easier for the other to communicate through more of the impersonal methods.

4.7. STAKEHOLDER MANAGEMENT PRACTICE AND ITS CHALLENGES

4.7.1. Stakeholder management practice

The expected practice of project management from the profession as a whole is that as a team that carries out the work there will be a designated unit or personals to task considered as key elements for its success such as stakeholder management (Seymour & Hussein, 2014).

In this study it is found that there was no designated unit for stakeholder management or a formally assigned person to carry out the process but not only that when asked about the possibility of such unit being formed in the team in the future about 89% said there was no plan.

Since there was no designated person for such task the practice has naturally fallen on the management aspect of the team especially the project manager being claimed as the one for the task by 93% of the participants.

The information gathered by interviews supported this finding as although some thought is being processed from the management side about a possible future unit, it

seems they are not in any hurry for it and neither are the others as they do not see the dire need for it at the moment as there are other areas to focus on more importantly.

Table 9: Stakeholder management practice

Variables	Yes	No
Who performs stakeholder management ?		
The corporate limited team	4 (14.3%)	24 (85.7%)
Project manager	26 (92.9%)	2 (7.1%)
All team members	2 (7.1%)	26 (92.9%)
	Yes	No
Plans for forming a separate unit in the future?	3 (11.1%)	24 (88.9%)

Source- Analysis based on data from own survey 2023.

4.7.2. Challenges of stakeholder management practice

The study participants have managed to acknowledge there is a challenge when it comes to the team's stakeholder management practice, some pointed out one or two and other a combination of problems form the list of mainly expected challenges.

Table 10: Challenges of stakeholder management practice

Challenges of stakeholder management	Yes	No
Failure to identify all relevant stakeholders & offering them the level of attention they deserve	10 (35.7%)	18 (64.3%)
Late identification of stakeholders' interest	7 (25.0%)	21 (75.0%)
Conflicting requirements of stakeholders	14 (50.0%)	14 (50.0%)
Poor engagement of stakeholders	5 (17.9%)	23 (82.1%)
Incompatible interests of partners	8 (28.6%)	20 (71.4%)
Challenges due to cultural difference	8 (28.6%)	20 (71.4%)
Procedure (related to legal and administration laws)	10 (35.7%)	18 (64.3%)
Communication gaps (language differences, preference in utilization of communication tools)	2 (7.1%)	26 (92.9%)
Project team member's poor knowledge about stakeholder management	7 (25.0%)	21 (75.0%)

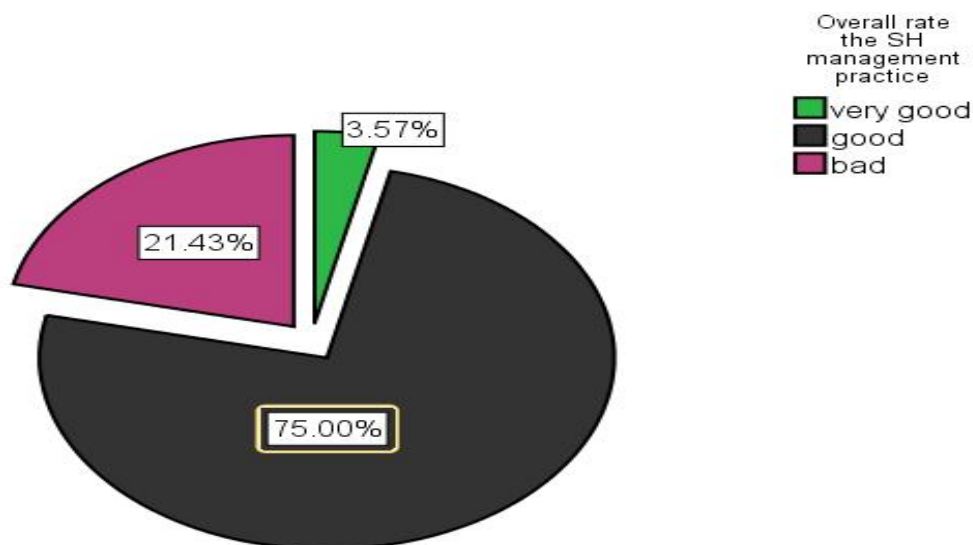
Source – Analysis based on data from own survey 2023

The above table shows that there might not be a single challenge that is greatly identified as a major hindrance but more of a combination of most of the mentioned problems, for example half the participants, 50% claimed that the conflicting requirements from different stakeholders was the challenge followed by obstacles such as failure to properly identify the right stakeholders and give them the level of attention they deserve and procedural issues like the mostly unclear laws that govern the health system of the hospital and country as a whole, this goes in support with the findings in the interview process too.

4.7.3. Rating of stakeholder management practice

The stakeholder practice of rating for the office of Quality improvement and assurance in the hospital as done by the team was good and when asked in details, the participants claimed in the interview that despite the problems in line structure, personnel and meeting the expected standard they were doing well and have not experienced failure to meet objectives to a major extent due to the gaps in their stakeholder management practices.

Figure 9: Rating of stakeholder management practice



Source - Analysis based on data from own survey, 2023.

CHAPTER FIVE- SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

INTRODUCTION

The following parts of the chapter will include the summarized version of the study results, its conclusion and recommendation that will be made based on the findings. Descriptive approach to the analysis of the data gathered was made, the data which was collected using quantitative methods of structured questionnaire, qualitative data using semi-structured questions and review of project documents that will aid in achieving the objectives of this study.

7.1. SUMMARY OF THE STUDY FINDINGS

The study collected data on stakeholder management practice and the challenges it faced by the office of Quality improvement and assurance at SPHMMC with the aim of assessing all the components of what a structured stakeholder analysis should be.

The demographic make-up of the project team seems to show potential for a brighter future as it is dominantly made up of younger adults that when added to the fact that the whole team has some form of higher level educational background supporting them. The distribution of positions amongst the team has a good ratio with every five team member being able to be broken down into a team that has its own project manager, coordinator and administrator, which can mean multiple projects can be taken under way with the right guidance and teaching environment being possible.

According to this study findings brainstorming in team meetings was the major point of stakeholder identification for the participants with promising result for identifying stakeholder based on past projects lesson learned and some level of combined use all the other options. Although mission and vision based basis for identification of the stakeholder seemed to dominate influence based identification was closely following as prominent methods of identification. This process was mainly being carried out in the first two stages of the project life cycle, the pre-feasibility and imitation stages with little to no activities in the rest of the stages. The influence a stakeholder might have on resource and the stake they have on deliverables were the main criteria for identifying one as a key stakeholder by this study participants.

The importance of carrying out stakeholder analysis was agreed up on by almost all the participants but about one third of the participants did not consider the practice as part of prioritized activities' they had to take on as part of the team. The analysis was

mainly being carried out as a major activity in the initial stages of their projects with some considering it as part of an ongoing activity and part of the implementation stage. The study participant seemed to understand that the aim of carrying out stakeholder analysis was for analysis the power of the stakeholder and whom to prioritize according to it, which was reflected on their attitude analysis.

Internal stakeholders were surprisingly given less priority and attention than external stakeholder this mainly being due to the political, resource input and cultural characteristics of most of the external stakeholder that participants have worked with. More than three fourth of the participants decided that the responsible body for carrying out the analysis was the project manager or sponsor.

The term or definition of stakeholder engagement that the participants used in their project activities mainly consisted of the combination of the two, the process of working with stakeholders and the two-way dialogue process between project management and stakeholders. this task was being carried out in a combination form, at one stage or in multiple stages, by the participants in the project life cycle starting from initiation to completion stages excepts the failure of majority of the participants to identify the more effective need for engagement of stakeholder on a more throughout the project stages as an ongoing process instead of just divided among the stages.

When it comes to communication and its need in the projects, there was a complete agreement amongst the participants done using one technic or another or combination of most with dominate forms being E-mail and reports. These communications were being carried out using required documents exchange and the use of the project plan as one of the main tools. Face to face meetings were uniquely identified as one of the most efficient methods but mostly by the participants that had a more managerial role than just team members.

The overall stakeholder management activity was being carried out mainly by the project managers or individuals in that role which isolated the other members from the process which would have been more effective as a stakeholder analysis is a task that is undertaken by the whole team or at least a division of task that is carried out by a specific unit which has representation or role in all the other activities to make sure smooth flow of the process but this study reviled that not only did the this team of respondents did not have a unit put in place but do not seem to have a plan for

establishing it in the future either, just waiting for the time the process becomes too much to handle by the management or the lack of proper attention becomes a problem. Among the challenges that were listed for the respondents to choose from most had selected a combination of the more than half of the choices but the dominant challenge was identified to be the conflicting requirements of the stakeholders which was closely followed by failure to properly identify stakeholders and late identification of those relevant or key members which could all be related to the fact that failure to identify them early means the team gets to know the stakeholders late and has insufficient understanding of their interests resulting in conflict when it comes to deliverables and common objectives of the project at the end.

The other challenges like legal issues could be due to the sensitive nature of health care as a whole and that will inevitably carry into the health related project making the functionality and capacity to deliver the desired level of deliverables to stakeholders harder than other sectors especially if there is aim in relation to profit and benefit to the stakeholder, as it was found from respondents in the interview process.

7.2. CONCLUSION

This research was carried out to analyse the practice of stakeholder management that was being practised by the QIA office at SPHMMC and the challenges they were facing. It does recognize the undoubted importance of effective stakeholder management process being part of the success of any projects or programs any organization or team may undertake at any level of the organizations involvement, could be internally or externally, working as the sole team carrying out the project or part of other organizations in a long term partnership.

The study was carried out starting from properly identifying the demographic characterises of the participants moving on to their practice of stakeholder identification. Which found that brainstorming meetings amongst the members was the main one being used as method and it was being carried out mainly in the pre-feasibility and initial stages with main focus being on identifying those with direct influence on project resources as a lead point.

Stakeholder analysis was deemed as a necessary activity by most participants mainly in the initiation stage of the project life cycle with power of stakeholder taken as a more prioritized point of focus especially their power over the outcome of the project,

their ability to alter it or not as major focal area. Despite its necessity most participants especially those with positions just as team members did not consider it one of their major job description and the task was generally left for the project manager to deal with.

The engagement of identified stakeholders was considered as a process between the management and the stakeholders being carried out at one or a combination of the different project life stages but not unanimously agreed upon as to be carried throughout all of the stages as an ongoing process instead of at one or two stages.

Communication was one of the tasks the participants all agreed to be part of and mainly with the use of project plan and required documentation as the main techniques and tools like emails and reports being utilized mainly.

The major challenges of the overall project stakeholder management practice was the combination of failure to identify stakeholders, late identification of their need that might be leading to other challenges like conflicting needs of the stakeholders and those needs being incompatible amongst them.

These challenges might be occurring due to the fact that the team does not have a specific designated and structured unit that carries out the stakeholder management in the projects and not only that but they do not see the need for it and plans to carry on leaving these tasks to the few project managerial position holder to carry out.

Finally taking all the data that was made available from the participants, the interview process and the evaluation of the practice the office has, it is concluded that they actually have a poor stakeholder management process as a whole and each stage with its own varying level of problems despite the team's majority claim their practice was at a good level. This shows that the organization has a long way to go and a lot to work on to have an effectively functioning project management team in line of their stakeholder management if the aim is to have a successful completion of future projects to expected level with minimum compromises.

7.3. RECOMMENDATION

For the betterment of stakeholder management practice and minimizing the challenges, the following recommendations are potentially helpful

- Stakeholder identification: after the fact that identification of the stakeholder is being carried out by the participants the fact that the activity is left to the initial two stages only means the lack of ongoing process leaves room for missing key

stakeholder that can emerge as the project progress on. This indicate the need to practice it at a more ongoing integrated form.

- Stakeholder analysis: it is an activity that is considered to be carried out by all the project team members and leaving it to the managerial positions only leads to the later on encountered problems that occurs with the lack of knowledge of stakeholder's importance by the members carrying out the daily project activities. As such the stakeholder analysis being carried out by the involvement of all the members as an ongoing process will lead to proper identification and management of the stakeholders which could lead to a more successful projects.
- Stakeholder engagement: it is one of the weak point of the project team as it was mainly being carried out with top level participants and most of the members didn't consider it part of their job nor did they feel comfortable engaging with majority of the stakeholder. This shows the need to work on the engagement skill of the member and a wider involvement of them in the process.
- Stakeholder communication: the methods of communication and tools used seemed to be focused mainly on one or two methods showing that there is either a gap in the how to use them or understanding the importance of having a diverse and effective communication channels which should be worked on especially by the management when it comes to the whole team being equipped with the needed skills.
- Stakeholder management process: the overall process that is observed shows that the load of the main component of the process are being centralized to the management or the project manager's work description which is not a proper way of handling it and it calls for a more decentralized method of sharing work load which should be worked on by the team, the management of the office and the organization as a whole.
- The lack of a properly established unit and lack of it for the future should be re-evaluated. The team as a whole should reassess about the importance of stakeholder and having a specific team to carry out the tasks should be established.
- Capacity building: the main challenges identified are a result of the gap of understanding the proper practice of the stakeholder management, which could be due to the team's lack of understanding of the whole process or the need for it or their ability to be able to carry out these activities so overall capacity building

should be considered and put into effect to eliminate mentioned challenges or at least lessen their effect.

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ANNEX- QUESTIONNAIRE

Dear Participants;

I am a graduate student at Addis Ababa University School of Commerce and currently I am conducting a research for the completion of my masters in Project Management.

This project work is on

“STAKEHOLDER MANAGEMENT- Practice and Challenges: a case of health care projects by the quality improvement and assurance office of St. Paul’s Hospital Millennium Medical College”. The purpose of this study is to assess the stakeholder management practice and to identify the challenges encountered throughout the process in the office of quality improvement during all the health care related projects and programs they take on.

Your participation in this research study is voluntary and will require 15-20 min of your time. The information provided will be used for academic purpose only and you are not required to write your name on the questionnaire.

Therefore, I kindly request your assistance to fill out the questionnaire noting that your response will be kept confidential.

If you have any questions or comment regarding this research study, you may contact me at

E-mail: ruhaman.enyew@sphmmmc.edu.et Tel 0920318265

Thank you very much for your golden time and cooperation.

Ruhaman Enyew

Part I: Semi structured Questionnaire

Instructions

- Please circle the capitalized latter in front of each choice option that best fits with your intended answer.
- If you cannot get any satisfying choice among the given alternatives, you can write your answer, in the open space next to the options.
- Write your opinion briefly on the space provided for the open-ended questions.

Section 1- general information about respondents

S.no	Characteristics	Choices	
1	Gender	A, male	B, female

2	Age	A, 20-30 C, 41-50	B, 31-40 D, above 50
3	Years of experience in project work in the current organization or others	A, 0-5 years C, 11-15 years	B, 6-10 years D, above 15 years
4	Education level	A, diploma C, MA/Msc	B, BA/ BSc D, others specify----- ----
5	Select the role you have in the current work, if more than one, please choose your dominant role	A, project manager C, project team member E, project administration	B, project coordinator D, technical specialist (including human resource, finance, logistic and related) F, others----- ---

Section 2- stakeholder identification, classification and relevance

S, no	characteristics	Choices	
1	How do you identify your stakeholder?	A, project team brainstorming C, snowballing(through peers)	B, stakeholder forum D, past projects lesson learned E, others ----- ---
2	What is/are the bases for your stakeholder identification	A, influence C, mission and vision based E, all of the above combined	B, interest based D, geographic reasons F, other -----
3	At which stage of your project life do you identify stakeholder	A, prefeasibility stage C, implementation stage	B, initiation stage D, throughout the project life cycle

4	What determines your stakeholders' status as 'key'	A, influence over project resources C, political influence	B, stake on project deliverable D, information access and control E, other----- --
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Section 3- stakeholder analysis

s.no	Characteristics	Choices					
1	Is there a stakeholder analysis activity you under take as part of your project management process	A, yes			B, no		
2	If no to qns 1, give brief explanation as to why?						
3	Do you find stakeholder analysis necessary in project management	A, yes			B, no		
4	Which project stage is ideal to undertake stakeholder analysis	A, initiation phase C, completion phase			B, implementation phase D, on-going activity		
5	Please indicate your level of agreement with the statements related to how you deal with a stakeholder in the projects	Strongly agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly disagree (5)	
	Project Stakeholder Management (PSM) can make a difference in the performance of my project?						
	Project Stakeholder Management is an important and priority activity for me						
	Stakeholder analysis is an activity I						

	undertake as part of my project management processes					
	Stakeholder identification helps to find out who has unique knowledge related to any aspect of the project					
	I prioritize stakeholders according to their responsibilities to the project					
	I prioritize stakeholders according to how urgent they see the project interest in					
	I prioritize stakeholders according to their power to influence the project outcome					
	Internal Stakeholders are prioritized above external stakeholders					
	Stakeholder analysis helps to evaluate different stakeholders power					
	Stakeholder analysis is useful to ensure the quality of the decision-making processes					
	In my project I am involved in stakeholder identification and analysis					
	The project manager and the sponsor are the people who do the stakeholder analysis					

Section 4- stakeholder engagement and communication

S. no	Characteristics	Choices	
1	What is the operational meaning of the term stakeholder engagement in the	A, process of working with stakeholder C, an event to let	B, A two-way dialogue process between project management &

	context of your organization?	stakeholder what is to be expected from or by them	stakeholders D, Other (specify)----- -----
2	At which stage of your Project life cycle do you carry out Stakeholder engagement	A, Prefeasibility stage C, Implementation stage E, Throughout the project life	B, Initiation stage D, Completion stage
3	Is communication part of your Stakeholder management process?	A, yes	B, no
4	If the answer to Qns 3 is no, please explain why?		
5	Which technique do you use to communicate with your stakeholders?	A, Face to Face Meetings C, E-mail, E, Telephone F, Other.....	B, Reporting D, Video Conferencing
6	What are the tools and techniques used for stakeholder management in your project?	A, Project plan C, Communication plan D, Contracts F, Combination of all	B, Requirements Documentation E, Stakeholder Register

Section 5 – stakeholder management, its practice and challenges

S no	Characteristics	Choices	
1	Is there a unit in your organization that is responsible for stakeholder management(managing relationships and communications)?	A, yes	B, no
2	If no to the above qns,	A, The Corporate Limited Team	B, Program Manager

	who performs stakeholder management function in your organization?	C, All team members	D, Other.....
3	If no specific unit is there, is your office planning to have one in the future?	A, yes	B, no
4	What are the challenges / problems you are facing in working with multi stakeholder environment? Both from your side and from the stakeholder. (more than one answer is allowed)	A, Failure to identify all relevant stakeholders & offering them the level of attention they deserve C, Conflicting requirements of stakeholders E, Incompatible interests of partners G, Procedure (related to legal and administration laws) I, Project team member's poor knowledge about stakeholder management J, Others please specify.....	B,Late identification of stakeholders' interest D,Poor engagement of stakeholders F, Challenges due to cultural difference H, Communication gaps (language differences, preference in utilization of communication tools)
5	Overall how do you rate the stakeholder management practice of your project?	A, excellent C, good	B, very good D, bad E, the worst

Thank you for your time.

Part 2 – interview guide for project manager and team

1.What does the stakeholder management practice of the organization look like?

2. Is there any separate unit for handling the task of managing stakeholders? If yes how is it structured? Is there adequate staff to undertake the tasks? If no what is the reason for?

3. What are the tools and techniques used for managing stakeholders in your project and how effective are they?

4. What are the major challenges you have in the course of managing your stakeholders? How are you addressing them? And how did the organization capture the new lessons learned for future use?

5. How do you evaluate the stakeholder management practice of your organization?

Part 3- check list

Question	Yes	No
Is there a separate unit for stakeholder management?		
Is there a formal stakeholder management plan?		
Is there any means of communication with stakeholders?		
Is there PSM tools and techniques in place?		
Is there meeting minute or report regarding stakeholder management?		
Do you have attendance for training on stakeholder analysis?		