

**ADDIS ABABA UNIVERSITY**

**SCHOOL OF COMMERCE**



**POST GRADUATE PROGRAM IN PROJECT MANAGEMENT**  
**ASSESSMENT OF STAKEHOLDER MANAGEMENT PRACTICES AND**  
**IT'S CHALLENGES IN NATIONAL HEALTH PROGRAM - *THE CASE***  
***OF MAJOR CITIES EMERGENCY, INJURY AND CRITICAL CARE***  
***SERVICE IMPROVEMENT PROJECT –FDRE - MOH***

**BY**

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SCHOOL OF COMMERCE  
DEPARTMENT OF PROJECT MANAGEMENT**

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**PROJECT WORK SUBMITES TO ADDIS ABABAUNIVERSITY SCHOOL  
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IN PROJECT MANAGEMENT DISTANCE PROGRAM**

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## **DECLARATION**

I, the undersigned, hereby declare that the work contained in this thesis is my own original work. All sources of materials used for the study have been duly acknowledged. This study has not been presented for a degree in any university.

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**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**LETTER OF CERTIFICATION**

This research paper has been submitted for examination as with my approval as the University Supervisor.

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This is to certify that the thesis prepared by Selamawit Setachew, entitled: Assessment of Stakeholder Management Practices and Its Challenges in National Health Program - The Case of Major Cities Emergency, Injury and Critical Care Service Improvement Project –FDRE - MOH Project submitted in partial fulfillment of the requirements for the degree of Master of Arts in project management complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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## ABSTRACT

Community health research projects are inherently complex, have sought to involve patients and other stakeholders in the center of the project. Substantial evidence has now been provided that stakeholder involvement is essential for management effectiveness projects.

The MOH has newly designed a national program called Major city medical emergency, injury and critical care improvement program (MEICIP). This program aims to address the prioritized critical gaps and support the health facilities and cities to ensure integration of pre-hospital, emergency, injury and critical care services in selected major cities of the country.

The overall objective of this work is assessing challenges and current practices of stakeholder management in MEICIP project.

This research is descriptive cross sectional study and its survey which assesses Stakeholders management and its practice and challenges for successful project management of MEICIP program. Stakeholders of the project are engaged throughout the different stages of the project, but in practice there are limitations in keeping all stakeholders involved as per the set plans throughout the different stages of projects. This study recommends that the level of engagement of stakeholders in projects is not as expected and there are limitations in keeping all stakeholders involved as per the set plans throughout projects life cycle. Therefore the organization should closely work on better engaging the stakeholders of projects.

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## LIST OF ACRONYMS/ABBREVIATIONS

CSA	Central statistics agency
EMSS/EMCS	Emergency Medical Service System
EMT	Emergency Medical Technicians
HRH	Human Resource for Health
HSTP	Health Strategy Transformation Plan
I-CARE	Improve compassionate Care, Access to health service, Redesigned system and engaged stakeholders
ICT	Information and communication Technology
KI	key Informant
MEICIP	Major Cities Emergency, injury and Critical Care Service Improvement program
MOH	Ministry of health
WHO	World Health Organization
HSTQ	Health Sector Transformation in Quality
CIC	coordination integration and communication committee

## **CHAPTER ONE INTRODUCTION**

### **1.1 BACKGROUND OF THE STUDY**

Project Stakeholder Management entails identifying the people, groups, or organizations that may have an impact on or be impacted by the project, analyzing stakeholder expectations and their impact on the project, and developing appropriate management strategies for effectively engaging stakeholders in project decision-making and execution. The procedures assist the project team in analyzing stakeholder expectations, determining the extent to which they influence or are influenced by the project, and developing methods to successfully engage stakeholders in project choices, planning, and execution. (PAMBOK6, 2017)

Community health research projects are inherently complex, have sought to involve patients and other stakeholders in the center of the project. Substantial evidence has now been provided that stakeholder involvement is essential for management effectiveness projects. Feedback from stakeholders has critical value for research managers in as much as it alerts them to the social, environmental, and ethical implications of research activities. Additionally, those who are directly affected by program development and clinical research, the patients, their families, and others, almost universally have a strong motivation to be involved in the planning and execution of new program changes. (Pandi-Perumal SR. et al 2015) The current document assesses the stakeholder management practice in the National Major Cities Emergency, injury and Critical Care Service Improvement program (MEICIP)

In recent years, a revolution in thinking about organizational management and decision making has taken place. Increasingly, programs have been incorporated into organizations, typically private sector corporations or government agencies, which have sought to involve “stakeholders” in management decision making. Stakeholders are the customers, suppliers, the general public, and any other group, which are likely to be affected by the organization’s ultimate decisions. The process of incorporating the ideas and input from these groups has been termed “stakeholder engagement.” It reflects an increasingly accepted attitude that organizations not only have an ethical obligation to involve the participation of stakeholders in their collective activity but also in so doing their overall organizational effectiveness will be enhanced. (Pandi-Perumal SR. et al 2015)

There considerable shifts in how healthcare program is planned, delivered, shared, and evaluated. It is now increasingly expected that individuals or groups involved in or affected by health- and healthcare-related decisions, programs, or policies (termed stakeholders) should have a say in the planning, conduct, dissemination, uptake, and evaluation of healthcare program. In other words, stakeholders should be engaged in the entire process of a program.(Miller Wolman D, et al, 2011)

The term "stakeholder management" has been widely used since its inception, and it suggests that stakeholder behaviors and activities can be managed, i.e. expected, planned, and controlled. (APM BoK, 2019)

The healthcare industry is highly impacted by its stakeholders and the interrelationship among them can be quite complex. They can provide research and funding as well as influence strategic direction and public opinion. Stakeholder engagement is a continuous process, where you must monitor engagement activity and use the valuable feedback and insights to shape your services and support your projects. Regardless of your program or project size, from building a new hospital to surveying a small group of people, engaging with your stakeholders will allow you to work on the issues that really matter to the success of your project and to your stakeholders.

## **1.2 BACKGROUND OF STUDY AREA**

Ethiopia's Ministry of Health has been leading a sector wide reform effort aimed at significantly improving the quality and accessibility of health services at all levels of the country's decentralized health system. As part of this reform, the Ministry has recognized the importance of strengthening the emergency, injury and critical care services by improving the pre-facility and facility emergency care system. (HSTQ, 2016)

To accommodate the situation the MOH has newly designed a national program called Major city medical emergency, injury and critical care improvement program (MEICIP). This program aims to address the prioritized critical gaps and support the health facilities and cities to ensure integration of pre-hospital, emergency, injury and critical care services in selected major cities of the country.

Well-organized acute care is a key mechanism for achieving a range of Sustainable Development Goal targets, including those on universal health coverage, road safety, maternal and child

health, non-communicable diseases, infectious diseases, disasters and violence. It also helps WHO to fulfill the mandate of its Thirteenth General Program of Work 2019-2023 to strengthen health systems, widen coverage of essential health services and improve integrated service delivery. (HSTQ, 2016)

Ethiopia is the second most populous country in Africa coming next to Nigeria. According to the 2019 CSA population projection, the total population is expected to be 112 million out of which 20 % of the population lives in urban areas. (CSA, 2019) Ethiopia has achieved progress in the last decade, particularly with regard to the training of key emergency medical personnel, ambulance distribution, EMT training, health facilities construction, emergency units/departments are being staffed by emergency specialist doctors and nurses. But, due to lack of organized emergency medical service system (EMSS/EMCS), it is reported that emergency patients are arriving at the treatment centers after the golden hour has already passed or having already developed complications and without pre-hospital care and communication. According to a study conducted in Addis Ababa city the most common emergency scene was the patients` home and only 20.3% of emergency patients arrived by ambulance. (Menbeu Sultan et al, 2019)

Although Ethiopia is still a predominantly rural country, figures from the CSA show that urban population will triple by 2037. Rapid urbanization comes with a number of health implications of its own, out of which many will be effectively addressed by establishing a well-functioning acute care system which can serve as a foundation for many health system interventions, catering to the changes in place. Ensuring quality access to care from scene to facility, helps bring ground breaking health status improvements for all members of the society. The experiences over the past few years have made it clear that the health system needs a clear plan to respond to manmade and natural disasters. (HSTQ, 2016)

Cognizant of the changing health needs of the community and aiming to build a resilient health system the FMOH has newly designed a national program called Major city emergency, injury and critical care improvement program (MEICIP). The project is being conducted in multiple cities. The cities was selected based on population size, availability of university/referral hospital, burden of trauma and medical emergencies, rapid urbanization, and number of motor vehicles. The implementation will take place in a phased approach. Initially the project will be based in university hospitals followed by non-university hospitals which fulfill the criteria for

selection. City specific needs will be identified and interventions adapted accordingly. The cost will be divided between FMOH, regional health bureaus, City administration and Hospitals. On the first year of implementation FMOH will cover 40 % of the cost, while the rest of the 60% of cost will be divided between the rests of the parties. From the first year on the FMOH will support the program with technical support and in kind needs, while the cash costs will be covered by the rest of the parties. Initially the project started in 5 major cities Bahirdar, Harer, Hawassa, Mekele and Jimma.(due to the current instability Mekele is currently not involved) later on the project included 9 more major cities namely, Gonder, Desse, Ambo, Nekemt, Hossana, Aribamenchi, Adama and All university Hospital in Addis Abeba.

The project has six pillars or strategic themes including Excellence in Coordination and Collaboration, Excellence in Pre-facility Emergency Services, Excellence in Facility Emergency Services, Excellence in Critical Care Services, Excellence in Liaison and Referral Service and Excellence in disaster preparedness and response. These thematic areas have detailed strategic intervention and major actions which are described with time frames.

To have a coordinated and effective acute care and disaster preparedness and response, there is a clear need for collaboration and coordination among several stakeholders across and within sectors. Stakeholder management is a difficult function that the project manager must complete. This must be developed and handled in a methodical manner in order to be successful. As a result, the purpose of this study is to review MEICIP's stakeholder management practice. The outcomes of this study will assist the organization in determining where it stands in terms of stakeholder management and developing strategies to address its shortcomings. Statement of the problem

### **1.3 STATEMENT OF THE PROBLEM**

Substantial evidence has now been provided that stakeholder involvement is essential for management effectiveness in clinical research. Feedback from stakeholders has critical value for research managers in as much as it alerts them to the social, environmental, and ethical implications of research activities. Additionally, those who are directly affected by program development and clinical research, the patients, their families, and others, almost universally have a strong motivation to be involved in the planning and execution of new program changes. (Pandi - Perumal SR, et al)

Health care has always been a business concerned with creating value for stakeholders. Relying on their own version of the separation thesis, health care delivery organizations have created the perception that they are unique from other enterprises because the output of service relates to life, death, health and wellness. Health care is different from other industries due to the complexity of the provider patient Relationship, the asymmetry of knowledge, and patient vulnerability. Health care will never be a purely commercial transaction. In recent years, the health care delivery environment has been characterized by its turbulent, competitive, and uncertain nature. The relationship of the health care delivery organization with its suppliers, customers, employees, financiers and communities is changing in response to market conditions brought about by managed care financing. In this time of transition, the degree to which organizations are able to meet the expectations of these five stakeholder groups will shape the long-term strategic success of the enterprise.

The major purpose of the governance model, it can be inferred, is to create and maintain conditions in which actual health care service production can function successfully in accordance with the organization's strategy. To guarantee a balanced strategy and stakeholder commitment to any strategic adjustments, diverse stakeholder expectations must be recognized and handled. At the same time, the danger of leading through compromises must be recognized.(Dr. R Ramakrishnan, 2019)

Effective occupational health care at the workplace requires collaboration, partnerships and alliances with internal, interface and external stakeholders. Essential steps for solid work with various stakeholders are identification of key stakeholders, systematic analysis of their views and positions, and development of stakeholder participation and involvement. Stakeholder analysis aims to evaluate and understand stakeholders from the perspective of an organization. Stakeholder analysis serves an organization and its various actors as a guideline in identifying, planning and implementing strategies for managing stakeholder relationships and utilizing the full potential of various stakeholders in developing occupational health care. ( Ari-Matti Auvinen, 2017)

By utilizing stakeholder management tactics, a medical practitioner can more easily integrate a variety of managerial concerns including inter-alia organizational management, strategic management, marketing management and human resource management. This allows for

proactively engaging with stakeholders on potential conflict areas. Many concerns relating to relationships in the workplace and beyond, effective communications, strategic leadership, assurances of support, considering stakeholder interests and motivations are addressed before they become problematic. This results in greater levels of cooperation between the medical practice and the stakeholders. As in any business venture, there are many tricky issues that need to be addressed between the medical practice and the stakeholders. (Olander, S. & Landin, A., 2005)

Managing stakeholders involves the careful management and the achievement of the objectives of a medical practice through various salient individuals or organizations. Proactive involvement of stakeholders leads to more inclusiveness and accountability. It is difficult to manage the expectations of stakeholders since they do not all have the same objectives or interests in a medical practice. Medical practitioners should thus seek an integrated solutions approach through which they will be able to carefully identify, analyze and effectively manage the various types of stakeholders, namely, primary, secondary or key stakeholders. The success of a medical practice is affected by how the key players and other stakeholders are dealt with and especially with how communication is handled as by effectively communicating, confusion is eliminated and transparency prevails. A medical practice can achieve a competitive advantage through efficiently managing its stakeholders. This results in improved relationships and enhanced engagement through effective communications and mutual understanding. Essentially, stakeholder management provides for the alignment of values and incentives and where the roles and responsibilities of each stakeholder are carefully delineated and appropriate policies implemented in what each is expected to do, there is scope for success. (E. Zigiriadis, 2014)

#### **1.4 RESEARCH QUESTIONS**

1. Does the program have Stakeholder management framework?
2. Does the program have stakeholder management policy and regulatory frame work?
3. What are the stakeholder management tools and approaches employed in this program?
4. Who is the responsible units/body for stakeholder management?
5. Is there any communication and feedback mechanism?
6. What is the level of engagement of stakeholders in program?
7. What is the impact of stakeholder management practice in the program?

## **1.5 RESEARCH OBJECTIVES – GENERAL AND SPECIFIC**

### **1.5.1 GENERAL OBJECTIVE**

- The overall objective of this work is assessing challenges and current practices of stakeholder management in MEICIP project

### **1.5.2 SPECIFIC OBJECTIVE**

These are the specific objective of the research

- To assess the availability of Stakeholder management policy, framework, responsible body.
- To assess the tools and Techniques’ of stakeholder management
- To assess the communication and feedback mechanism of stakeholders
- To Assess major challenges of stakeholder engagement in MEICIP project
- To assess outcomes associated with stakeholder engagement MEICIP project
- Identifying variables that may effectively promote stakeholder management
- To identify the types, responsibilities and interests of stakeholders and there level of engagement

## **1.6 SIGNIFICANCE OF THE STUDY**

Over time, the basic mechanics of working with stakeholders have become a routine part of the systematic review process, allowing the program to begin to explore how to improve stakeholder engagement and make it more effective.

Although there is a growing literature on the process of engaging stakeholders in medical research, there are a lack of clearly defined measures for reporting and evaluation, which limits the ability learn from past experience, understand the effectiveness of engagement, or identify what approaches work best. Indeed, knowing how to make an activity “more effective” presupposes an understanding of the desired outcome or expected benefit, and the ability to measure how effective the activity is to begin with. Moreover, understanding the challenges, tradeoffs, and adverse consequences of a particular activity is also integral to measuring overall impact and effectiveness.

Toward this end, this paper examines the benefits and challenges of engaging stakeholders in the process of developing and performing systematic reviews, drawing upon findings from the literature and Key Informant (KI) interviews with program leaders, systematic reviewers and stakeholders from within the MEICIP program and other international evidence-based programs. The study will also provide recommendations to the organization to assist it in overcoming the issues it faces in managing stakeholders. It is also beneficial for future researchers who may wish to do additional research on project stakeholder management practices.

## **1.7 SCOPE OF THE STUDY**

### **1.7.1 CONCEPTUAL SCOPE**

The study's conceptual scope is limited to one of the project management knowledge areas: stakeholder management and its impact on project success.

### **1.7.2 EMPIRICAL SCOPE**

The study will look at how the Ethiopian Ministry of Health manages its stakeholders while running the National Major Cities Emergency, Injury, and Critical Care Service Improvement initiative. This program is conducted in ministry of health (Addis Ababa) under the emergency and critical service directorate. The program is designed to be implemented in regional hospitals and all university hospitals in Addis. Initially it started in 5 major cities namely Bahir Dar, Harer, Mekele, Jimma and Harer .(due to the current instability Mekele is currently not involved) later on the project included 9 more major cities namely, Gonder, Desse, Ambo, Nekemt, Hossana, Aribamenchi, Adama and All university Hospital in Addis Abeba.

### **1.7.3 METHODOLOGICAL SCOPE**

This research is descriptive cross sectional study and its survey which assesses Stakeholders management and its practice and challenges for successful project management of MEICIP program.

## **1.8 POTENTIAL LIMITATIONS OF THE STUDY**

- ✓ This study will be based on the responses of project personnel and those respondents might be biased towards their projects.

- ✓ The study will be conducted by focusing on National Major Cities Emergency, injury and Critical Care Service Improvement program, generalizing the findings directly to other organizations may be difficult due to different reasons. One reason can be the varying nature and the type of stakeholders involved in one organization could be different to that of others so it is difficult to directly generalize to others.

## 1.9 ORGANIZATION OF STUDY

The study will be organized as in five chapters with different sections and sub-sections in each. Chapter one deal with background of the study, statement of the problem, research questions, specific and general Objectives, Scope of the study, significance of the study and about limitation of the study. Chapter Two will discuss the review of relevant literatures and also prior research works on topic of the area. The third chapter will discuss about the methodology part of the study. The research design, data sources, sampling techniques and data analysis techniques is dealt. Chapter four will cover about analysis of results. Finally In the fifth chapter, conclusion and recommendations will be given.

## 1.10 DEFINITION OF KEY TERMS

**Project** it is a temporary endeavor undertaken to create a unique project service or result. Projects are temporary and close down on the completion of the work they were chartered to deliver. (PMBOK, 2008a)

**Project management;** it is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters. Project management has final deliverables that are constrained to a finite timescale and budget. (APM Body of Knowledge, 7<sup>th</sup> edition)

**Stakeholder:** it is defined as individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion (Project Management Institute (PMI), 1996).

**Stakeholders Management:** Stakeholder Management is essentially a process, as: “the systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders”. (APM,2019). The processes support the work of the project team to analyze stakeholder expectations, assess the degree to which they impact or are impacted by the project,

and develop strategies to effectively engage stakeholders in support of project decisions and the planning and execution of the work of the project. (PMBOK, 2017)

**Project Manager:** the individual ultimately responsible for managing and leading the project to its successful conclusion (Gardner, 2005).

**Stakeholder Engagement:** it is the actual practice of influencing a variety of outcomes through consultation, communication, negotiation, compromise, and relationship building. We can conclude that Stakeholder Management is the model or the framework that presents the workflow, but Stakeholder engagement is the activity along the workflow with the intention of getting into desirable consensus between stakeholders to proceed with the project. (APM, 2019)

## CHAPTER 2 REVIEW OF THE LITERATURE

### 2.1 PROJECTS

A project is a temporary endeavor undertaken to create a unique product, service, or result. Projects are undertaken to fulfill an outcome toward which work is to be directed, a strategic position to be attained, a purpose to be achieved, a result to be obtained, a product to be produced, or a service to be performed. Projects are undertaken at all organizational levels. A project can involve a single individual or a group. A project can involve a single organizational unit or multiple organizational units from multiple organizations. (PMBOK, 2017)

A project is a unique process undertaken to achieve an objective. It generally consists of a set of coordinated and controlled activities with start and finish dates, conforming to specific requirements, including the constraints of time, cost and resources. (ISO 10006:2017)

Examples of projects include but are not limited to: Developing a new pharmaceutical compound for market, Expanding a tour guide service, Merging two organizations, Improving a business process within an organization, Acquiring and installing a new computer hardware system for use in an organization, Exploring for oil in a region, Modifying a computer software program used in an organization, Conducting research to develop a new manufacturing process, and Constructing a building. (PMBOK, 2017)

Project management is the science of planning, organizing, monitoring, controlling and reporting of all aspects of a project and the motivation of all those involved in it to achieve the project objectives. (PMBOK, 2017) Project management therefore has come in light of managing projects by applying different knowledge, tools and skills for a better result. It is the planning, organizing, directing, and controlling of resources for a relatively short-term objective that has been established to complete specific goals and objectives (Kerzner, 2009).

Especially with regard to stakeholders, Project management is about systematically incorporating the voice of the stakeholders, creating a disciplined way of prioritizing effort and resolving tradeoffs, working concurrently on all aspects of the project in multi-functional teams (Alotaibi, 2016). As a result Project management is no longer a special-need management rather it is rapidly becoming a standard way of doing business (Larson, 2011)

## **2.2 STAKEHOLDER**

Various authors' have defined stakeholders in different ways. Larson, (2011) defined Stakeholders as a people and organizations that are actively involved in the project, or whose interests may be positively or negatively affected by the project. Furthermore Gibson, (2000) Describe it as a person or a group of people who have a vested interest in the success of a project and the environment within which the project operates.

Stakeholders are defined as groups or individuals who can affect or are affected by the objectives of an organization. (Freeman, 2001) A stakeholder, in a health related setup, is any individual or group who is responsible for or affected by health and healthcare related decisions that can be informed by research evidence. It is now increasingly expected that individuals or groups involved in or affected by health and healthcare-related decisions, programs, or policies should have a say in the planning, conduct, dissemination, uptake, and evaluation of healthcare research. In other words, stakeholders should be engaged in the entire process of guideline development. (Petkovic et al. Systematic Reviews, 2020)

According to the project management institute (PMI), the term stakeholder refers to, “an individual, group, or organization, who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project”. In other words, almost any individual or group of individuals with an interest or stake in a consensus building process thereby the

outcome of the project and/or an ability to exert a positive or negative influence by the execution or completion of a project or being affected by the work or its deliverables, outputs, or results.

As quoted by Bryson, (2004) typical definitions of stakeholder from the public and nonprofit sector literatures include the following variants: All parties who will be affected by or will affect the organization's strategy (Nutt and Backoff 1992).

“Any person group or organization that can place a claim on the organizations attention, resources, or output, or is affected by that output” (Bryson 1995: 27). ‘People or small groups with the power to respond to, negotiate with, and change the strategic future of the organization’ (Eden and Ackermann 1998). Those individuals or groups who depend on the organization to fulfill their own goals and on whom, in turn, the organization depends’ (Johnson and Scholes 2002). These sample definitions from the public and nonprofit management literatures differ in how inclusive they are.

In recent years, a revolution in thinking about organizational management and decision making has taken place. Increasingly, programs have been incorporated into organizations, typically private sector corporations or government agencies, which have sought to involve “stakeholders” in management decision making. Stakeholders are the customers, suppliers, the general public, and any other group, which are likely to be affected by the organization's ultimate decisions. The process of incorporating the ideas and input from these groups has been termed “stakeholder engagement.” (Pandi-Perumal SR, 2015)

In order to meet demands to decrease costs and errors and increase efficiency and quality, Health care organizations need to become flexible, adaptable and knowledgeable. Any individual or institution affected by the operation of the healthcare industry directly or indirectly is considered a stakeholder.

Hospitals are an exceptional case when it comes to dealing with stakeholders as they have to deal with more complex situations and many stakeholders. The environment they operate in is extremely complex, as they operate not in an entirely free market and have to deal with many regulations from the government as well. Patients are the end consumers of a hospital's services and their experience matters. A well-managed health organization should deal effectively with the social, political and legal dynamics of its environment as well as the more traditional product and market-focused variables found in the economic and technological environment. It could be

concluded that the main task of the governance model is to build and maintain conditions, where the actual health care service production can perform well according to the strategy of the organization. These conditions require that different stakeholder expectations are considered and managed to ensure a balanced strategy and stakeholder commitment to any strategic changes. At the same time a risk of leading through compromises need to be acknowledged. (Ramakrishnan Ramachandran, 2019)

### **2.3 STAKEHOLDERS' THEORY AND CLASSIFICATION**

Stakeholder theory is based on important principles such as cooperation, relationship building, fairness, integrity, reciprocity, long-term thinking, and win-win solutions. Organizations can only be effective and reach their goals if there is shared meaning between them and their stakeholders. (Ramakrishnan Ramachandran, 2019)

Stakeholder theory is managerial in that it reflects and directs how managers operate rather than primarily addressing management theorists and economists. (Freeman, Wicks and Parmar 2004)

Stakeholder theory focuses on answering two prominent questions,

- ✓ First, what is the purpose of the firm, this encourages managers to articulate the shared sense of the value they create, and what brings its core stakeholders together.
- ✓ Second, stakeholder theory asks, what responsibility does management have to stakeholders? This pushes managers to articulate how they want to do business specifically, what kinds of relationships they want and need to create with their stakeholders to deliver on their purpose. (Freeman 1994 quoted on Freeman, Wicks and Parmar 2004),

Economic values can only be created by people who come voluntarily together to change circumstances to their benefits. This puts managers in the forefront and they must work to develop relationships, inspire their stakeholders, and create communities where everyone strives to give their best to deliver the value the firm promises. (Freeman, Wicks and Parmar 2004)

Stakeholder management theory assumes that project stakeholders will only contribute as needed if they are motivated to do so. (Jepsen and Eskerod, 2016)

## **2.4 STAKEHOLDERS MANAGEMENT**

As defined by Freeman, “the purpose of stakeholder management was to devise methods to manage the myriad groups and relationships that resulted in a strategic fashion” (Freeman, 2001). All members in a project from team members to subcontractors, suppliers to customers are invariably relevant. The impact of project decision on all of them and management of stakeholders must be considered in any rational approach to the management of a project. These stakeholders are outside the authority of the project manager and often present serious management problems and challenges (Cleland, (2002)).

Therefore the process of managing project stakeholders involves the necessary activities to identify the persons, groups or organizations likely to affect the project or to be affected by it, to analyze the expectations of the stakeholders and their impact on the project, and also to develop appropriate management strategies to effectively mobilize stakeholders by involving them in project decisions and implementation (RIAHI, 2017).

The aim of project stakeholder management is to increase the likelihood of project success; the management process should consist of all the purposeful activities carried out in connection to the project stakeholders that would enhance project success. It should also enable and encourage the project stakeholders to contribute when and how we need them (Eskerod, 2016).

## **2.5 STAKEHOLDER ENGAGEMENT**

There are many interpretations and definitions that reflect Stakeholder Engagement differs from Stakeholder Management. Communities of practitioners in different sectors, cultures and locations have developed their valid descriptions as to what it is and how it is successfully practiced. (APM, 2019).

Stakeholder engagement is the process used by an organization to engage relevant stakeholders for a clear purpose to achieve agreed outcomes. It is now also recognized as a fundamental accountability mechanism, since it obliges an organization to involve stakeholders in identifying, understanding and responding to sustainability issues and concerns, and to report, explain and answer to stakeholders for decisions, actions and performance. (AA1000SES, 2015)

According to the Institute of Medicine (IOM), the purpose of comparative effectiveness research (CER) is, “to assist consumers, clinicians, purchasers, and policy makers to make informed

decisions that will improve healthcare at both the individual and population level” (Sox HC, 2009). The Kellogg Commission report defines engagement as follows: “By ‘engagement’ we refer to institutions that have redesigned their teaching, research, and extension and service functions to become even more sympathetically and productively involved with their communities, however, community may be defined” (Kellogg Commission,1999).

Hospitals and research centers are increasingly taking deliberate steps to include their broader constituencies in project management decision making and to seek their input at an early stage of the research or program implementation process. The term “community engagement,” can be defined as, “the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people” (CDC, 2011).

It has been noted that traditional models of research which view study subjects or targets of program development as passive audiences may result in research findings that are poorly aligned with the information needs of real-world decision makers (Conway PH, 2009). An additional impetus for this interest has been the Patient Protection and Affordable Care Act of 2010, which was enacted to promote patient engagement. The purpose of the act has been to help patients, clinicians, purchasers, and policy makers make better informed health decisions by “advancing the quality and relevance of evidence about how to prevent, diagnose, treat, monitor, and manage diseases, disorders, and other health conditions.”Stakeholder Management is essentially a process, as: “the systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders”. (APM,2019). The processes support the work of the project team to analyze stakeholder expectations, assess the degree to which they impact or are impacted by the project, and develop strategies to effectively engage stakeholders in support of project decisions and the planning and execution of the work of the project. (PMBOK, 2017)

The aim of project stakeholder management is to increase the likelihood of project success. Consequently, project stakeholder management consists of all the purposeful activities carried out in connection to the project stakeholders in order to enhance project success. (Jepsen and Eskerod, 2016)

On the contrary, Stakeholder Engagement is the actual practice of influencing a variety of outcomes through consultation, communication, negotiation, compromise, and relationship building. (APM, 2019) We can conclude that Stakeholder Management is the model or the framework that presents the workflow, but Stakeholder engagement is the activity along the workflow with the intention of getting into desirable consensus between stakeholders to proceed with the project.

**Figure 2.5 Relationships between Stakeholder Engagement and Stakeholder Management**

Source: Laurence Davidson, 2017 Cited in APM, 2019



Stakeholder engagement is considered a function that compliments stakeholder management and both are needed for project success. (Davidson, 2017 quoted on APM, 2019). The inter link was also presented in a pictorial as shown below image to highlight the very thin line and the distinction between stakeholder management and stakeholder engagement.

While stakeholder engagement is not new, it is now accepted as integral to an organization’s sustainability and success. It is important, therefore, to understand the difference between good-quality and poor-quality engagement. The purpose of this Standard is to establish the benchmark for good-quality engagement. Stakeholders are not just members of communities or non-governmental organizations. They are those individuals, groups of individuals or organizations

that affect and/or could be affected by an organization's activities, products or services and/or associated performance with regard to the issues to be addressed by the engagement. (AA1000SES, 2015)

## **2.6 STANDARDS ON STAKEHOLDER ENGAGEMENT AND PUBLIC PARTICIPATION**

### **2.6.1 STAKEHOLDER ENGAGEMENT STANDARD**

It is widely believed that engaging with the individuals, groups of individuals and/or organizations that are affected by or can affect an organization's activities, and responding to their concerns, improves an organization's overall performance. It can also increase its knowledge, build Social and Relationship Capital and contribute to its license to operate. (AA1000SES, 2015)

Quality stakeholder engagement must:

- ✓ be based on a commitment to the principles of the Accountability Principles Standard (AA1000APS);
- ✓ clearly define its scope;
- ✓ have an agreed decision-making process;
- ✓ focus on issues material to the organization and/or its stakeholders;
- ✓ create opportunities for dialogue;
- ✓ be integral to organizational governance;
- ✓ be transparent;
- ✓ have a process appropriate to the stakeholders engaged;
- ✓ be timely;
- ✓ be flexible and responsive; and
- ✓ add value both for the organization and its stakeholders

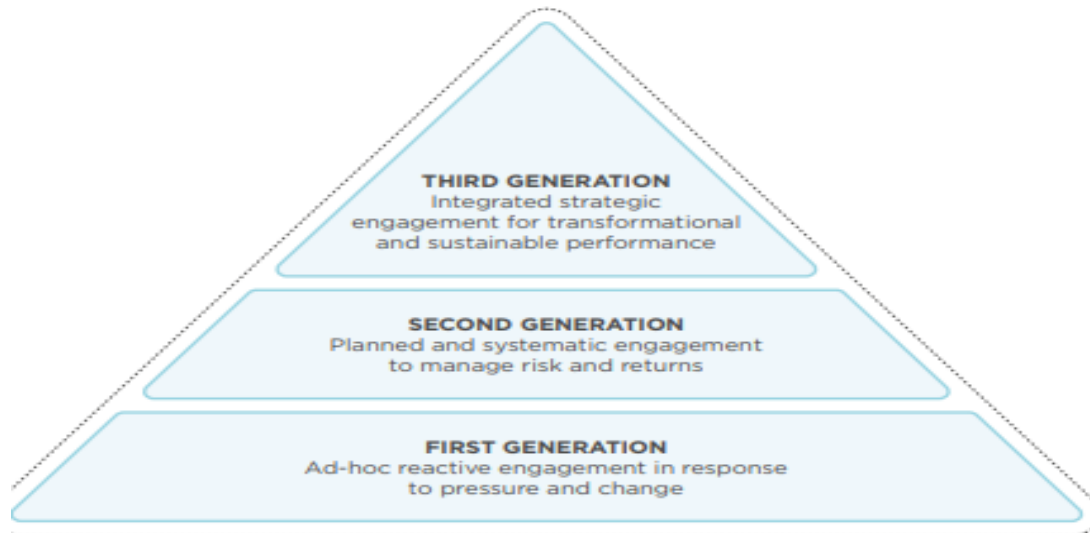
### **2.6.2 STAKEHOLDER ENGAGEMENT GENERATION**

The stakeholder engagement standard put forward that an organization may fall in any of the three stakeholder engagement generation listed below

- First generation: Ad-hoc reactive engagement in response to pressure and change
- Second generation: Planned and systematic engagement to manage risk and return
- Third strategic engagement for the transformational and sustainable performance

## Figure 2.6.2 Generation of stakeholder engagement

Source AA1000SES, 2015



AA1000 STAKEHOLDER ENGAGEMENT STANDARD (2015) © ACCOUNTABILITY 2015

### 2.6.3 EFFECTIVE STAKEHOLDER ENGAGEMENT

A stakeholder engagement strategy needs to be seen as a cycle of recurring steps, as opposed to a straight line of one-time activities. That way it can mature in effectiveness as more is learned about the stakeholders and as the environment evolves over time. (Llewellyn, 2019)

The stakeholder engagement standard emphasized that the stakeholder engagement is built around a five stage framework towards effective stakeholder engagement.

- Think Strategically: Mapping stakeholders, identifying issues setting strategic objectives and prioritization signifies this stage.
- Analyze & Plan: Reviewing progress, learning from others & identifying partners, learning about stakeholders, setting stakeholder objectives and defining margins of movement signifies this stage.
- Strengthen Engagement Capacities: Strengthening the ability to respond to an issue, developing internal skills, building stakeholder's capacity to engage signifies this stage.
- Design the Process & Engage: Identifying the most effective engagement approach and designing the process signifies this stage.

- Act, Review and Report: Planning follow-up activities, ensuring learning, reviewing the engagement and assuring the stakeholders signifies this stage. (UNEP, 2005)

The AA1000SES standard notes that inclusivity is a capability that is essential for successful engagement. Inclusivity means understanding and accepting as valid key stakeholders concern, their performance, perception, expectation and your past and future capability for coherent responses to your community and stakeholder issues. Inclusivity can be achieved by adherence to the following three principles

- Materiality: knowing what concerns are important to you and your stakeholders
- Completeness: understanding and managing concerns and associated stakeholder views, needs and performance perceptions and expectations
- Responsiveness: coherently responding to stakeholders' and the organization's concern.

The key to effective stakeholder engagement is a focus on continuous communication with all stakeholders, including team members, to understand their needs and expectations, address issues as they occur, manage conflicting interests, and foster appropriate stakeholder engagement in project decisions and activities. (PMBOK, 2017)

#### **2.6.4 STAKEHOLDER ENGAGEMENT SPECTRUM**

International Association for Public Participation (IAP2) is an international association missioner to promote and improve the practice of public participation / public engagement in relation to individuals, governments, institutions, and other entities that affect the public interest in nations throughout the world developed, what is called IAP2 Spectrum of Public Participation. (IAP2, 2019)

The International Association for Public Participation (IAP2) Spectrum was designed to assist with the selection of the level of participation that defines the public's role in any public participation process, it shows that "differing levels of participation are legitimate and depend on the goals, time frames, resources, and levels of concern in the decision to be made." In addition, the Spectrum sets out the "promise to the public" for each type of participation. The guide is used by many agencies that seek to involve stakeholders in their decision-making processes. (IAP2, 2019)

## 2.6.5 THE PROCESS OF STAKEHOLDER ENGAGEMENT

Stakeholder engagement is a process that is transformative rather than tactical, organization should accomplish each phase if they aspire to succeed. It is further elaborated the three phases of the stakeholder engagement process are the following: (Cabel and Shireman, 2005)

**Phase One** -- Internal Preparation. Find the right leader; build/train your team; measure your company's baseline performance and the public's perceptions of your performance.

**Phase Two** -- Stakeholder Mapping and Strategic Planning. Inventory your stakeholders; map stakeholder roles to business objectives; analyze the results; draw the results together into a strategic plan.

**Phase Three** -- Stakeholder Engagement. Execute against your stakeholder engagement plan to reach business objectives; measure and monitor results; communicate results appropriately.

The first step in the process of stakeholder engagement is stakeholder identification-determining who your project stakeholders are, and their key groupings and sub-groupings. From this flows stakeholder analysis, a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on the project. Based on the answers to these questions stakeholder engagement strategy is built. (IFC, 2007).

Stakeholder engagement as an ongoing process that may involve, to varying degrees, the following elements: (UNDP SES, 2017)

- Stakeholder analysis and planning
- Disclosure and dissemination of information
- Consultation and meaningful participation
- Dispute resolution and grievance redress
- Stakeholder involvement in monitoring and evaluation
- Ongoing reporting to affected communities and other stakeholders.

In addition to how UNDP presented the stakeholder engagement process (IFC, 2007) added two components that is negotiations and partnership and management functions, making it eight components that reflects an umbrella term encompassing a range of activities and interactions over the life of a project.

The stakeholder engagement activities are embedded within the Stakeholder Management process. (PMBOK, 2017) The Stakeholder Management process was presented as follows

- Identify stakeholders
- Plan stakeholder engagement - The process of developing approaches to involve project stakeholders based on their needs, expectation, interests, and potential impact on the project.
- Manage stakeholder engagement - The process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through the modification of engagement strategies and plans.
- Monitor stakeholder engagement - The process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder engagement involvement.

Both UNDP and IFC indicated that stakeholder engagement process is initiated at the stakeholder identification whereas the PMBOK, 2017 presented the start of stakeholder engagement process at stakeholder mapping which is part of the planning stage of the process.

## **2.6.6 STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX**

Stakeholder engagement assessment matrix is a support tool that aids in the comparison between the current engagement levels of stakeholders and the desired engagement levels required for successful project delivery. (PMBOK, 2017)

The engagement level of stakeholders can be classified as follows:

- ✓ Unaware. Unaware of the project and potential impacts.
- ✓ *Resistant*. Aware of the project and potential impacts but resistant to any changes that may occur as a result of the work or outcomes of the project. These stakeholders will be unsupportive of the work or outcomes of the project.

- ✓ *Neutral*. Aware of the project, but neither supportive nor unsupportive.
- ✓ *Supportive*. Aware of the project and potential impacts and supportive of the work and its outcomes.
- ✓ *Leading*. Aware of the project and potential impacts and actively engaged in ensuring that the project a success

### **2.6.7 STAKEHOLDER ENGAGEMENT PLAN**

The engagement plan documents the engagement process comprising of the following components, the mandate, the purpose and scope, the owners of the engagement, their roles and responsibilities, the activities related to identification, profiling, mapping, determining the engagement level and method as well as the communication.

Further, the engagement plan should document various aspects related to managing the engagement process such as tasks and timelines; contact persons; technologies used; ground rules; comfort requirements; engagement risks; resource requirements, budget; channels of communication; monitoring and evaluation; and reporting the engagement outputs and outcomes. (AA1000 Stakeholder Engagement Standards, 2015)

### **2.6.8 THE STAKEHOLDER ENGAGEMENT APPROACH**

Qualitative research done to investigate the practice of stakeholder management with 12 UK companies in the construction sector used interviews followed by content analysis to identify themes that demonstrate effective stakeholder management practice. This also followed by a workshop that underpinned the verification of underlying and frontline approaches for managing stakeholders, where the underlying approaches include maintaining existing relationships, providing top-level support and being proactive while the frontline approaches include the use of negotiations, trade-offs, incentives and concessions. (Chinyio and Akintoye, 2008)

### **2.7 FACTORS FOR SUCCESSFUL STAKEHOLDER ENGAGEMENT**

Qualitative research done on Factors Influencing Stakeholder Involvement on Smart City Initiatives project identified from empirical literature that collaboration with the right people (with attributes of collaborative skills, similar vision and possession of power), clear and set direction for collaboration, sufficient capacity (in terms of money, resources, time), build relationship, communicate with appropriate forms, mostly face-to-face that no communication

gap occurs and ensuring mutual interest, commitment and action, as well as having a skilled facilitator to aid in the early engagement stage and ensuring in creating benefit for the stakeholders are key for successful stakeholder engagement. (Leeb & Rudeberg, 2014 quoted in Grobelnik, 2017). The qualitative study of the smart initiative project in Maribor further interviewed 27 official stakeholders and outlines good personal relationships, communication and trust, ability to identify common goals, and presence of a skilled coordinator are the success factors of stakeholder collaboration. (Grobelnik, 2017)

Moreover, a set of critical success factors in meaningful stakeholder engagement listed out being flexible, allowing time to build trust, being realistic, demonstrating clarity of purpose, involving stakeholders in the planning stage, a leadership role, involving all stakeholder irrespective of their difficulty, having a good individual and organizational skills and leadership capabilities enhances the overall engagement. (Jeffrey, 2009)

## **2.8 STAKEHOLDER CLASSIFICATION**

The health care system intends to provide services and resources for better health. This system includes hospitals, clinics, health centers, nursing homes and special health programs in schools, industries and community. Health system operates in the context of socioeconomic and political framework of the country. Stakeholders encompass a wide sector of society; they include consumer or patients, community health care professionals, hospital health care professionals, pharmacists, non-governmental organizations, suppliers etc. (Amandeep Kaur, 2017)

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

- ✓ **Primary Stakeholders:** are those persons or groups on the project team who have a contractual or legal obligation to the project team and have the responsibility and authority to manage and commit resources according to schedule, cost, and technical performance objectives.
- ✓ **Secondary Stakeholders:** are those who have no formal contractual relationship to the project but can have a strong interest in what is going on regarding the project (Lauren Minning, 2019):

Depending on their source of origin and site of operations, stakeholders may be classified into the following classifications

1. External Stakeholders; A health care organization must respond to large number of external stakeholders. They fall into three categories in their relationships with the organization.

- A. Those that provide inputs to organization
- B. Those that compete with it
- C. Those that have particular special interest in how the organization functions

The first category includes suppliers, patients and financial community. The relationships between the organization and these external stakeholders are symbiotic one, as organization depends on them for its survival. The competitor stakeholders seek to attract the focal organizational dependence. The competitor may be the direct competitor for patients (for example: other hospitals) or they may be competing for skilled personnel. The third category is special interest group. These are the government regulatory agencies, private accrediting associations, professional associations, labor union, the media and political action groups. Because of special interest, conflict most often occurs.

## 2. Interface Stakeholders

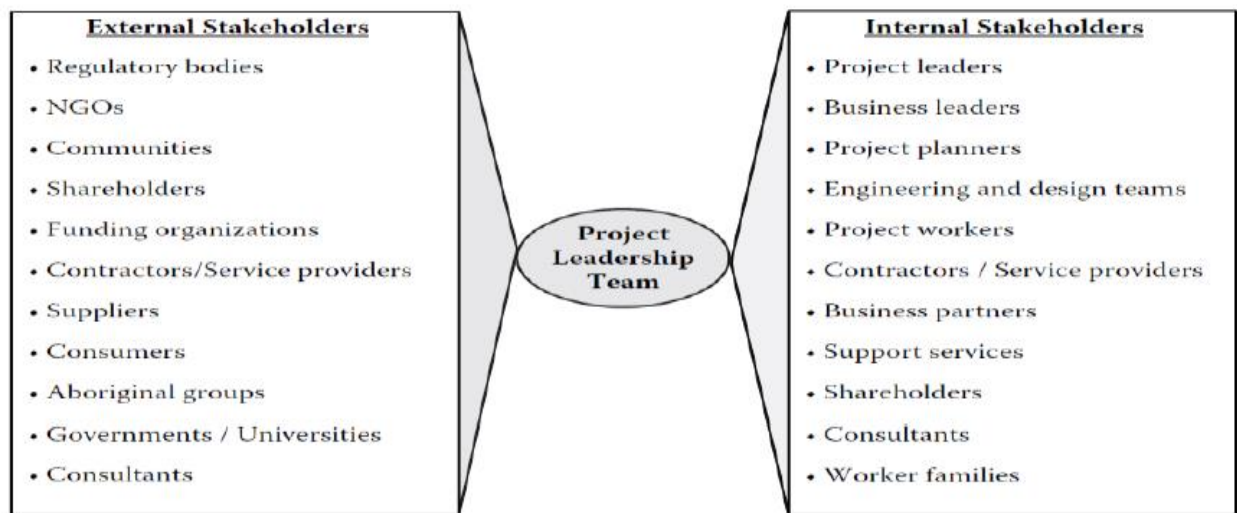
Some stakeholders function on the interface between the organization and its environment. The major categories of interface stakeholders include the medical staff, the hospital board of trustees. The organization must provide sufficient inducements so that these groups of stakeholders continue to make appropriate contribution.

## 3. Internal Stakeholders

These stakeholders exist almost entirely within the organization and typically include management, professional and nonprofessional staff. Management attempts to provide internal stakeholders and sufficient inducements to gain continual contribution from them. The stakeholders determine whether the inducements are sufficient for the contribution that they are required to make partly on the basis of alternative contribution offer received from competitors. (Amandeep Kaur, 2017)

**Figure 2.8: Classification of stakeholder Groups**

Source: (Lutchman, 2011).



## 2.9 FACTORS FOR SUCCESSFUL STAKEHOLDER ENGAGEMENT

Qualitative research done on Factors Influencing Stakeholder Involvement on Smart City Initiatives project identified from empirical literature that collaboration with the right people (with attributes of collaborative skills, similar vision and possession of power), clear and set direction for collaboration, sufficient capacity (in terms of money, resources, time), build relationship, communicate with appropriate forms, mostly face-to-face that no communication gap occurs and ensuring mutual interest, commitment and action, as well as having a skilled facilitator to aid in the early engagement stage and ensuring in creating benefit for the stakeholders are key for successful stakeholder engagement. (Leeb & Rudeberg, 2014 quoted in Grobelnik, 2017). The qualitative study of the smart initiative project in Maribor further interviewed 27 official stakeholders and outlines good personal relationships, communication and trust, ability to identify common goals, and presence of a skilled coordinator are the success factors of stakeholder collaboration. (Grobelnik, 2017)

Moreover, a set of critical success factors in meaningful stakeholder engagement listed out being flexible, allowing time to build trust, being realistic, demonstrating clarity of purpose, involving stakeholders in the planning stage, a leadership role, involving all stakeholder irrespective of

their difficulty, having a good individual and organizational skills and leadership capabilities enhances the overall engagement. (Jeffrey, 2009)

### **3.0 FACTORS THAT CAN IMPEDE THE ABILITY OF STAKEHOLDERS TO ENGAGE**

Another possible engagement challenges both in developing stakeholder engagement plan and implementation may include the following factors: (The Stakeholder Engagement Standard, 2015)

- The accessibility and neutrality of the engagement location: Engaging stakeholders in their communities in the venue where they feel comfortable will have more productive engagement processes, for reasons like it lends for transparency, increases accountability: contributes to the feeling of ownership. (IFC, 2007)
- availability of Information and Communication Technologies (ICT);
- timing;
- social hierarchies (e.g. caste, gender, wealth);
- Local conflicts; Conflicts between participating stakeholder could be a barrier for the smooth functioning of the engagement process.
- lack of shared understanding of expectations, customs, conventions;
- religion;
- culture-specific communication styles;
- family and other responsibilities (e.g. harvest times, childcare);
- need for language translation;
- special needs of those with disability;
- Illiterate stakeholders. (The Stakeholder Engagement Standard, 2015)

In addition to the above mentioned another research literature also identified the lack of trust of stakeholders in other stakeholders; habit of “working in silos”; disregard of the positive outcomes of collaboration; the change of the key personnel of important stakeholders that possess the knowledge, experiences and information; stakeholders’ high anticipation to see the prompt results of the collaboration and stakeholder fatigue occurring due to not kept promises , thus losing motivation is considered a barrier to collaboration. (Fatimath,2015). inclusion of those who represent children’s interests; and

**Table 3.1 Stakeholder Management Types based on Stakeholder Engagement level**

Source: *Adopted from Johnson-Cramer and Berman (2007) quoted in Huemann, Eskerod and Ringhofer, 2016*

Stakeholder Management Type	Activist Stakeholder Management	Paternalistic Stakeholder Management	Pluralist Stakeholder Management	Functionalist Stakeholder Management
Characteristic	The company actively manages stakeholder relations and creates policies that address their multiple demands on company resources	Decision making is done in isolation from stakeholder input and imposed outward with clear and specific implications Internal discussions focus on how stakeholders should be treated	The company operates based on high level of openness to multiple stakeholder perspectives. The company has a high level of stakeholder engagement by opening multiple channels of communication.	The company operates on a limited model in which activities are restricted to the minimal functions of business.
Engagement level	- Monitor and communicate with all stakeholders. - Represent company interests during internal deliberations. - Produce	Policies for specific stakeholders are produced Company tends to impose its perception of its stakeholder groups' needs on the stakeholders	Company creates stakeholder policies that reconcile stakeholder interests effectively High level of social values regarding	Engage in very limited communications with selected stakeholder groups No involvement in decision processes "stakeholder

	specific policies that distribute value to a broad range of stakeholder groups.		stakeholders.	neglect”
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**3.1 CONCEPTUAL FRAMEWORK**



## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 INTRODUCTION

This chapter deals with the procedures to be used in conducting the study, by making its focus on research design, research approach, population and sampling technique, research instruments, and data collection, analysis procedures used and finally validity and reliability and ethical consideration of the study.

#### 3.2 RESEARCH DESIGN AND APPROACH

Research design is a comprehensive plan for data collection in an empirical research project. It is a “blueprint” for empirical research aimed at answering specific research questions or testing specific hypotheses. Research designs can be classified into two categories positivist and interpretive. Positivist designs are meant for theory testing, while interpretive designs are meant for theory building. Positivist designs seek generalized patterns based on an objective view of reality, while interpretive designs seek subjective interpretations of social phenomena from the perspectives of the subjects involved. Some popular examples of positivist designs include laboratory experiments, field experiments, field surveys, secondary data analysis, and case research while examples of interpretive designs include case research, phenomenology, and ethnography. (Bhattacharjee, 2012)

Descriptive research design will be used to conduct the study. Descriptive design is chosen because it will assess the existing practice of stakeholder management in the case of MEICIP. As Descriptive research studies are concerned with describing the characteristics of a particular individual, or of a group. The major purpose of descriptive research is description of the state of affairs as it exists at present.

Descriptive research is directed at making careful observations and detailed documentation of a phenomenon of interest and it examines the what, where, and when of a phenomenon. Descriptive studies may be characterized as simply the attempt to determine, describe or identify what is, while analytical research attempts to establish why it is that way or how it came to be. (Ethridge, 2004)

Descriptive research is “aimed at casting light on current issues or problems through a process of data collection that enables them to describe the situation more completely than was possible without employing this method.” (Fox and Bayat, 2007).

The descriptive research design is considered suitable for this study since it allows studying characteristics, perceptions and gives room for fact findings mentioned above.

A cross-sectional study is a descriptive study in which disease and exposure statuses are measured simultaneously in a given population. Cross-sectional studies can be thought of as providing a "snapshot" of the frequency and characteristics of a disease in a population at a particular point in time. This type of data can be used to assess the prevalence of acute or chronic conditions in a population. However, since exposure and disease status are measured at the same point in time, it may not be possible to distinguish whether the exposure preceded or followed the disease, and thus cause and effect relationships are not certain. (Handbook of research, 2017) Since this study will assess characteristics of stakeholder management at a point in time cross sectional study is preferred.

The research approach will be mixed approach of both Qualitative and Quantitative methods. A mixed approach mixes qualitative and quantitative methods. This approach will be used for this research, using a questionnaire and a semi-structured interview as a data collection method. The rationale for using mixed method includes the ability to both explain and interpret results, complement the strengths or offset the weaknesses of a single design, and to address a question or theoretical perspective at multiple levels and from varied data sources This gives room for methodological triangulation. (Creswell, 2015).

Semi structured Questioners will be given to members of Steering committee, CIC forum members, project focal and people in ministry of health under the emergency and critical care directorate who are directly involved in the program.

### **3.3 DATA TYPE AND SOURCE**

Both qualitative and quantitative data types will be collected. Primary data will be collected through a survey, structured question and key resource persons' interviews. Secondary data are collected from organization publication, website and related relevant documents.

### 3.4 DESCRIPTION OF STUDY AREA AND TARGET POPULATION

FMOH has newly designed a national project called Major city emergency, injury and critical care improvement program (MEICIP). The project works in seamless synchronization with the goals of the HSTP II and the national emergency, injury and critical care five-year strategic plan recently developed. In line with big initiatives such as I-CARE and taking into consideration the national specialty and subspecialty service roadmap, the HRH strategy and several health sector plans, this aims to address the prioritized critical gaps and support the health facilities and cities to ensure integration of pre-hospital, emergency, injury and critical care services in selected major cities. This will be done through unique platform that brings together several key actors and can act as a testing field for similar high- impact interventions going forward. The project will involve all hospitals in Addis and selected Hospitals from the regions. The cities will be selected based on population size, availability of university/referral hospital, burden of trauma and medical emergencies, rapid urbanization, and number of motor vehicles. It involves different stakeholders for the implementation. Steering committee will be the governing body for effective implementation of this program; it will have the following members

- Mayor's office (mayor/deputy mayor): Chair
- Regional Health Bureau (head/vice head) : Co-chair
- University (president/vice president): Co-chair
- Office of regional president (senior representative)
- University hospital (CED):- Secretary
- City Health office (Head)
- City disaster and risk management commission(commissioner)
- City Police department (Head)
- Red Cross Society (City Branch Secretariat)
- Other members may be approved according to need(traffic police, transport bureau)

Beyond the above mentioned members at Hospital and regional level there is also CIC committee. It is established, supported and accountable for city level MEICIP steering committee with known TOR which is related to expect periodical deliverables of the forum. It is chaired by head of city health office and co-chaired by CED of the university hospital. Its members include

- University hospital (CED): Chair
- City health office (Head): Vice chair/Secretary
- Public hospitals in the city (CEOs)
- University hospital ED director
- Blood bank (branch head)
- EPSA hub (branch head)
- Health Insurance Agency (city office head)
- Private hospitals in the city (managers)
- Regional Health Bureau(CRCP owner and ECC coordinator)
- Other members may be approved according to need

The study area of this research is the stakeholder management practice and challenges by focusing only on one of the project area which is MEICIP project and will be covering the initial 5 major cities with the Exception of Mekelle and all university Hospitals in Addis Ababa (Yekatit 12 memorial Hospital, Black Lion Specialized Referral Hospital and St Paul Millennium Medical College) The rationale behind choosing this project is the requirement of different Stakeholders and high importance of the project to community.

(Mugenda, 2003) Define population 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.

At an early stage in the planning of any investigation decisions must be made concerning the study population. That is, concerning the population of individual units (whether they are persons, households, etc.) to be investigated. The population under consideration should be clearly and explicitly defined in terms of place, time, and other relevant criteria. If the study population comprises cases of a disease the procedures to be used for case identification should be stated. If controls are to be chosen their method of selection should be stated.(Getu Degu, 2006)

The population of the study needs to be properly defined to avoid any possible ambiguity that may arise on whether a given unit belongs to the population. In addition to this, if a population is

not properly defined, a researcher will face a difficulty in knowing what units to consider when selecting the sample.

For this research the target population is the all members of the Steering Committee, CIC committee of the regional Hospitals of Jimma, Hawassa, Bahirdar and Harere; all staffs of FMOH under emergency and critical care directorate involved in MICEIP and Addis Ababa Hospitals under this program.

### **3.5 SAMPLING TECHNIQUE/METHODS AND SAMPLE SIZE**

For this research survey method of sampling technique is implemented. In FMOH there are 20 project members who are directly involved in MICEIP. In addition to 20 team members; Under FMOH 4 contract focal have been hired for overseeing the program in the regions. Steering committee which constitutes 10 members from different departments and working area will be the governing body for effective implementation of this program. In each respective Major Cities there is CIC committee which is established, supported and accountable for city level MEICIP steering committee and has 10 members each. This makes a total of 74 participants to be interviewed by structured questioners. Key informants for this research will be the program manager, clinical service general director of FMOH and emergency and critical care director of FMOH.

### **3.6 DATA COLLECTION- SOURCE, TYPES, AND INSTRUMENTS**

For primary, questionnaires it will be distributed to all the project staffs and semi- structured interviews with key informants (head of emergency critical care director, program manager and clinical service director) will be taken and secondary data will be collected by reviewing related documents from the ministry MEICIP and any relevant document and publication available in the organization as well as other sources will be considered for the study.

The Likert scale data's will also be collected using a questionnaire partly developed from a previously tested work of Bal (2014), Stakeholder Engagement and Sustainability-Related Project Performance in Construction. A thesis submitted in partial fulfillment of the requirements of Liverpool John Moores University for the degree of Doctor of Philosophy. The researcher will incorporate the comments given by the advisor in conducting the study. The quantitative aspect of the data will be analyzed using statistical software called SPSS statistical package. Depending

on the nature of the questions asked different techniques of descriptive statistics analysis such as frequencies, mean, percentages, and Standard deviation will be used. In addition to these the qualitative aspect will be analyzed and interpreted by way of transcription as well as logical and deductive narratives. And the analyzed data will be presented in the form of tables, Graphs and charts in a way which gives much understanding to the data being analyzed.

### **3.7 RELIABILITY AND VALIDITY**

So as to maintain the quality of the research and make it reliable to all concerned, the researcher will give due consideration to the Validity and Reliability issues of overall the research process which includes the data as well as research contribution. As a result the researcher will use a combination of data gathering techniques that include questionnaire, Interview and reviewing of secondary documents. As a result, the triangulation of data collection method is from ethical perspective and so as to confirm the validity of all the process involved. At the same time triangulation increases the reliability of the data and the gathering process too. Furthermore the researcher conducted Cronbach's Alpha test to examine the reliability of the questionnaire which resulted 0.71 which is considered acceptable.

### **3.8 ETHICAL CONSIDERATION**

Ethical standards will be adhered in so as to prevent against the fabrication or falsifying of data and therefore, promote the pursuit of knowledge and truth which is the primary goal of the research. And the researcher will also follow 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. Ethical behavior will also implemented in citing other researcher's works for relevant literatures shared. As handling of these ethical issues greatly impact the integrity of the research project.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.1 INTRODUCTION**

This chapter will discuss about the data gathered from respondents, and the analysis and interpretations and the results that have been identified based on a total of 74 questionnaires collected from the team members' project. It will have different sections where Section one will be dealing about demographic characteristics of the respondents, section two will be about the analysis, presentation and interpretation of data's.

The purpose of this study is to assess the stakeholder management practice of MOH and identifying the challenges that are facing the organization in the course of implementing its projects by making its focus on MEICIP. The research adopted a census approach and the target population were 74 project team members and the questionnaire were sent to all of them through their email address and out of them 70 respondents have filled and submitted the questionnaires which represents about 94.59% response rate. On the questionnaire the researcher disclosed that, the information's given by respondents will be kept confidential to any third party: as a result, the questionnaire was anonymously completed to ensure privacy. In this way no filled out questionnaire could be linked to any specific project team member. The analysis of the data from the questionnaire is carried out by using a SPSS version 26 statistical package.

The result of the study is also supported by a semi structured Interviews held with the higher level officials and members of the project, and also the relevant project and other documents reviewed. This provides the researcher an in-depth look at the different aspects of the research under study from the point of view of addressing the research objectives.

#### **4.2 DEMOGRAPHIC CHARACTERISTICS**

The researcher have collected the data and sub-divided it in to several parts according to the demographic information collected from the respondents. The researcher has tried to group the responses through tabulation forma so as to help compare the data across multiple demographic characteristics that includes: sex, age, academic qualification, their current position in the organization and their work experience under project setup.

**Table 4.2.1 Demographic data**

Source: own survey

**Sex**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	21	30.0	30.0	30.0
	Male	49	70.0	70.0	100.0
	Total	70	100.0	100.0	

**Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	39	55.7	55.7	55.7
	31-40	26	37.1	37.1	92.9
	41-50	5	7.1	7.1	100.0
	Total	70	100.0	100.0	

**Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	47	67.1	67.1	67.1
	6-10 years	18	25.7	25.7	92.9
	11-15 years	5	7.1	7.1	100.0
	Total	70	100.0	100.0	

**Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	diploma	5	7.1	7.1	7.1

BA/BSC	16	22.9	22.9	30.0
MA/MSC	14	20.0	20.0	50.0
MD	20	28.6	28.6	78.6
Specialist/sub specialist	15	21.4	21.4	100.0
Total	70	100.0	100.0	

#### 4.2.1 GENDER

The above Table 4.2.1 shows that there is much domination of men compared to that of women. From the total of 70 respondents who completed and returned the questionnaire 49 of them are men whereas 21 of them are women which are 70% and 30 % of the respondents respectively. Understanding the research was undertaken by adopting census we can understand that men have more representation than that of women.

#### 4.2.3 AGE

Age is one of the major demographic characteristics that more information related to the respondents can be inferred. For example Young age can be characterized by energetic and optimistic views whereas old age tells the level of maturity. From table we can see that from the 70 project staffs 39 or 55.7% of them are 20-30 years old, 26 or 37.1% of the respondents are 31-40 years old, 5 or 7.1% of them are within 41-50 years old category. From this we can see that majority of the members are young and energetic.

#### 4.2.4. EDUCATIONAL LEVEL

Level of education is also one of the most key characteristics that could affect the person's attitudes and way of observing and understanding of the different phenomena's. As a result, the response of an individual is probable to be affected by her/his educational status and accordingly it becomes essential to know the educational background of the respondents.

From the table above we can see majority of the respondents are 28.6% (20) have Medical Doctorate Degree, 22.6% (16) have BA/BSC, 21.4% (15) have specialty certificate for medicine, 20% (14) have MA/MSC for different fields and 7.1%(5) participants have diploma. Form this

we can see that highly qualified individuals are members of the program. It's expected that this individuals have high level of understanding different Phenomena.

#### 4.2.5 WORK EXPERIENCE

The level of year of work experience especially on a project works setup has a direct implication on the performance of the project. This is due to the fact that people will get lessons learned from their previous projects and they will have a room to apply it to their current project.

The above table shows 47 or 67.1% of the respondents have 0-5 years of project work experience, 18 or 25.7 % of the respondents have 6-10 years of project work experience and 5 or 7.1% of the respondents have 11-15 years of project work experience.

#### 4.2.6 POSITION

The level of position of the people within their organization has its own implication specially related to the decision making power. Therefore the more the people are on the top positions the more likely they can make critical decisions regarding the project.

**Table 4.2.2 Working Position of members of MICIEP**

**Source Own Survey**

Position		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	project coordinator	8	11.4	11.4	11.4
	project team member	54	77.1	77.1	88.6
	technical specialist	3	4.3	4.3	92.9
	Project Administration	5	7.1	7.1	100.0
	Total	70	100.0	100.0	

Majority of the respondents 54(77.1) are project team members, 8(11.4) are project coordinators and 5(7.1) are on administration level.

### 4.3 STAKEHOLDERS IDENTIFICATION CLASSIFICATION AND RELEVANCE

The researcher tried to look at the stakeholder management process of the project: the stakeholder identification, the stakeholder analysis, the communication process and also the critical success as well as challenging factors for the better implementation of project stakeholder management.

#### 4.3.1 STAKEHOLDER IDENTIFICATION PROCESS

The stakeholder identification techniques used by the project team members is indicated here bellow.



**Figure 4.3.1 Stakeholder identification**

**Source: own survey**

As shown in the above Figure 4.3.1, from the different stakeholders identification options provided the project team members selected Past project lessons learned, and Snowballing and project team brainstorming was equally used to identify stakeholders with 21 or 30% and 17 or 24.3% response rate respectively.

#### 4.3.2 BASIS FOR STAKEHOLDER IDENTIFICATION

The basis for stakeholder identification used by the project was assessed and it is depicted in the next figure.

**Table 4.3.2 Basis for stakeholder Identification**

Source Own Survey

**the bases for your stakeholder identification**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Influence	20	28.6	28.6	28.6
	Interest based	14	20.0	20.0	48.6
	Mission and vision based	5	7.1	7.1	55.7
	Combination of all	31	44.3	44.3	100.0
	Total	70	100.0	100.0	

Majority of the respondents; 31(44.3%) use combination of influence, interest, geographical mission and vision as a base to identify stakeholders. 20 (28.6) respondents replied they are using influence as base and 14 (20%) used interest as base for their identification of stakeholders. As a result though mission and vision based approach is the most used one the project team members used a combination of basis so as to identify their stakeholders.

### **4.3.3 STAGE OF STAKEHOLDER IDENTIFICATION**

The timing of the stakeholder’s identification is one of very important factor in the stakeholder management process. Though the first step in the process of stakeholder engagement is identification of stakeholder which involves determining who our project stakeholders are, and their key groupings and sub-groupings (IFC, 2007), the activity should continue throughout the project as the environment the projects are operating is dynamic there could be a shift in the interest and power of stakeholders.



**Figure 4.3.3 Stage of Stakeholder Identification**

**Source; own survey 2022**

According to the figure above the timing of stakeholders identified for the project is at the prefeasibility stage of the project which is supported by 35 or 50% of respondents. Where by 19 or 27.1% of respondents said that they are identifying their stakeholders throughout the project life cycle. According to 10(14.3%) of the respondents; they identified their stakeholders at implementation stage.

#### **4.3.4 FACTORS FOR DETERMINING KEY STAKEHOLDERS**

Determining and understanding stakeholder as key based on different attributes the stakeholders had is very important specially when dealing with multi stakeholder projects. This is due to the fact that the varying nature of stakeholders’ interims of interest as well as their power over the project will dictate the project team members to critically understand those factors to be used to categorize the stakeholders into a given determined group. So that, any upcoming or discovered stakeholders with that attribute can be categorized in to a stakeholder group requiring high, middle or low level of attention.

**Table 4.2.4 Factors for determining key stakeholders**

**Source; own survey 2022**

**determines your stakeholders' status as key**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Influence over project resources	32	45.7	45.7	45.7
	Stake on project deliverables	27	38.6	38.6	84.3
	Political influence	11	15.7	15.7	100.0
	Total	70	100.0	100.0	

As we can see from the table above 32 respondents that is 45.7% stated that the influence that project Stakeholders have over the resource is the major determining factor for categorizing a given stakeholder as key or not to the project, 27 or 38.6% of respondents stated that stakes deliverability on project as a second determinant factor. The rest 11 (15.7%) respondent's stake holders who have political influence over the stakeholder are identified as determinant factor.

**4.4 STAKEHOLDER ANALYSIS**

After Identifying stakeholders of the project the next activity to be dealt with is activity related with the Stakeholder analysis. this is an activity that helps the project team to identify the interests of all stakeholders and potential conflicts that may jeopardize the project, it enables an organization to identify opportunities and relationship that are critical in the implementation process and it also guides the project team on the appropriate strategies and approaches for effective stakeholder management (Bryson J. M., 2003).

**4.4.1 RELEVANCE OF STAKEHOLDER ANALYSIS**

With respect to the relevance of conducting stakeholder analysis 100% of the project personnel agreed that it is a necessary activity in project management.

**Table 4.4.1 Relevance of Stakeholder analysis**

**Source own survey 2022**

### Analysis importance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	70	100.0	100.0	100.0

The bellow table 4.4.2 contains questions and responses related to the project team members understanding about the different aspects of stakeholder analysis as well as their engagement related to these activities. Since there was no any respondent that goes for strongly disagree the option is eliminated from the table for the sake of managing space.

**Table 4.4.2 stakeholder analysis**

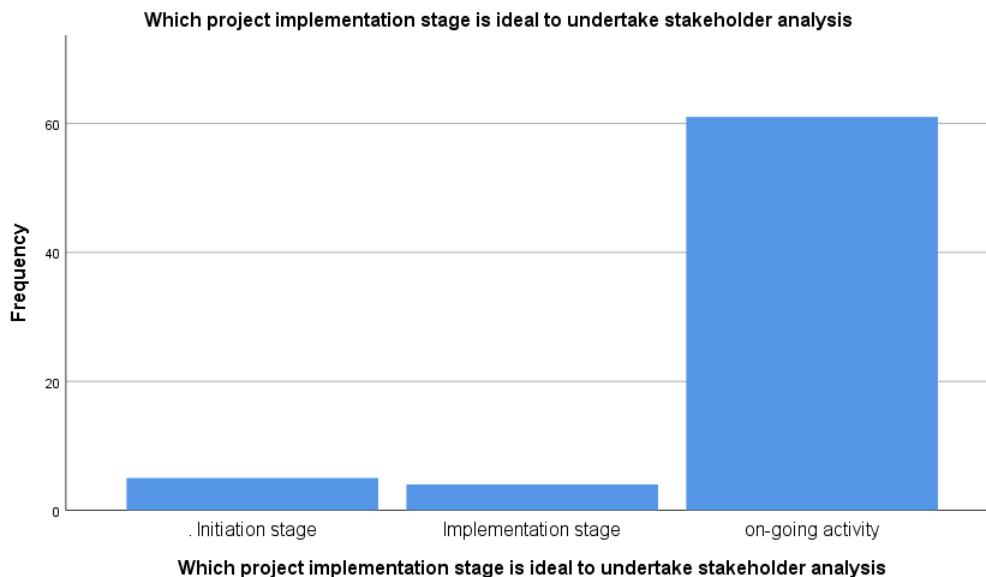
**Source own survey**

	Strongly Agree	Agree	Neutral	Disagree	mean	SD
Project Stakeholder Management (PSM) can make a difference in the performance of my project		44(62.9%)	14(20%)	12(17.1%)	1.46	0.77
Project Stakeholder Management is an important and priority activity for me	12(17.1%)	58(82.9%)			2.17	3.8
Stakeholder analysis is an activity I undertake as part of my project management processes		34(48.6%)		36(51.4%)	0.97	1.007
Stakeholder identification helps to find out who has unique knowledge related to any aspect of the project		58(82.9%)		12(17.1%)	1.66	0.76
I prioritize stakeholders	26(37.1%)	44(62.9%)			2.37	0.49

according to their responsibilities to the project						
I prioritize stakeholders according to how urgent they see the project interest in	22(31.4%)	36(51.4%)		12(17.1)	1.97	1.007
I prioritize stakeholders according to their power to influence the project outcome	22(31.4%)	48(68.6%)			2.31	0.47
Internal Stakeholders are prioritized above external stakeholders		40(57.1%)	2(2.9%)	28(40%)	1.17	0.98
Stakeholder analysis helps to evaluate different stakeholders power		12(17.1%)	23(32.9%)	35(50%)	0.67	0.76
Stakeholder analysis is useful to ensure the quality of the decision-making processes		62(88.6%)	8(11.4%)		1.89	0.32
Project Stakeholder Management (PSM) can make a difference in the performance of my project?		44(62.9%)	14(20%)	12(17.1%)	1.46	0.77
In my project I am involved in stakeholder identification and analysis		15(21.4%)		55(78.6%)	0.43	0.83
The project manager and the sponsor are the people who do the stakeholder analysis		59(84.3%)		11(15.7%)	1.67	0.73

The mean scores were calculated for each indicator and on a scale of 1-5 Likert, the mean scores above the value of 2.5 were categorized as having a positive perception and those values less than 2.5 are categorized as having an unfavorable perception about the stakeholder analysis. (Martha, 2020) All the mean score for the above indicators was below 2.5. Therefore, consent was reached that project personnel have negative perception of stakeholder analysis.

With regard to the timing by which the stakeholder analysis is conducted 5 or 7.1% of the respondents have indicated that they do the stakeholder analysis at the initiation stage of the project, whereas 61 or 87.1 % of the respondents said they are doing on ongoing basis, the remaining 4 or 5.7% of the respondents said implementation stage of the project. The figure that shows the timing by which of stakeholder analysis conducted by the project team members is indicated here bellow.



**Figure 4.4.2 timing of stakeholder analysis**

**Source own survey 2022**

The results from the stakeholder analysis lay the ground for planning well thought activities in connection with each group of project stakeholders. Therefore, analysis does not precede activities; instead stakeholder analysis and stakeholder activities are intertwined. This means that

you should not limit project stakeholder analysis simply to the project formation phase. Rather, stakeholder analyses should be carried out several times along the project course in order to incorporate potential changes (Eskerod, 2016).

## 4.5 STAKEHOLDER ENGAGEMENT, TIME OF ENGAGEMENT AND COMMUNICATION

### 4.5.1 OPERATIONAL DEFINITION OF STAKEHOLDERS ENGAGEMENT

Understanding of the respondents regarding the operational definition given for the stakeholder engagement is important as it help to know how the concept has been commonly understood by the project team members.

**Table 4.5.1 Operational Meaning of stakeholder engagement**

Source own survey 2022

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Process of working with stakeholders	46	65.7	65.7	65.7
	A two-way dialogue process between project management and stakeholders	16	22.9	22.9	88.6
	Event to let Stakeholders know what is/should be expected from and by them.	5	7.1	7.1	95.7
	others	3	4.3	4.3	100.0
	Total	70	100.0	100.0	

As shown in the above table the majority, 46 or 65.7% of understood stakeholder's engagement as a process of working with stakeholders, whereas 16 or 22.9% of them understood as a two-way dialogue process between project management and stakeholders and 5 or 7.1% of them said it is an event to let stakeholders know what is/should be expected from and by them is the operational definition given by them.

#### **4.5.2 CONTRIBUTION OF STAKEHOLDERS' ENGAGEMENT TO THE PROJECT**

The respondents were asked to give their view about the benefit they sought from engaging stakeholders in their project and they are presented as follow: Engaging stakeholders is important since

- It will ease the implementation of project
- It improves the quality of project implementation
- Avoids unnecessary conflicts, saves resources by minimizing duplication of efforts so it will enhance synergy
- to maintain the quality of project delivery and to meet the overall project outcome/Goal
- it will ensure participation and ownership
- It is useful to identify key stakeholders of the project and helps to share resources among stakeholders
- it will create clarity and shared objectives amongst the stakeholders and It brings different expertise together to co-create solutions
- It is helps to hear the voice of those who will affect or be affected by the outcomes of the project
- The stakeholders have a negative and positive influence in any project so stakeholder engagement will help for the sustainability of the project and bring impact driven results at the end of the project
- It helps to better understand the different needs and expectations of stake holders.

#### **4.5.3 TIMING OF STAKEHOLDER ENGAGEMENT**

**Table 4.5.3 Timing of stakeholder engagement**

**Source Own survey**

**Project life cycle do you carry out Stakeholder engagement**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Initiation stage	7	10.0	10.0	10.0
	Implementation stage	10	14.3	14.3	24.3
	Throughout the project life	53	75.7	75.7	100.0
	Total	70	100.0	100.0	

As shown from the above table most of the project members 53 (75.7%) are engaging stakeholders throughout the project life cycle, The rest 17 respondents engaged stakeholders while at implementation stage 10(14.3%) and 7(10%) of them while at initiation stage.

**4.5.4 STAKEHOLDERS COMMUNICATION**

With regard to communication all project personnel consider it very critical part of their stakeholder management process whereby 100% of respondents agreed so. And the methods used to ensure it is through different means of communication stated here below.

From table 4.5.4 bellow we can understand that most of the respondents use face to face meetings to communicate with the stakeholders which are represented by 38(54.3%) of the project members. 17 (24.3%) of respondents uses email and video conferencing as means of communicating. The rest 15(21.4%) respondents used telephone communication as tool of communication method.

**Table 4.5.4 Tools and Techniques to communicate**

**Source own survey**

**Techniques to communicate with your stakeholders**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Face to Face Meetings	38	54.3	54.3	54.3
	Reporting				

E-mail Video Conferencing	17	24.3	24.3	78.6
Telephone	15	21.4	21.4	100.0
Total	70	100.0	100.0	

Effective communication is a vital component in the process of building and maintaining relationships, and is essential for maintaining the support and commitment of all stakeholders. Project success is linked to the strength of the relationships created by effective, regular, planned and ad-hoc communication with all members of the project's stakeholder community (Bourne, 2006).

The results are supported by (Chinyo and Akintoye's, 2008). In order to have effective communication utilizing various means of communication is suggested as a way to enhances stakeholder engagement.

#### 4.6 STAKEHOLDER MANAGEMENT PRACTICE: TOOLS AND TECHNIQUES, CRITICAL SUCCESS FACTORS AND CHALLENGES

##### 4.6.1 STAKEHOLDER MANAGEMENT TOOLS AND TECHNIQUES

Regarding the tools and techniques used to manage stakeholders of the project respondents were asked to choose the one they are using. All respondents 100% used combination of all the mentioned tools and techniques for stakeholder management. These techniques include Project plan, Communication plan, Contract, Requirements Documentation and Stakeholder Register. The responses are presented here bellow.

**Table 4.6.1 Tools and Techniques of stakeholder management**

Source own survey 2022

**the tools and techniques used for stakeholder management**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Combination of all	70	100.0	100.0	100.0

#### 4.6.2 RESPONSIBLE UNIT FOR MANAGING STAKEHOLDERS

Maintaining a separate unit in the project who will look after the management aspect of stakeholders in the project is an important practice for a better performance and result in projects. As you can see from the table below all of the respondents 100% agreed that there is no separate unit for stakeholder management. And all of them agree the program manager is responsible for stakeholder management.

**Table 4.6.2A unit for stakeholder Management**

Source Own survey 2022

##### unit in the organization responsible for stakeholder management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no	70	100.0	100.0	100.0

The respondents were also asked if they think different unit is needed for stakeholder management. Below describes their response.

**Table 4.6.2B unit for stakeholder Management**

Source Own survey 2022

##### if no are you considering to have one

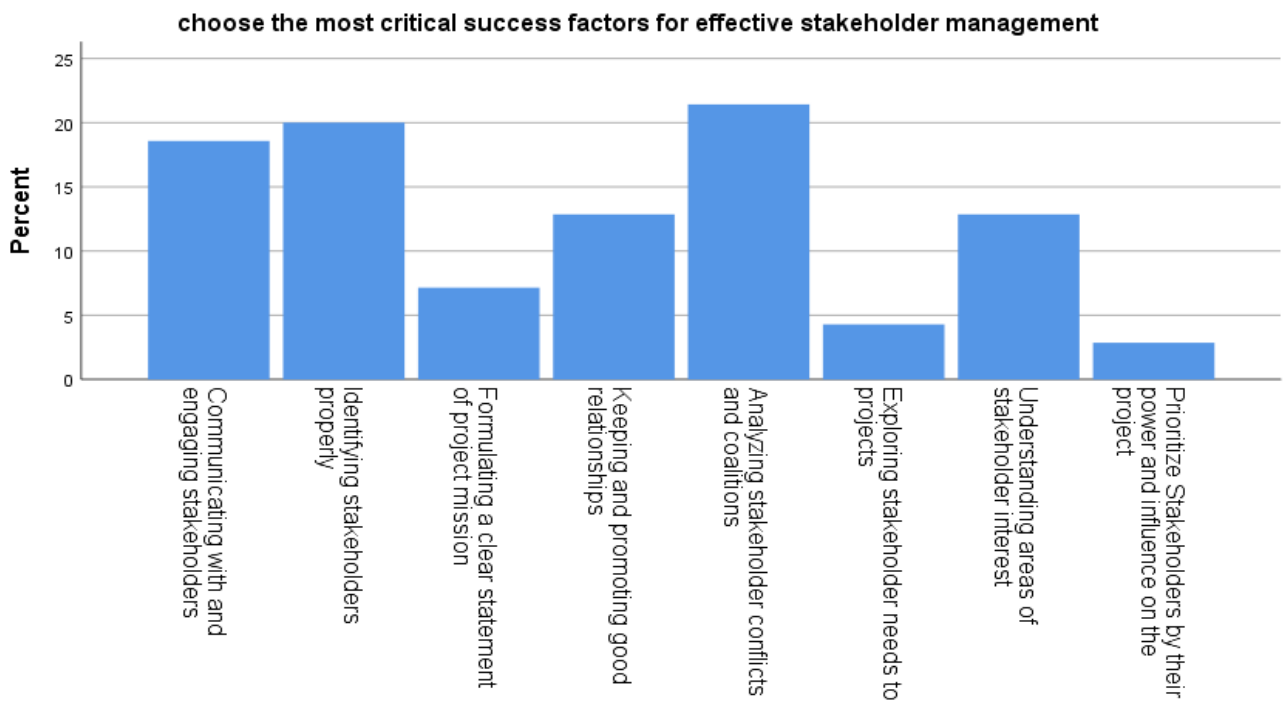
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	43	61.4	61.4	61.4
no	27	38.6	38.6	100.0
Total	70	100.0	100.0	

From this we can see that majority of them 43 (61.4%) don't think separate unit is needed to manage stakeholders.

As a result the role of understanding what kind of stakeholders are there with in that specific thematic area and managing those stakeholders from the start to end is left for the project manager. Related to the capacity of the project team members in properly managing stakeholders' interviewees said that the project staff had not been given with any capacity building training and also there is no clear direction and orientation given to them.

#### 4.6.3 CRITICAL SUCCESS FACTORS FOR SUCCESSFUL STAKEHOLDER MANAGEMENT

Based on the different previous literatures reviewed on topics related to stakeholders management the research also aim to evaluate the most common factors that can enable successful stakeholder management so that these factors can be further promoted or enhanced for better result in projects



**Figure 4.6.3 Critical Success factors for successful stakeholder management**

Source own survey 2022

From the figure above we can see that analyzing stakeholder conflicts and coalition was mentioned as critical success factor for 15(21.4) respondents, identifying stakeholders properly

was raised by 14(20%) respondents and 13(18.6%) of the respondents mentioned communicating with and engaging with stakeholders are critical top three factors for success of the program.

#### 4.6.4 CHALLENGES IN MANAGING STAKEHOLDER

The respondents were asked to indicate the most challenge factors which hinder the smooth implementation stakeholder management within the project environment.

From the table below we can see the top three challenges of the program while managing stakeholders. The most challenging factor was late identification of stakeholders which is mentioned by 20(28.6%) of respondents. It is followed by 19(27.1%) respondents who identified poor engagement of stakeholders as challenge. The third challenging factor mentioned by respondents 11(15.7%) is Failure to identify all relevant stakeholders & offering them the level of attention they deserve.

**Table 4.6.4 Challenges in managing Stakeholder**

**Source Own Survey 2022**

**problems while working with multi stakeholder environment**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Failure to identify all relevant stakeholders & offering them the level of attention they deserve	11	15.7	15.7	15.7
Late identification of stakeholders' interest	20	28.6	28.6	44.3
Conflicting requirements of stakeholders	10	14.3	14.3	58.6

Poor engagement of stakeholders	19	27.1	27.1	85.7
Incompatible interests of partners	5	7.1	7.1	92.9
Procedure (related to legal and administration laws)	5	7.1	7.1	100.0
Total	70	100.0	100.0	

**4.6.5 PRACTICE OF STAKEHOLDER MANAGEMENT**

**Figure 4.6.5 Practice of Stakeholder Management**

Source Own Survey



Figure 4.6.5 above indicates the overall rating of the stakeholder management practice of the project by the respondents. Majority which 52 or 74.3% of the respondents rated as very Good, 13 or 18.6% of the respondents stated as Good whereas only 5 or 7.1% of the respondents rated as Excellent. This indicates that the overall stakeholder management practice of the organization is satisfactory.

## **4.7 ANALYSIS AND PRESENTATION OF QUALITATIVE DATA**

For the research; interview questions was formulated which were given to the key informants via email. The key informants are program manager, clinical service director and emergency critical care director of FMOH.

### **Stakeholder management practice of the organization**

The key informants were asked about the stakeholder management practice of the organization specifically of the MECIEP program. All of them agreed that the program has very good stakeholder identification practice and Good stakeholder analysis. Management team and stakeholders work are working closely in order to have successful program. There are also good and efficient communication channels which helped greatly for the management of stakeholders. They have well outlined and clear performance indicators to make sure deliverables will be attained timely.

### **Separate unit for handling the task of managing stakeholders**

Three of them agreed that there is no separate unit for stakeholder management. Currently it is done as one of the job and responsibility of the program manager. They also understood that the job couldn't be handled by one person only since the program required involvement of multiple stakeholders for its ultimate success. They also identified this as gap and planning to have separate unit for stakeholder management.

### **Tools and techniques used for managing stakeholders in your project and their effectiveness**

This part was mainly addressed by the program manger and explained that they have three main techniques for effective management of stakeholders. The first one is they have Effective communication platforms which are designed involving all involved stakeholders with monthly meeting, weekly report briefing and quarterly visit to sites. The second one is they have clearly identified roles and responsibilities of stakeholders as well as project team members. Thirdly they have set clear indicators for strict monitoring and evaluations.

## **Major challenges you have in the course of managing your stakeholders**

Three of them listed the following problems while managing stakeholders

- Communication gap
- Poor Engagement of stakeholders
- Varying interest of stakeholders
- Due to the geographical reasons and involvement of many stakeholders it was very difficult to manage

Out of the above mentioned challenges the major challenge is a communication gap and it's being minimized through a regular weekly plan sharing and booking schedules ahead of time with setting up continuous reminders and also assigning focal for each stakeholder and giving him/her a space in the office for close collaborations and follow-up of activities.

## **Critical for the successful implementation of stakeholder management practice**

As to the key informants for critical success of the targeted an proper identification, strong engagement and optimal communication between stakeholders and within the organization has great impact for the successful implementation of the stakeholder management.

## **Does the program have stakeholder management framework**

The program have stakeholder management framework. Clear guideline was developed starting from stakeholder identification and with clear Roles and responsibilities of each stakeholders of the program. They also have continuous monitoring tools and key performance indicators formulated and performance review conducted regularly. The programs revise and update stakeholder management system yearly and every time they include new major city in the program. They also emphasized that stake holder analysis and engagement is done throughout the project life cycle. The program is not adaptive and responsive to external environment. This issue was raised while the current instability in Mekelle happened the program was forced to cease.

## **The stakeholder communication mechanism**

They have identified their communication system as strong. The steering committee will have face to face meeting monthly to decide on major issues of the program. The CIC committee will have weekly meeting. From these two groups the focal from FMOH will facilitate the proper exchange of documents, decisions and facilitate the ways to do so including setting date for a meeting. Any issues raised by CIC members the Steering committee will have say on it and decide. The FMOH has key performance indicators which will address the communication mechanism between and within stakeholders. They will assess monthly and fill the identified gaps timely.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION**

#### **5.1 INTRODUCTION**

This chapter will focus on giving the conclusion based on the summary of the findings and gives recommendation to address the challenges identified in the findings. To meet the objectives of the study, the researcher used a descriptive approach with mixed method (Quantitative and Qualitative) to collect data through questionnaire, semi structured interview and document review. This section reports the summary of findings, conclusions and recommendations of the study.

#### **5.2 SUMMARY OF FINDINGS**

The below findings show the major gaps on the current practice of stakeholder management done on MEICIP project that was taken from a questionnaire and semi-structured interview assessments conducted with project personnel by a thematic area.

Most of the project staff is males whose age ranges from 20-30. Most of the respondents were project team members. Most of them are juniors related to the work experience (0-5 years) and are physicians.

The project team members use past project lessons learned, and Snowballing and project team brainstorming to identify stakeholders with 21 or 30% and 17 or 24.3% response rate respectively. The basis of identification used is a combination one but mostly used are influencing power and stakeholders interest approach and are the most used ones by the MEICIP project team members.

Based on the response from the respondents on the relevance of conducting stakeholder analysis 100% of the project personnel agreed that it is a necessary activity in project management. The level of attention given for internal and external stakeholders by the project team members is almost not equal. And the project team members prioritize their stakeholders with regard to the responsibilities as well as the power that stakeholders had on the project. And even though they believe that exercising stakeholder analysis as part of the project management process can make a difference in the performance of their project, there are limitations in full engagement of the project team members in doing a stakeholder analysis in their projects. Furthermore they have no clear understanding about who is doing the stakeholder analysis activity in the project. With regard to the timing where by the stakeholder analysis is conducted, is ongoing activity throughout the project life cycle. More importantly the project team members understanding about the stakeholders' management and specifically on stakeholders' analysis are poor.

The majority of project team members understand stakeholder management as it is a process of working with stakeholders. Some of the respondents also perceive it as, a two-way dialogue process between project management and stakeholders. From this we can understand that there is no common understanding among the project team members about the concept of stakeholder engagement. With regard to communication all project personnel consider it very critical part of their stakeholder management process whereby 100% of respondents agreed so. A combination of Face to Face Meetings, Reporting, Telephone, E-mail and Video Conferencing techniques are the methods used to insure it.

The findings on the tools and techniques used for managing stakeholder's shows, Project plan, Communication plan and Contracts are the combination of tools and techniques used by the project team members. In addition to them Monitoring and Evaluation Plan, joint monitoring and supervision reports, Stakeholder mapping and strategy, and Risk management plan and analysis are used by the project team members as a tools for managing the stakeholders of the project.

With regard to responsible unit for managing stakeholders of the project, almost all the project team members and also the interviewees said, there is no separate unit designated for doing the task and the task of managing stakeholders in the project is done by the project manager.

The project team members have identified the most critical success factors for successful stakeholder's management in the project. Analyzing stakeholder conflicts and coalition was mentioned as critical success factor for 21.4%, identifying stakeholders properly was raised by 20% and 18.6% communicating with and engaging with stakeholders are critical top three factors for success of the program.

The respondents also forwarded the challenges that they are facing in the course of implementing their projects. Failure to identify all relevant stakeholders & late identification of stakeholders and Poor engagement of stakeholders or lack of commitment are the major challenges that the project team members are encountered with.

Overall rating of the project team members about the performance of their project in proper managing of the stakeholders, majority of the respondents rated as satisfactory which tells existence of a lot to do by the organization with this regard.

### **5.3 CONCLUSION**

The objective of the study was to assess the stakeholder management practices and challenges of MEICIP project. It is amid to check on the practice and challenges of the stakeholder management in the MEICIP project of FMOH and also the necessary processes required to manage the challenges.

The following conclusions are drawn from the findings discussed above.

The general profile of the respondents were analyzed and with regard to gender majority of the respondents are male, in terms of the age group of respondents majority of them are within 20-30 ranges, with regard to Educational status and experience in working under project environment majority of the respondents has MD with 0-5 years of experience.

As it is been noticed from the study findings the project the stakeholder identification process the organization is of multiple type. Among the techniques use past project lessons learned, Snowballing and project team brainstorming are most frequently used. The basis of identification

used is a combination one but mostly used are influencing power and stakeholders interest approach and are the most used ones by the MEICIP project team members.

And stakeholders are identified at the prefeasibility and throughout the project life cycle of the projects this means stakeholders are identified at the early stage of the projects that the organization is undertaking there is no further commitments do the task in the project life cycles. Even though the first step in the process of stakeholder engagement is identification of stakeholder which involves determining who our project stakeholders are, and their key groupings and sub-groupings (IFC, 2007), the activity should continue throughout the project as the environment the projects are operating is dynamic there could be a shift in the interest and power of stakeholders.

Stakeholders of the project are engaged throughout the different stages of the project, but in practice there are limitations in keeping all stakeholders involved as per the set plans throughout the different stages of projects. From literatures perspective, conducting stakeholder engagement in projects will be important to enhance success from different perspectives one is from strategic management perspective which aimed to increase ownership of the project by users, reducing conflict, encouraging innovation and facilitating spin-off partnerships. The second is from ethical perspective where it can be seen to enhance inclusive decision making, promote equity, enhance local decision making and build social capital. And third is that it is an opportunity for social learning, where diverse stakeholders share a common forum, learn about each other's values, reflect upon their own values and create a shared vision and shared objectives and this contributes to sustainability (Mathur, Price and Austin, 2008). Therefore the organization is missing this opportunities due to its poor stakeholders engagement practice.

The tools and techniques used for managing stakeholders are Project plan, Communication plan and Contracts are the most used techniques by the project team members. In addition to this Monitoring and Evaluation Plan, joint monitoring and supervision reports, Stakeholder mapping and strategy, and Risk management plan and analysis are used by the organization as a tools for managing the stakeholders of projects.

The study finding has shown that there is no responsible unit for managing stakeholders of projects within the organization, there is no separate unit designated for doing the task. The study

has identified the most critical success factors for successful stakeholder's management in the project. The project team members have identified the most critical success factors for successful stakeholder's management in the project. Analyzing stakeholder conflicts and coalition, identifying stakeholders properly and communicating with and engaging with stakeholders are critical top three factors for success of the program.

The challenges while implementing the projects were Failure to identify all relevant stakeholders & late identification of stakeholders and Poor engagement of stakeholders or lack of commitment are the major challenges.

## **5.4 RECOMMENDATIONS**

So as to ensure existence of better Stakeholder management in MEICIP, the following recommendations are forwarded.

- ❖ Even though most of the stakeholders of the project are identified at the early stage of the project the task should also be carried out at the consequent stages of the project life cycle so as to incorporate those stakeholders that could rise at later stages having an impact on the project.
- ❖ Stakeholder analysis is one of very important in the activity of stakeholder's management. As a result the organization should facilitate different trainings to improve the understanding and involvement of the projects team members in the activities of stakeholder management. The stakeholder analysis should also be conducted throughout the project lifetime so that the change in the position of stakeholders that could occur at latter stages of the project can be incorporated into the stakeholder management plan for better strategic actions.
- ❖ The level of engagement of stakeholders in projects is not as expected and there are limitations in keeping all stakeholders involved as per the set plans throughout projects life cycle. Therefore the organization should closely work on better engaging the stakeholders of projects.
- ❖ There should also a need to institutionalize the stakeholder management efforts of individuals in project. With this in mind, projects should strengthen the organizational units entrusted

with the complex task of project stakeholder management. The team members of the unit should come from all key actors of projects.

- ❖ The Critical success factors for the project are Communicating with and engaging stakeholders, properly identifying stakeholders of the project and keeping and promoting good relationships. As a result any activity that will impact these factors should be avoided or dealt carefully.
- ❖ The organization should also identify all relevant stakeholders and should offer them the level of attention they deserve.
- ❖ The organization should work closely with the stakeholders for better Engagement of stakeholders and to further improve their commitment to projects.

## **5.5 RESEARCH LIMITATION AND AREAS OF FURTHER RESEARCH**

### **5.5.1 AREAS OF FURTHER RESEARCH**

Though this research adds value to the academic literature, the study is assessed the stakeholder management practice by specifically focusing the case organization therefore further studies can be done by a deeper and a more detailed analysis on assessment of stakeholder management practice. Further study should also be done to check the relationship between stakeholder management with other project management knowledge areas so that we can see what can it cost organizations with poor stakeholder management practice and its impact on other knowledge areas.

### **5.5.2 RESEARCH LIMITATIONS**

- Data collection was very difficult in terms of the respondents availability
- Time given for the research by AAU was very limited
- Health related literatures were difficult to find.

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## ANNIX

### INTERVIEW QUESTIONS

No -----

#### Instructions

- Please encircle the option provided for each questions below.
- If you cannot get any satisfying choice among the given alternatives, you can write your answer, in the space provided for the option.
- Write your opinion briefly on the space provided for the open-ended questions.

#### SECTION I: GENERAL INFORMATION ABOUT RESPONDENTS

1. Gender:

A) Female

B) Male

2. Age:

a) 20-30

b) 31-40

c) 41-50

d) Above 50

3. Year of experience in project work within your current or other organizations

a) 0-5 years

b) 6-10 years

c) 11-15 years

d) 15 years and above

e) Others, please Specify .....

4. Educational Level

A) Diploma

B) Ba/ Bsc

C) Ma/Msc

D) Others; Please Specify.....

5. Can Please Indicate Your Position In Your Current Project (Choose Only One, If You Have More Than One Specify As Other And Indicate Which Role You Predominantly Do From Among The Many

A) Program Manager

B) Project Coordinator

C) Project Team Member

D) Technical Specialist

E) Project Administration

(Including Any Human Resource, Finance, And Logistics Related Activity)

F) Other Please Specify.....

**SECTION II: Stakeholder Identification, Classification and Relevance**

1. How do you identify your Stakeholders?

a) Project team brainstorming

b) Stakeholder forums

c) Snowballing (through peers)

d) past project lesson learned

e) Other.....

2. What is/are the bases for your stakeholder identification?

a) Influence

b) Interest based

c) Mission and vision based

d) Geographic reasons

e) Combination of all

f) Other.....

3. At which stage of your project life do you identify stakeholders?

a) Prefeasibility stage

b) Initiation stage

c) Implementation stage

d) Throughout project life cycle

4. What determines your stakeholders' status as key?

a) Influence over project resources

b) Stake on project deliverables

c) Political influence

d) Information access and control

E) Other.....

**Section III: Stakeholders Analysis**

5. Is stakeholder analysis an activity you undertake as part of your project management processes?

- a) Yes
- b) No

6. Do you find stakeholder analysis necessary in project management?

- a) Yes
- b) No

7. Which project implementation stage is ideal to undertake stakeholder analysis?

- a. Initiation stage
- b. Implementation stage
- c. Completion stake
- d. on-going activity

8. If no, why? Explain

.....  
.....  
.....

9. Please indicate your level of agreement with the following statements which relates to how you deal with the stakeholders the project.

	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					
Project Stakeholder Management (PSM) can make a difference in the performance of my project?					
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 IV: STAKEHOLDER ENGAGEMENT, COMMUNICATION and CRITICAL SUCCESS FACTORS**

10. What is the operational meaning of the term stakeholder engagement in the context of your organization?

- a) Process of working with stakeholders
- b) A two-way dialogue process between project management and stakeholders
- c) An event to let Stakeholders know what is/should be expected from and by them.
- d) Other (specify) .....

11. What does it contribute to your project? .....

.....

12. At which stage of your Project life cycle do you carry out Stakeholder engagement?

- a) Prefeasibility stage
- b) Initiation stage
- c) Implementation stage
- d) Completion stage
- e) Throughout the project life

13. Is communication part of your Stakeholder management process?

- a) Yes
- b) No

14 Which technique do you use to communicate with your stakeholders?

- a) Face to Face Meetings Reporting
- b) E-mail Video Conferencing
- c) Telephone Other.....

15. **If no** why?

.....  
.....

16. What are the tools and techniques used for stakeholder management in your project?

- a) Project plan
- b) Communication plan
- c) Contracts
- d) Requirements Documentation
- e) Stakeholder Register
- f) Combination of all

17. Could you please mention any other stakeholder management tool not included in this questionnaire.....  
.....  
.....

18. Would you please choose the most critical success factors for effective stakeholder management from your organization and/or project perspective? (Multiple answers is possible)

- a) Communicating with and engaging stakeholders;
- b) Identifying stakeholders properly;
- c) Formulating a clear statement of project mission
- d) Keeping and promoting good relationships;
- e) Analyzing stakeholder conflicts and coalitions
- f) Exploring stakeholder needs to projects
- g) Understanding areas of stakeholder interest
- h) Prioritize Stakeholders by their power and influence on the project
- i) Other (Please specify).....  
.....

**SECTION V: Stakeholder Management, Its Practice and Challenges**

19. Is there a unit in your organization that is responsible for stakeholder management (managing relationships and communications)?

- a) Yes
- b) No

20. If yes what specific functions does it perform?

Name

them.....

.....

21. If no, who performs the stakeholder management function in your organization?

- a) Program Manager
- b) Project Manager
- c) All team members
- d) Other.....

22. If no, are you considering having one?

- a) Yes
- b) No

23. What are the challenges / problems you are facing in working with multi stakeholder environment? Both from your end and from the stakeholder

- a) Failure to identify all relevant stakeholders & offering them the level of attention they deserve
- b) Late identification of stakeholders' interest
- c) Conflicting requirements of stakeholders
- d) Poor engagement of stakeholders
- e) Incompatible interests of partners
- f) Challenges due to cultural difference
- g) Procedure (related to legal and administration laws)
- h) Communication gaps (language differences, preference in utilization of communication tools)
- i) Project team member's poor knowledge about stakeholder management

j) Others please specify.....

24. Overall how do you rate the stakeholder management practice of your project?

a) Excellent

b) Very Good

c) Good

d) Bad

e) The Worst

25. From your experience, what would you recommend to better enhance stakeholder management for a successful project management?

.....  
.....  
.....

**INTERVIEW QUESTIONS:**

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 captured the new lessons learned for future use?
5. What factors do you consider are critical for the successful implementation of stakeholder management practice?
6. How do you evaluate the stakeholder management practice of your organization?

7. Does the program have stakeholder management framework? What are its elements?
8. Does the program revise and update stakeholder management system?
9. Is the program adaptive and responsive to external environment?
10. How are the stakeholder communication mechanism interims of document exchange and meetings?