

Group Members:

Ethan Terblanche- 3020408

Kangwa Chileshe- 3003934

Buhle Radebe- 2769518

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Introduction

Given the decentralized structure of Health First and the global scope of the project, identifying and understanding key stakeholders is essential for success. These stakeholders operate at multiple levels, from executive leadership and project teams to field-level health workers, patients, and external partners.

The matrix developed here outlines core groups, including project coordinators, local implementation teams, donors, and community stakeholders. Each group plays a unique role and holds varying degrees of influence, interest, and impact on the project's outcomes. By mapping these relationships, we can tailor communication and engagement strategies that promote collaboration, minimize resistance, and align efforts across cultural and geographic divides.

Stakeholder Matrix Development

Stakeholder Identification

Given the decentralised structure of Health First and the global scope of the project, stakeholders span multiple organisational levels and geographic locations. The following groups have been identified as key stakeholders:

- **Core Project Stakeholders:** Project Manager, Project Coordinators, Distributed Project Teams (India-based tech team and regional implementation teams)
- **Organisational Stakeholders:** Executive Leadership (CEO, COO, CIO, Board), Global PMO, HR, Finance, Communications
- **Field-Level Stakeholders:** Local health workers, community health coordinators, rural patients, local government health departments
- **External Stakeholders:** Technology partners/vendors, donors/funders, international advisory boards, M&E specialists
- **Conflict Resolution and Mediation Roles:** Internal facilitators, cross-cultural trainers
- Knowledge Management Teams
- Local NGOs and Civil Society Organisations (CSOs)

This comprehensive identification ensures all parties affected by or involved in the project are considered, consistent with stakeholder theory in global health projects (Ng et al., 2019).

Figure 1: Stakeholder Matrix mapping structure



Stakeholder Analysis

The analysis evaluates interests, influence, and level of impact to prioritise engagement efforts. This approach aligns with the power-interest grid framework widely used in project management (Freeman, 1984; Within3, 2024).

Table 1: Stakeholder Analysis

Stakeholder Category	Stakeholder Name / Role	Interests	Influence	Level of Impact	Engagement Strategy
Core Project Stakeholders	Project Manager	Successful delivery, coordination, conflict resolution	High	High	Central communication hub, frequent updates, mediation, decision-making authority

	Project Coordinators (Regional/Local)	Smooth operations, alignment between global and local teams	Medium	High	Regular regional meetings, empowerment to adapt to local needs, feedback channels
	India-based Tech Development Team	Adoption of telemedicine solution, innovation success	Medium-High	Medium	Collaborative workshops, openness to feedback, technical support
	Implementation Teams (Africa, SE Asia, S. America)	Adaptation to local context, usability, training	Medium	High	Inclusive decision-making, training, feedback loops, empowerment
Organisational Stakeholders	Executive Leadership (CEO, COO, CIO, Board)	Strategic alignment, budget approval, project success	High	Medium	Strategic briefings, milestone reporting, risk updates

	Global PMO	Framework provision, risk management, portfolio oversight	High	Medium	Standardised reporting, risk mitigation meetings
	Human Resources	Team capacity, cross-cultural support, staff wellbeing	Medium	Medium	Team-building programs, conflict resolution support
	Finance and Budget Teams	Financial accountability, budget monitoring	High	Medium	Transparent budget reporting, donor compliance
	Communications and Public Relations	Messaging consistency, donor/stakeholder updates	Medium	Medium	Coordinated internal/external communications, crisis communication plans
Field-Level Stakeholders	Local Health Workers & Clinic Staff	Usability, workload, patient care improvement	Low-Medium	High	Hands-on training, user support, feedback mechanisms

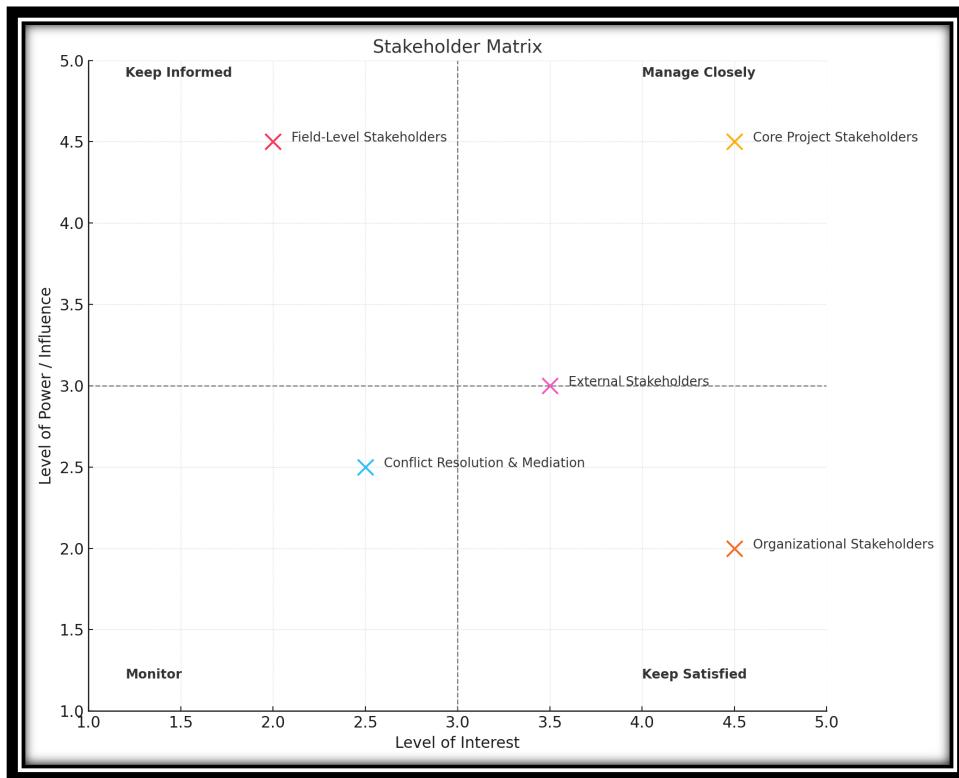
	Community Health Coordinators	Logistics, training facilitation, ongoing support	Medium	High	Regular coordination, empowerment, feedback channels
	Patients in Rural Communities	Access to quality healthcare, ease of use, trust	Low	High	Community engagement, culturally sensitive outreach
	Local Government Health Departments	Regulatory approval, health policy compliance	Medium-High	Medium	Policy alignment meetings, advocacy, regulatory updates
External Stakeholders	Technology Partners or Vendors	System support, localisation, troubleshooting	Medium	Medium	Service-level agreements, regular technical support
	Donors and Funders	Impact demonstration, accountability	High	Medium	Transparent reporting, milestone tracking, impact assessments

	International Advisory Boards or Experts	Ethical guidance, clinical standards, equity strategies	Medium	Medium	Advisory meetings, consultation sessions
	Monitoring and Evaluation Specialists	Outcome assessment, data collection	Medium	Medium	Regular data reporting, feedback loops
Conflict Resolution and Mediation Roles	Internal Facilitators / Org Development Consultants	Team harmony, intercultural understanding	Medium	Medium	Facilitation sessions, mediation workshops
	Cross-Cultural Trainers	Cultural competence, team collaboration	Medium	Medium	Training workshops, intercultural communication tools
Knowledge Management and Learning Teams	Knowledge Management Teams	Lessons learned, knowledge sharing	Medium	Medium	Documentation systems, knowledge-sharing platforms

Local NGOs / Civil Society Organisations (CSOs)	Local NGOs / CSOs	Cultural adaptation, community advocacy	Low-Medium	Medium	Partnership building, community outreach, advocacy
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This Stakeholder Matrix categorises stakeholders based on their level of power/influence and interest. It helps determine the appropriate engagement strategy for each group

Figure 2: Stakeholder Matrix Mapping Power and Interest Levels



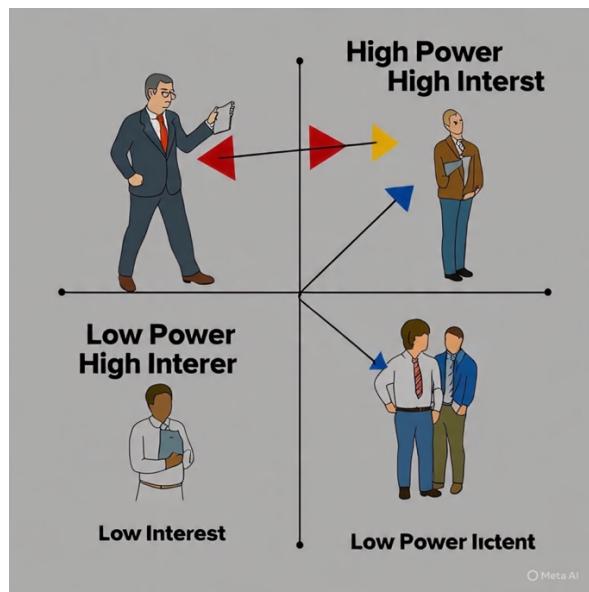
Stakeholder Engagement Strategies

Engagement strategies are tailored to stakeholder categories considering their influence and impact:

- **High Influence / High Impact (e.g., Project Manager, Executive Leadership):** Engage closely through frequent updates, strategic meetings, and active involvement in decision-making (Within3, 2024).
- **Medium Influence / High Impact (Regional Teams, Local Health Workers):** Empower through inclusive decision-making, training, and adaptation of technology to local contexts to increase buy-in and reduce resistance (Ng et al., 2019).
- **Low Influence / High Impact (Patients, Community Members):** Engage via community outreach, awareness campaigns, and culturally sensitive communication to build trust and acceptance.
- **High Influence / Medium Impact (Donors, Finance Teams):** Maintain transparency with regular reporting and milestone tracking to ensure continued support.
- **Medium Influence / Medium Impact (Conflict Resolution Roles, HR):** Provide facilitation and training to improve intercultural collaboration and resolve disputes.

This approach aligns with the five-layer engagement model: inform, consult, involve, collaborate, and empower (Within3, 2024).

Figure 3: Power-Interest grid

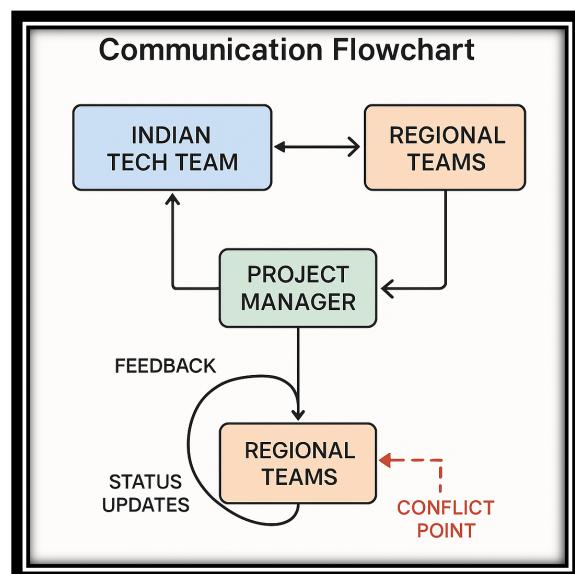


4. Explanation of Approach and Techniques Used

The stakeholder identification and analysis process followed a systematic approach:

- **Contextual Understanding:** Recognising the decentralised and culturally diverse nature of the project informed the broad stakeholder identification (Ng et al., 2019).
- **Comprehensive Listing:** Internal and external stakeholders were identified through project documents, organisational charts, and consultation with team leads (Freeman, 1984).
- **Stakeholder Analysis:** Interests, influence, and impact were assessed using qualitative data and the power-interest grid framework to prioritise engagement (Within3, 2024).
- **Engagement Strategy Development:** Strategies were crafted to address stakeholder concerns and leverage their influence, emphasising collaboration and empowerment to overcome resistance, especially regarding technology adoption (Tractivity, 2024).
- **Conflict Resolution and Knowledge Management:** Special roles were identified to mediate disputes and capture lessons learned, essential in a global, multi-team project (Within3, 2024).

Figure 4: Flowchart to illustrate pathways, feedback loops, and conflict points between teams



Communication plan

Effective Communication among stakeholders is essential throughout the life cycle of the project to ensure sustainability, community acceptance and overall success (Akinwale, Odunaiya and Soyombo, 2024). Below is a breakdown of the communication plan for Health First project, which includes communication objectives, communication channels, frequency and time communication, key messages, and escalation procedure tailored to each stakeholder group based on their interests, roles and information needs.

Stakeholder communication objectives

1. To inform stakeholders on implementation of the project and its progress
2. To consult and seek input on decisions
3. To collaborate and partner with stakeholders for joint decision making
4. To empower stakeholders to take initiative and lead efforts

Table 2: Stakeholder communication

Stakeholders	Communication channels/methods	Frequency and Timing Communication	Key messages and information
Executive Leadership (CEO, Board)	Virtual meetings, emails and reports	Monthly	- Strategic alignment and Impact Report - Budget performance and risks - Milestone updates
Project manager	Virtual meetings, emails and reports	Monthly	- Overall project progression - Escalated risks, issues and resolution strategies. - Coordination plans across functional teams - Budget status and resource utilization status
Project Coordinators	Virtual meetings, emails	Weekly	- Resource allocation - Regional timelines and deliverables - Implementation challenges
Implementation Teams	Workshops and emails	Monthly	- Deployment Progress - Local adaptation - Technical guidance

India-based Tech Team	Virtual meetings, and emails	Quarterly	- Feedback on the system's performance - Integration timelines - Training schedules
Human Resource Team	Meetings, and Emails	Monthly	- Staff recruitments - Staff performance monitoring - Staff well-being and engagements
Community Health Coordinators	Virtual meetings, in-person meetings, emails	Monthly	- Support materials - Local engagement - Feedback Channels
Local Health workers and Clinic Staff	Emails, Seminars	Quarterly	- Training schedules - Reporting procedure System usability guidance
Donors and Funders	Virtual meetings, emails, reports	Quarterly	- Use of funds - Impact statistics - Success stories
Technology Vendors/ Partners	Meetings, emails	Upon request	- Service level agreements and updates - Integration specs - Support escalation process
Monitoring & Evaluation	Meetings, emails and reports	Bi-Weekly	- Evaluation findings and lessons learned - Updates on M&E tools, framework and timelines - Recommendations based on monitoring results
Internal Facilitators / Org Development Consultants	Virtual meetings, emails, reports	Monthly	- Workshop objectives, schedules and participation updates - Learning outcomes and capacity-building - Coordination with implementation teams and local leads
Cross-Cultural Trainers	Virtual meetings, emails, reports	Monthly	- Cultural awareness and sensitivity training updates - Key cultural barriers and facilitators impacting project implementation - Participant feedback on training effectiveness
Patients in Rural Communities	Community meetings	Monthly	- Benefits of telehealth - How to access services - Service availability

NGOs and Civil Society Organisations	Virtual meetings, emails and reports, Webinars	Monthly	- Partnership opportunities - Cultural alignment efforts - Community responses
Communications and PR TEAM	Emails and reports	Monthly	- Internal messaging - Crisis communication strategies - External Campaigns

Figure 5: Escalation Procedures for Addressing Stakeholder Concerns



1. Issue Raised by Stakeholder

- A concern is identified by any stakeholder (e.g., technical problems, budget delay)
 - The issue is reported to the designated local or regional coordinator via the agreed communication channel (e.g. email)
2. Assessment by Project Coordinator
 - The coordinator evaluates the urgency and scope of the problem
 - If the issue is within their scope, they address it and give an update to the stakeholders
 - If it's beyond their control, the issue is escalated to the project manager.
 3. Project Manager Intervention
 - The project manager will review the issue, investigate the cause and propose a solution.
 - If necessary, involves the necessary departments (e.g. M&E, Tech)
 - Communicates resolution steps to stakeholders
 - If the issue has any strategic implications, it is escalated further.
 4. Escalation to Executive Leadership
 - If unresolved or affecting project-wide success, the Project Manager escalates the issue to the Executive Leadership (CEO, COO or CTO).
 - Leadership makes high-level decisions, reallocates resources and adjusts the strategy as needed.
 5. Board-Level Resolution
 - For critical risks such as reputational damage, donor withdraw or non-compliance, Executive leadership consults or informs the Board of directors.
 6. Feed-back loop
 - Once resolved, the solution is communicated back down the chain to the initial stakeholder
 - The issue is documented for the purpose of learning and future risk mitigation.

Conclusion

Understanding the roles, interests, and influence of each stakeholder is not just a planning step, it's central to keeping the project grounded, inclusive, and adaptable. The matrix provides a starting

point for ongoing engagement, helping ensure that no key voice is overlooked. As the project evolves, so too should our approach to stakeholder involvement, responsive to changing needs, power dynamics, and local realities.

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