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## Challenges and Success Factors of Stakeholder Management in Metropolitan, Municipal and District Assemblies (MMDA's)

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### Abstract:

*The essentialities of stakeholder management have been widely underestimated in the Ghanaian sector. However, this is a requisite for metropolitan, municipal and district assemblies. Nonetheless, this type of management has been very unsatisfactory due to certain challenges in adopting proper management procedures. If stakeholder management is widely considered in the important sectors of the country, there definitely would be progress and growth as its successes would be very much evident to all. Therefore, this study focuses on the challenges of these stakeholder management procedures in metropolitan, municipal and district assemblies in mining areas as well as its success factors.*

**Keywords:** Stakeholder management, Metropolitan Municipal and District Assemblies (MMDAs), decentralization, mines

### 1. Introduction

The Birim North District was carved out of the former Birim District Council in 1987 as part of the government's decentralization programme to promote effective decentralized governance and speed up the development of the area (Ankisiba, 2013). In the past, Antwi (2010) mining constituted one of the main forms of livelihood to inhabitants in the Birim North District. This was done without conflicts between agriculture and mining, which formed most of the labour force. Most mining industries and individuals in Ghana are using mining methods to exploit mineral resources which are negatively affecting socio-economic development (Aryee *et al.*, 2003).

Stakeholder management is essential for success of MMDA activities and projects. It is natural for the stakeholders to attempt to affect the Assembly according to their individual interests (Ameyaw *et al.*, 2012; Tengan and Aigbavboa, 2017). Thus, stakeholder management is indispensable to control the negative impacts of stakeholders, maximize the perceived benefits, and achieve overall development in the Assembly (Álvarez-Gil *et al.*, 2007). However, stakeholder management is unsatisfactory over the past years due to the deliberate legislative complication, ambiguity, and insufficient engagement of stakeholders. MMDA having unclear objectives of stakeholder management, encounter difficulties in adopting proper management procedures.

This study will focus on identifying the challenges in stakeholder management by MMDA's in mining areas as well as highlight on the success factors of stakeholder management in MMDA's particularly in mining communities.

#### 1.1. Local Government

There is no universally accepted definition of Local Government, as the definitions tend to be unique to each country. Local Government consist of those functions, which are carried out by local authorities, local authorities carry out Local Government functions. The country has divided into cities, municipal assemblies and local council areas in the post-independence era (Antwi-Boasiako, 2010). The Provisional National Defence Council (PNDC) has started the current decentralization and Local Government policy from 1988 (Agyenim and Gupta, 2012). This is an Administration that brings government and governance closer to the people (Antwi-Boasiako, 2010) Bawole and Ibrahim, 2017). In Ghana Metropolitan, Municipal and District Assemblies (MMDAs) are partners to the central government in the national development (Ahwoi, 2010; Egbenya, 2010).

#### 1.2. Decentralization in Ghana

The decentralisation process in Ghana was initiated in 1988 when the PNDC Law 207 provided legal and institutional direction to constitute the first District Assemblies (Ahwoi, 2010). Many developed and developing economies have focused on decentralisation of the operations of the government with the sole objective of ensuring efficiency and effectiveness of the administration of state-owned resources. Inherent benefits of mining are usually located in remote sites, mining companies have had to invest in considerable physical and social infrastructure such as roads, schools, hospitals, electricity, and water supplies as part of their corporate social responsibilities. Communities within mine locations have generally been beneficiaries of some of these facilities (Teschner, 2012). After decentralisation reforms started in Ghana, at the end of 1970s, many steps have been taken by the Ghanaian governments to decentralise authority (Dick-Sagoe, 2012). It increases the autonomy of sub-national officials (Charbit, 2011; Mansuri and Rao, 2012).

According to Li (2016), decentralisation as the transfer of authority to plan, make decisions, and manage public functions from a higher level of government to any individual, organisation, or agency at a lower level. Decentralization emerged as a better option to effectively reach the people under a particular jurisdiction. Also, decentralization has been accepted by most policy makers as the antidote to centralization despite limited evidence to support decentralization and how to reap its potential benefits.

South Africa's, decentralization was also geared towards rebuilding a new environment to enhance a democratic, integrated and truly non-racial society and this was as a result of the apartheid rule in the country (Siddle, 2011). In Uganda, following from two dictator's regime, decentralization was a democratic reform with the aim of transferring political, administrative, financial, and planning authority and encouraging popular participation and accountability of the local people. Additionally, Rwanda's decentralization resulted from the horrifying genocide experience and decentralization came in to provide the right atmosphere for government and people to battle poverty and enhance peaceful reconciliation through the empowerment of the people at the grass root level (Chemouni, 2014; Williams, 2017).

#### Legal Framework of Decentralization in Ghana

Good governance is a vehicle for the state, the private sector and civil society to participate in the decision-making process and articulate their interests and priorities and reconcile their differences as well as manage internal tensions and disputes. Good governance is also key to addressing the underlying conditions such as poverty, inequality and social exclusion that generate conflict.

Ghana's Decentralization has the backing of the 1992 Constitution (Act. 240) which states that Ghana shall have a system of local government and administration which shall as far as practicable, be decentralized. The Sub-District level of decentralization means delegation of functions which is given in Article 240 (2) of the constitution where the sub-district levels may undertake activities assigned to them by the District Assemblies or by law (Antwi-Boasiako, 2010).

The Structure of Ghana's Local Government System is made up of a four-tier Metropolitan Assembly and a three-tier Municipal or District Assembly. This is followed by the Urban or Town or Area Council and lastly the Unit Committee. The Regional Coordinating Council comes first on the ladder of the Structure followed by the Metropolitan, Municipal and District Assembly, Urban or Town or Area or Zonal Council and at the bottom of the structure is the Unit Committee (Antwi-Boasiako, 2010; Awortwi, 2011).

## 2. Implementation of Administrative Decentralization in Ghana

Administrative decentralization entails the transfer of personnel from the central government ministries and agencies to sub-national structures of government to perform functions and responsibilities on behalf of government. The transfer here usually involves professionals and bureaucrats who are responsible for taking routine decisions on behalf of government and are answerable to the central government at the end of the day (Ankamah, 2012).

### 2.1. Stakes and Stakeholders

A stake is an interest or a share in an undertaking while a stakeholder is an individual with a stake. Besides, stakeholders are individuals or groups that benefit from an organisation. Stakeholders affect and are affected by an organisation and its activities. Organisations frequently rely on external stakeholders for resources, services, information, and so on. Interaction with several stakeholders is essential as organization operation is going on (Chinyio and Olomolaiye, 2010; Garvare and Johansson, 2010).

Despite the 'apparent clarity' and general applicability of the stakeholder concept (Antonacopoulou *et al.*, 2005), there is a continuing lack of agreement about who should be regarded as a stakeholder (Mitchell *et al.*, 1997; Freeman, 2004) due to ongoing definitional ambiguity (Laplume *et al.*, 2008). A stakeholder in an organization is any group or individual who can affect or is affected by the achievement of the organization's objectives. Greenwood and Van Buren III (2010) defines stakeholders through risks, because he states that voluntary stakeholders bear some form of risk because of having invested some form of capital, human or financial, something of value, in a firm. Involuntary stake holders are replaced at risk because of a firm's activities. But without the element of risk there is no stake.

The relationships between stakeholders and the firms have also been defined either more broadly or more narrowly. Some stakeholder definitions narrow stakeholders to only those who are participants in exchange relationships. Stakeholders can also be defined through their informal relationships and moral claims towards the organization. These views consider the development and sustainment of moral relationships with stakeholders as the firm's responsibility. Consequently, such views resemble the ideas of corporate social responsibility (de Lange *et al.*, 2012; Johnson-Cramer *et al.*, 2017).

Stakeholders are either resource providers for the firm, or those who are dependent on the firm. Categorization stakeholders are those who have a concrete and real stake in a company. Stake watchers do not really have a stake themselves, but they protect the interests of real stakeholders. Typical examples of stakeholders are unions and community pressure groups. Conclusively, independent stakeholders who have no stake in the firm but have influence and control, such as governments, regulatory agencies, and certification organizations. The opportunity to use a particular strategy, stakeholder's experience or expertise of a particular influence strategy, potential alliances in support of a particular strategy is an important determinant that influence the stakeholder's influence strategy selection (Freeman, 2010).

### 2.2 Critical Success Factors (CSF) for Stakeholder Management

Decision-making took an unduly long time because these bodies had to refer decisions on most matters of any significance to a ministry in Accra, which bogged down with matters of national significance was unable to react quickly enough to problems referred from the local level, thus causing the tempo of activity to be slow (Ahenkan *et al.*, 2013; Osei-

Kyei and Chan, 2017). The local government bodies were vested with authority specifically for local matters and had grown up alongside the central government agencies that operated at the local level. They were required to provide municipal services and amenities in their localities without regard to whether they had the resources to deliver. These bodies lacked personnel with the requisite skills and professional expertise. Unable to raise funds to meet their obligations and attract able and competent officers, the local government bodies only succeeded in creating for themselves an unpleasant image, in most cases, of ineptitude and incompetence. Identification of sufficiently important stakeholders, and warranting information gathering concerning expectations is critical to meet the challenge of project stakeholder management (Ahenkan *et al.*, 2013; Osei-Kyei and Chan, 2017).

Critical success factor (CSF) is necessary for an organisation or project to achieve its mission. It is a critical factor or activity prerequisite for confirming the success of an organisation or project. Organisations are expected to disclose information to their stakeholders as a show of trust. Therefore, information is required to provide stakeholders and organisations with the opportunity to make decisions. The world has changed from a trust me culture where stakeholders had complete faith in the organisation acting in their best interest. Of recent there are demands that highlight a show me culture. Stakeholder engagement and dialogue leads to organisations becoming more transparent and accountable to stakeholders (Ika *et al.*, 2012).

### 2.3. Precondition Factor

External stakeholders that may affect the project, or are affected by the project, form a relevant part of the international project's environment that calls for firm managerial attention. The main objective of this thesis is to contribute to project research by bringing new valuable information and theoretical understanding of how external project stakeholders try to influence the project and how a focal project manages external stakeholders in the context of international projects. With these roles enshrined in the Act, however, there seems to be confusion among the key players in the Assembly. Awareness of pollution and environmental issues become increasingly important. Nowadays, project developers cannot just think of making huge profit margin from the projects but need to consider the environmental expectation as well. Therefore, sustainable development become important gradually to ensure the balancing between economic and environmental (Adjarko *et al.*, 2014).

### 2.4. Stakeholder Estimation

The notion of stakeholders was originally introduced to the mainstream general management. Ever since, the role of stakeholder management as a central project management process has strengthened, and today even the concept of project management is defined through stakeholders as the process of adapting the specifications, plans, and approaches to the different concerns and expectations of the various stakeholders. It is crucial for project management team to perceive the stakeholders' attributes from the perception of power, urgency, and proximity, so that different level of attention could be considered (O'Riordan and Fairbrass, 2014).

### 2.5. Information Inputs

International engineering projects that cross-national boundaries play a key role in the creation of wealth and wellbeing around the world. As roads are being built, telecom networks implemented, power plants and other facilities developed, the possibilities for economic growth increase, particularly in emerging economies. The number and complexity of international engineering projects has been growing rapidly over the last few decades. It is important to identify a well-defined goal especially at the early or beginning of every project phase to achieve project objectives or deliverables. Project managers in a project must have knowledgeable and logical skills to identify of the stakeholders who are related to the project and try to work with them within the project. The nature of construction is complex because of various stakeholders' interest to be fulfilled such as return on investment, project deliverables with high quality, project completed within budget and schedule (Aaltonen, 2010; Freeman, 2010).

### 2.6. Decision-making

After setting up rules and regulations, standards, and procedures to direct employees towards the achievement of the organization's mission and vision, the next thing to do is to effectively communicate the rules to civil servants and other stakeholders (Carney *et al.*, 2011).

### 2.7. Sustainable Support

Local governments in Ghana play very important roles with actors in the administration and development at the local areas. Some of these roles include providing a range of local services, creating space for citizen participation and civic dialogue, achieving environmentally sustainable local development, and facilitating outcomes that enrich the quality of life of residents (Antwi, 2013; Gilbert *et al.*, 2013; Agyemang-Duah *et al.*, 2018).

## 3. Theoretical Framework

In this section, principal concepts, and theories relevant for the study will be explained. Many research works have sort to understand, analyse stakeholder management procedures. After almost 40 years in practice, the concept of stakeholder management and the stakeholder theory in an influential volume that accelerated a fundamental shift in how governmental agencies were conceptualized (Donaldson and Preston, 1995). Freeman (1984) in one of the most frequently quoted studies in stakeholder theory, defines a stakeholder as 'any group or individual who can affect or is affected by the achievement of the organization's objectives'. Bryson (1995) expanded the definition in the following way:

'A stakeholder is defined as any person, group, or organization that can place a claim on an organization's attention, resources, or output or is affected by that output'. Freeman referred to his stakeholder approach as a concept rather than a new theory. Stakeholder management processes in community settings focuses on the significance of stakeholder identification, classification and analysis and the management approach. The elementary view of stakeholder theory is that a project has relationships with many individuals, groups, and organisations in its external environment. These individuals, groups and organisations affect project decisions. Stakeholder theory tries to answer the essential question of which stakeholder or group of stakeholders need attention. It provides a solid base for identifying and classifying stakeholders. Thus, understanding their behaviour to ensure better management. The foremost stakeholder management is to involve stakeholders in the decision-making process (Freeman, 2010).

As part of the stakeholder management process, Mitchell et al. (1997) argue that organizations must recognize and evaluate their stakeholders. Bryson (1995) suggested a six-step process for scanning organizational environment. Public-private partnerships is a great way to provide various forms of services (Freeman, 2010). In Ghana, MMDA's play an important role with actors in the administration and development in many mining communities. Nonetheless, actors, practitioners and decision-makers at the local level do not have adequate information and knowledge on the functions and responsibilities of the MMDAs. There are some stakeholders who do not have enough information to understand the workings of the District Assembly to effectively participate in the decision-making process. This situation creates an atmosphere of stakeholder management procedure malfunction. Without community participation, there is obviously no accountability, no development, and no programme. It is about increased citizens' involvement in and influence over local governance. The challenges associated with MMDA's, Assembly Members and other stakeholders is huge (Aryee, 2012; Amoatey and Hayibor, 2017).

Although different theories have been proposed to understand the concept of conflict, R. Edward Freeman Detailed Stakeholder theory of organizational management as morals and values in managing an organization, and here MMDA's. He identifies and models the groups which are stakeholders of a corporation, and both describes and recommends methods by which management can give due regard to the interests of those groups Research Design

Through this study, lessons will be highlighted in terms of the functioning of some officials and employees within the Local Government Service (LGS) and finally other stakeholders playing various roles and their perspectives having explored their attitudes for over a period of three (3) months of the research.

One significant merit of using a case study is to get detailed information that can be used to expand one's understanding of issues and possibly generalize events happening in the study District or regions. It is the researcher's opinion that detailed analysis of the dynamics of the Birim North District would provide enough information to this effect.

### 3.1. Profile of the Study Area

The Birim North District is bounded to the north by Kwahu West district, to the south by Akyemansa district, to the east by Atiwa and Kwaebibiri districts and to the West by Asante Akyem South and Adansi South Districts all in the Ashanti Region. It has an estimated population of 7,142 people. It is the third largest urban centre in the District. 73.5 % of the working population are involved in agriculture. The district has large quantities of gold in the Southern part. Another major advantage which the mining activities will bring to the district is its potential employment avenue. The Assembly in 2018 solicited the service of Land Valuation Board in the valuation of properties in the district. The exercise saw the valuation of properties from five communities in the district which included Newmont Akyem Mines, New Abirem, Afosu, Hwea, kwae and Adausena. As a result of the valuation exercise there was an increase in the property rate paid by Newmont from GH¢ 365,000.00 (2017) to GH¢ 1,542,232.08 (2018).

The Assembly is also expecting another fund called the mineral development fund. According to Siaw (2017) mining in Forest Reserves will be responsible for paying a 0.6% increase in royalties applicable to their operations. Given that the Akyem project involves parts of the Adjenua Forest Reserve, Newmont is required to pay 0.6% increase in royalties. Fifty percent (50%) of these additional funds shall be managed by the Forestry Commission and will be used to cover expenses of the work of the Liaison Group. The other 50% of the additional funds will be managed by the Group to provide compensation to local communities. Payments to the funds will follow the same conditions as Royalties. The fund is estimated to be around GH¢ 101,273,966.90 where 50% (50,636,983.45) will be used for monitoring and the other 50% for infrastructural development in the district. This expected revenue will further assist the Assembly in its development efforts by way of providing social infrastructure such as schools, water and sanitation facilities, health, roads among others to its citizenry (GSS, 2014). The General Assembly is headed by an elected Presiding Member with the District Coordinating Director as the Secretary. The Assembly has two committees (Executive Committee and Public Relations Complaint Committee).

### 3.2. Population Size

In research with reference to this study, selection of an appropriate sample size is very critical. A research population can be defined as the totality of a well-defined collection of individuals or objects that have a common, binding characteristics or traits. The population for this study comprised of all those who are involved in MMDAs activities within the Birim North District. The study population comprises some officials and employees within the Local Government Service (LGS) and finally other stakeholders playing various roles in the Birim North District. The main reason for using this category of people is that their activities directly or indirectly have a bearing on stakeholder management within the Birim North District which is the scope for the study. The population within the study area is 300. Using a census sampling technique, the sample size for the study is also 300 respondents.

### 3.3. Primary Data

The main research instrument to be employed during the study is a questionnaire. This was done with the focus on the objectives set in the study. The primary data will be collected from the selected respondents within the sample frame in the research population (Creswell, 2014). The questionnaire will be structured with both close-ended and open-ended questions.

Questionnaires were used to collect data on social economic and demographic characteristics of the respondents. The variables included maternal age, marital status, residence, levels of education and occupation. Other parts of the questionnaire will include stakeholder management procedures, key issues in stakeholder management and success factors of stakeholder management in MMDAs particularly in mining communities.

Interviews will be conducted to enable the researcher sought some information and response for various research questions. Interview provides the interviewer more flexibility and also certain confidential information the interviewer might not have out into writing using questionnaire (Kumekpor, 2002). According to Kumekpor (2002), an interview affords the interviewer the opportunity to explain the purpose of the investigation and can explain more clearly just what information she/he wants.

The second instrument for data collection will be formal interviews. It is a method that involves questioning of respondents either individually or as a group. This method will be used for some Government agency staff, policy makers and experts in the mining sector who have limited time responding to questions. The use of this method for this category of staff will ensure a high response rate than the administered questionnaire only.

To ensure validity and reliability, the items for the interview will be trial tested in other communities who are not part of the research. The revised interview guide will be scrutinised by the researcher's supervisor for advice and improvement before data collection.

In terms of recruiting study participants, purposive sampling technique was used. The choice of this technique was due to the fact that the researcher believed that the study would collect rich and accurate information from the subject under study (Cohen and Manion, 2007).

### 3.4. Data Collection Instrument

The study involved the use of both formal and informal open/close ended questionnaires as the main instrument with officials, employees within the LGS and stakeholders playing various roles in selected District for primary data collection, while observing. Also, secondary data from publications, published and unpublished research documents, web based research will be sourced. Face-face interviews will be undertaken for officials, employees within the LGS and stakeholders who are indirectly or directly affected by mining activities.

### 3.5. Limitation of Study

The study is limited to only officials, employees within the Local Government Service (LGS) and other stakeholders within the MMDA's setup.

### 3.6. Validity and Reliability of Item

L. Cohen *et al.* (2011) point that reliability includes how dependable, consistent, and how an instrument can be replicated over time and over group of respondents. It comes along with precision and accuracy of the instrument; a reliable instrument will yield similar data or response from similar respondent over time.

The term validity and reliability are used to establish the quality of research instrument for any instrument to be considered useful, it should produce data that is trustworthy and meaningful so that results obtained could be generalised in other settings (Creswell, 2014). This implies that, instruments used to conduct a study should go through validation to check their authenticity. To enhance validity of this study, the researcher will validate the instruments by discussing the questionnaire, observation, and interview guide with the supervisor, checking whether each item was related to what it was supposed to measure. The supervisor checked whether the questions were relevant, precise, worded precisely and if there was any ambiguity in the questions so that test items could be interpreted correctly by respondent (Cohen and Manion, 2007).

#### Data Analysis and Management

The data collected was examined by reading all responses from the respondent. Coding systems are designed to organize data that were received, in meaningful and manageable categories before any qualitative analysis takes place.

Qualitative data analysis techniques were used to analyse the collected data. Based on the content analysis, the qualitative data from the interview and the open questions were explained in the form of comprehensive statements. Content analysis is a technique that analyses both qualitative and quantitative data in an inductive or deductive approach. According to Lauri and Kyngas (2005), the inductive approach is employed where there is scanty or patchy literature on the phenomenon under study. An approach based on inductive data moves from the specific to the general, so that specific situations are observed and included in a general statement (Chinn & Kramer, 1999). The researcher used the inductive approach to analyse the qualitative data at the preliminary stage. As a result of this, deductive approach moves from the general to the specific (Burns & Grove, 2005). The deductive approach to qualitative data analysis was later used. Codes were developed to represent the recognized themes in relation to the raw data.

## 4. Results and Discussion

### 4.1. Key Issues in Stakeholder Management

50.0% strongly agreed and 50.0% agreed that MMDAs can identify, prioritize, and engage key stakeholders in development issues and Assembly activities. 5.67% of the respondents disagreed that the MMDA can attend to all stakeholders' interests and concerns, yet 58.0% of respondents strongly agreed. 13.67% of the respondents disagreed that the MMDA is aware of all stakeholders' power and influences during management of various procedures involving them, yet 64.67% of respondents agreed against the initial disagreement. In responding to questions asked on the extent of their involvement in addressing issues/problems of the MMDA. One of respondent explained that he:

*'Asking relevant questions on the projects about to be delivered.'* (Chief)<sup>1</sup>

Another respondent explained that:

*'Through making contributions and asking questions.'*<sup>2</sup>

Also, some of the respondents (22.67%) disagreed that change of stakeholder impact and participation throughout MMDA engagements and procedures affect MMDA work schedule and timelines, yet 58.0% of respondents strongly agreed. 59.0% of the interviewed respondents strongly agreed that MMDA staff and various stakeholders can manage highly effective communications during some projects and activities. Table 1 shows this.

Variables	Frequency (%)				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Identify, prioritize, and engage key stakeholders	--	--	--	50.0	50.0
Attend to all stakeholders' interests and concerns	--	5.67	--	36.33	58.0
Aware of all stakeholders' power and influences	--	13.67	--	64.67	21.67
Change of stakeholder impact and participation throughout MMDA engagements and procedures	--	22.67	--	19.33	58.0
Build and maintain mutual trust relationships	--	--	--	51.0	49.0
Manage highly effective communications	--	--	--	41.0	59.0
Demonstrate good leadership, with clear vision and direction	--	--	8.0	27.33	64.67
Understand organisational cultures, styles, and structures	--	--	--	67.0	33.0

Table 1: Issues in Stakeholder Management

Source: Field Data, 2019

Members of the Unit Committee explained that the main difficulties they faced in involving in proper stakeholder management procedures and planning processes, in their words:

*'Selfish interest of some opinion leaders, since they won't be direct beneficiaries.'*<sup>3</sup>

Another Assembly Member stated:

*'Over expectation.'*<sup>4</sup>

An Opinion Leader stated:

*'Resistance to change, they prefer the way they are working and don't see the value of changing.'*<sup>5</sup>

Table 2 highlights some issues that have risen in handling management procedures, between MMDAs and various stakeholders within their mining communities. 38.67% strongly agreed that some projects have been abandoned, nonetheless 25.0% of respondents interviewed taught otherwise by strongly disagreeing. In terms of slow information flow between parties, (5.67%) strongly disagreed, (5.67%) disagreed, (13.67%) neutral, (20.33%) agreed and finally (54.67%) strongly disagreed. Some of the respondents (13.67%) strongly disagreed, (20.33%) disagreed, (9.0%) neutral and (57.0%) agreed that delays and cost overruns was caused due to management procedures involving stakeholders. 34.0% and 27.33% of respondents respectively agreed and strongly agreed that inadequate resources are assigned to projects in the Assembly. Similarly, 43.33% and 36.33% of respondents respectively agreed and strongly agreed that additional works are most often carried out by stakeholders who have been engaged by the Assembly. Nonetheless 62.67% of the respondents strongly agreed that some projects or activities carried out were rejected by community members or end-users.

In terms of slow decision making between Assembly and its stakeholders, (25.0%) strongly disagreed, (13.67%) disagreed, (5.67%) neutral, (16.0%) agreed and finally (39.67%) strongly disagreed. Additionally, 59.0% of respondents interviewed agreed that poor communication was a major issue in the activities and procedures of the MMDA. Ultimately, 14.67% of respondents strongly disagreed that change in the scope of work affected management procedures within the MMDA as shown Table 2.

<sup>1</sup> Respondent 7, Interview with Opinion leader.

<sup>2</sup> Respondent 9, Interview with researcher at Akoase

<sup>3</sup> Respondent 3, Interview with researcher at Ofoase

<sup>4</sup> Respondent 10, Interview with researcher at Ntronang

<sup>5</sup> Respondent 11, Interview with researcher at New Abirem

Variables	Frequency (%)				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Abandoned projects	25.0	--	5.67	30.67	38.67
Slow information flow between parties	5.67	5.67	13.67	20.33	54.67
Delays and Cost overruns	13.67	20.33	9.0	57.0	--
Struggle to clearly define the project objectives	14.67	--	22.67	41.0	21.67
Inadequate resources assigned to the project	13.67	5.67	19.33	34.0	27.33
Additional works	14.67	5.67	--	43.33	36.33
Rejected projects by end-users/community	--	5.67	9.0	22.67	62.67
Slow decision making	25.0	13.67	5.67	16.0	39.67
Poor communication	--	5.67	5.67	59.0	29.67
Changes in the scope of work	14.67	--	11.33	27.33	46.67

Table 2: Other Issues in Stakeholder Management  
(Source: Field Data, 2019)

A respondent explained their quest to overcome difficulties in stakeholder management procedures:

*'Communicating effectively, agreeing on the best method of communication to make projects clear to all stakeholders through videos...'*<sup>6</sup>

Another said:

*'It can be overcome through project team brainstorming and snowball approach (through peers) ...'*<sup>7</sup>

#### Success Factors of Stakeholder Management

Stakeholder management affects the success or failure of any undertaken endeavour within the community. 50.0% strongly agreed and 50.0% agreed that MMDAs can manage stakeholders with social responsibilities and assembly activities. Most of the respondents (71.67%) agreed that MMDAs had assess stakeholder attributes during the process to develop their communities. Some respondents (39.69%) agreed that MMDAs have assess stakeholder behaviour during management procedures. 58.0% of the respondents stated that they can predict the influence of stakeholders accurately, whilst 5.67% of the respondents are neutral.

58.0% of the respondents interviewed agreed that MMDAs can analyse conflicts and coalitions among stakeholders, similarly some strongly agreed (36.33%) to this fact. Most of the respondents interviewed agreed (59.0%), whilst 27.33% strongly agreed that the Assembly has formulated a well-defined project goal particularly in many mining areas.

One respondent explained that a specific approach to facilitate better involvement in the stakeholder management was:

*'Building trust between the stakeholders and the MMDAs and making them feel a part of the project.'*<sup>8</sup>

A good example of successful projects executed by the MMDA's in the community due to proper stakeholder engagement approach as mentioned above includes a new market and lorry station project at New Abirem. The project was embarked on with the need analysis with the stakeholders, it was realised that the guiding principle for the success of any project is based on the felt need of the people, this was established during face to face interview with a community member and an opinion leader, They further stated that during the execution of the above new project, the Birim North District Assembly engaged and identified the need of the community and prioritised same in order for which the community would expect them met, in the accomplishment of their development desires.

The success of the above project was achieved through the following stakeholder engagement procedures. Identifying the host community, having been directly affected by mining activities such as mine blasting, construction and other operational activities, the new community was identified, a community profile was developed to obtain information necessary to best describe the key behaviour of the community, also risk assessment was conducted to weigh the effect of the project on people and hoe the people will also affect the project.

Identification, mapping, and analysis of stakeholder- this provided the starting point in establishing the relationship required for successful project. The stakeholders were identified by listing relevant groups, organisations, and people. Analysis was done to understand the stakeholder perspectives and interest.

The stakeholders were approached strategically not reactive, since the people were to move from and old market to a new environment to operate. These people were therefore engaged early by the District Assembly to psyche their mind on the need to move to a new commercial area.

The district assembly was transparent in dealing with the stakeholders and comply with the law. According to an interview with some market women during the primary data collection, the assembly made sure any one they evacuated from the old marketplace was given a well-furnished shed, this enticed others who were reluctant to move to join the new market project.

As part of the MMDA's vision and mission lies 'inclusion' this was exhibited as part of the stakeholder management procedure for the execution of the project. Stakeholder were engaged from the initiation stage, their inputs were collected, analysed and the most appropriate were added to the design of the scope of work of the new projects.

<sup>6</sup> Respondent 4, Interview with researcher at New Abirem

<sup>7</sup> Respondent 12, Interview with researcher at Ofoase

<sup>8</sup> Respondent 5, Interview with researcher at Ofoase

Continuous establishment of communication and engagement mechanisms that are effective, timely, transparent, and culturally precise or logical relevance to the project.

One of the Clergy in responding to question on specific approach to facilitate better involvement in the stakeholder management. He explained that:

*'... having effective communication with various community youth leaders, through sustainable mining agreements.'*<sup>9</sup>

Another respondent explained:

*'Demonstrating and building trust with stakeholders.'*<sup>10</sup>

Also, 62.67% of the respondents interviewed agreed that MMDAs can Explore stakeholders' wants and limitations during stakeholder management procedures, likewise some strongly agreed (13.67%) to this fact. Most of the respondents interviewed agreed (61.33%), whilst 21.67% were neutral that the Assembly predicts stakeholders' responds for executing strategies in several areas. Minority of the respondents (13.67) strongly disagreed that MMDAs can develop suitable stakeholder strategies. 63.67% of the interviewed respondents strongly agreed that MMDA staff well engage and communicate with stakeholders regularly, with clear vision and direction during some projects and activities. As shown in Table 2, 52.33% strongly agreed and 47.67% agreed that MMDAs can keep and promote a good working relationship with current and potential stakeholders. A higher proportion of respondents (62.67%) agreed that MMDA's analyse the shift in stakeholder power and interactions during the stakeholder management as one key critical success factor.

Variables	Frequency (%)				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Manage stakeholders with social responsibilities	--	--	--	50.0	50.0
Assess stakeholders' attributes	--	--	5.67	71.67	22.67
Assess stakeholders' behavior	--	--	27.33	39.69	33.0
Predict the influence of stakeholders accurately	--	--	5.67	58.0	36.33
Analyse conflicts and coalitions among stakeholders	--	--	5.67	58.0	36.33
Formulate a well-defined project goal	--	--	13.67	59.0	27.33
Identify stakeholders properly	--	--	--	46.67	53.33
Understand the area of stakeholders' interests	--	--	13.67	45.33	41.0
Explore stakeholders' wants and limitations	--	9.0	14.67	62.67	13.67
Predict stakeholders' respond for executing strategies	--	--	21.67	61.33	17.0
Compromise conflicts among stakeholders effectively	--	--	13.67	47.67	38.67
Develop suitable stakeholder strategies	--	13.67	8.0	28.33	50.0
Well engaging and communicate with stakeholders regularly	--	--	--	63.67	36.33
Keep and promote a good relationship	--	--	--	52.33	47.67
Analyse the shift of stakeholders' power and interactions during the stakeholder management	--	--	17.0	62.67	20.33

Table 3: Success Factors  
Source: Field data, 2019

Respondents also stated some strategies used to analyse the stakeholders in the MMDA:

*'Prioritize stakeholders-list people within organisations that are affected by various mining activities.'*<sup>11</sup>

Another respondent stated:

*'Identify the level of interest, power or influence of any project.'*<sup>12</sup>

Finally, the study sought to identify some challenges affecting success in stakeholder procedures in MMDAs and all other stakeholders. Some of the challenging factors identified include ineffective communication (4.0%), differences in stakeholder needs (4.33%), conflict of interest (9.67%), disagreement between beneficiary communities and some stakeholders (8.335), political interference (20.67%), poor decision-making procedures (4.0%), lack of vision and drive (4.0%), lack of co-operation (20.0%), fear of management failure (10.33%) and lack of good leadership (14.67%) as shown in Table 4.8.

A typical example of project that failed because of the above challenges is the HIPC water closet toilet facilities projects in about six communities in the district. The project was abandoned due to imposition of project on the stakeholders. By contemporary standard, for a community project to be executed without any hitch, it must have been initiated by the community members, through the face-to-face interview with some community members it realized that when community development projects are initiated by stakeholders in a particular community, there is the assurance that it had past the acid test of felt need and consultation disused. Also, the choice of site was also considered a factor for the failure of the aforementioned project. Since the host communities must be the custodian of the project, consensus must be reach on where the project is to be sited before embarking on it. This situation was encountered, and

<sup>9</sup> Respondent 6, Interview with researcher at Ntronang

<sup>10</sup> Respondent 7, Interview with researcher at Ntronang

<sup>11</sup> Respondent 8, Interview with researcher at Ntronang

<sup>12</sup> Respondent 8, Interview with researcher at Ntronang



the people mentioned that some of the projects were executed in the outskirts of the town, which is out of reach of many people, hence, abandoning the project.

Some Challenges	Frequency	Percentage (%)
Ineffective Communication	12	4.0
Differences in stakeholder needs	13	4.33
Conflict of interest	29	9.67
Disagreement between beneficiary communities and some stakeholders	25	8.33
Political Interference	62	20.67
Poor decision-making procedures	12	4.0
Lack of vision and drive	12	4.0
Lack of co-operation	60	20.0
Fear of management failure	31	10.33
Lack of good leadership	44	14.67

*Table 4: Challenges Affecting Success in Stakeholder Management*  
Source: Field Data, 2019

## 5. Conclusion

Stakeholder management affects the success or failure of any undertaken endeavour within the community. Most agreed that MMDAs can manage stakeholders with social responsibilities and assembly activities. Most of the respondents agreed that MMDAs had assess stakeholder attributes during the process to develop their communities. Some respondents agreed that MMDAs have assess stakeholder behaviour during management procedures. Higher proportion of respondents interviewed agreed that MMDAs can explore stakeholders' wants and limitations during stakeholder management procedures, likewise some strongly agreed to this fact. Most of the respondents interviewed agreed, whilst others were neutral that the Assembly predicts stakeholders' responds for executing strategies in several areas. Minority of the respondents strongly disagreed that MMDAs can develop suitable stakeholder strategies. Some interviewed respondents strongly agreed that MMDA staff well engage and communicate with stakeholders regularly, with clear vision and direction during some projects and activities. Some respondents agreed that MMDAs can keep and promote a good working relationship with current and potential stakeholders. A higher proportion of respondents agreed that MMDA's analyse the shift in stakeholder power and interactions during the stakeholder management as one key critical success factor.

Also, the study sought to identify some challenges affecting success in stakeholder procedures by MMDAs and all other stakeholders. Some of the challenging factors identified include ineffective communication, differences in stakeholder needs, conflict of interest, disagreement between beneficiary communities and some stakeholders, political interference, poor decision-making procedures, lack of vision and drive, lack of co-operation (20.0%), fear of management failure and lack of good leadership.

Finally, the study sought to outline how stakeholder management procedure can be improved, these include forming formal structures and institutional agreement for engaging various stakeholders in development project execution process. Furthermore, managing expectation from the community. This is one of the best ways of making sure the stakeholder's demands are reduced to 'reasonable limits' by effectively explaining and communicating to them on real issues. Some individuals are not well informed on real issues at hand of corporate mining and that may inform them in requesting for flamboyant demand. Therefore, an effective way to minimize these expectations is through the supremacy of effective communication and extensive public education.

This study also shows some critical success factors for stakeholder management procedures include communicating with and engaging stakeholders properly and frequently, identifying stake holders properly, keeping and promoting a good relationship, and formulating a clear statement of project missions.

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