

Mega Construction Projects: using stakeholder management for enhanced sustainable construction

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ABSTRACT : The need for mega construction projects development for accelerated socio-economic growth is long overdue for developing countries. Some studies have considered stakeholder management and sustainable construction concepts separately without exploring the simultaneous use for mega projects delivery. This paper reviews the two concepts and suggests a process for enhanced sustainable construction delivery. This paper forms part of a broader Ph.D. study on "Development of sustainable stakeholder management framework for construction projects" aimed at improving stakeholder management process and project delivery. A qualitative research method approach was adopted. An extensive literature review on stakeholder management and sustainable construction was conducted using filtering method for four major journals from the institution database. Identified concepts were developed into a conceptual framework and validated using face to face semi-structured interviews involving ten key stakeholders. The findings are that stakeholder management and sustainability concepts are yet to embrace. This paper suggests a seven-step approach for project managers. (1) Embracing stakeholder management and sustainability concepts, (2) identify stakeholder approach and sustainable principle to adopt, (3) identify and classify project stakeholders, (4) engage stakeholders, (5) analyze stakeholders, (6) manage stakeholders and sustainable principle, (7) monitor and support process.

Keywords: developing countries; mega projects; stakeholder; stakeholder management; sustainable construction

I. Introduction

The need for Mega Construction Projects (MCPs) in developing countries is critical for rapid economic growth. Governments, therefore, undertake educational, health, transport infrastructure among others for social and economic interventions. Through these, countries have experienced significant growth. Studies have revealed that the construction industry globally contributes about 5-10% of the gross domestic product (GDP) and 10% employment out of the total working population ^[1]. Ghana has witnessed the rapid development of MCPs in the urban areas, raising the question of sustainable construction (SC). The nature, scale, and complexity of these projects coupled with funding sources have resulted in several individuals, organizations and firms' involvement in the project development ^[2]. It is pertinent to note that these stakeholders relate to projects differently based on their salience to the project; urgency, power, and legitimacy. Newcombe ^[3] suggests stakeholders can be proponents or antagonist which raises the question of their management for positive impact on the project. With the construction industry embracing stakeholder management SM, the ability to successfully manage stakeholders, meeting their needs and satisfaction is a critical success factor. Researchers have suggested a systematic approach to identification, engagement, analysis and monitoring ^[4] though there is no such formal approach ^[5].

Du Plessis ^[6] suggests the need to address the impact of these MCPs in a way that they are socially and environmentally responsible, and further indicates the need to tackle these issues at the project development stages when creating these built environments. MCPs undoubtedly require large-scale natural and artificial resources impacting on the environment hence the need for sustainable construction to be employed. MCPs undertaking in development countries face human, managerial, political and sustainability challenges including Ghana. Though there are studies on stakeholder management process and sustainable construction respectively, there is no research on using SM process to achieve SC and besides for developing countries. This study which is a part of a Ph.D. dissertation on "Development of sustainable stakeholder management framework for construction projects in developing countries" aims at using SM process to enhance sustainable construction. It

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Table of Contents Mega Construction Projects Using Stakeholder Management

1. Understanding the eBook Mega Construction Projects Using Stakeholder Management
 - The Rise of Digital Reading Mega Construction Projects Using Stakeholder Management
 - Advantages of eBooks Over Traditional Books
2. Identifying Mega Construction Projects Using Stakeholder Management
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Mega Construction Projects Using Stakeholder Management

- User-Friendly Interface
- 4. Exploring eBook Recommendations from Mega Construction Projects Using Stakeholder Management
 - Personalized Recommendations
 - Mega Construction Projects Using Stakeholder Management User Reviews and Ratings
 - Mega Construction Projects Using Stakeholder Management and Bestseller Lists
- 5. Accessing Mega Construction Projects Using Stakeholder Management Free and Paid eBooks
 - Mega Construction Projects Using Stakeholder Management Public Domain eBooks
 - Mega Construction Projects Using Stakeholder Management eBook Subscription Services
 - Mega Construction Projects Using Stakeholder Management Budget-Friendly Options
- 6. Navigating Mega Construction Projects Using Stakeholder Management eBook Formats
 - ePub, PDF, MOBI, and More
 - Mega Construction Projects Using Stakeholder Management Compatibility with Devices
 - Mega Construction Projects Using Stakeholder Management Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Mega Construction Projects Using Stakeholder Management
 - Highlighting and Note-Taking Mega Construction Projects Using Stakeholder Management
 - Interactive Elements Mega Construction Projects Using Stakeholder Management
- 8. Staying Engaged with Mega Construction Projects Using Stakeholder Management
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Mega Construction Projects Using Stakeholder Management
- 9. Balancing eBooks and Physical Books Mega Construction Projects Using Stakeholder Management
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Mega Construction Projects Using Stakeholder Management
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Mega Construction Projects Using Stakeholder Management
 - Setting Reading Goals Mega Construction Projects Using Stakeholder Management

- Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Mega Construction Projects Using Stakeholder Management
 - Fact-Checking eBook Content of Mega Construction Projects Using Stakeholder Management
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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