



ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE

Assessment of stakeholder's management practice & challenges:
the case of 'Sign of hope/SoH Ethiopia' Multisectoral
Humanitarian projects.

BY
Solomon Demissie
GSD 3145/12

Advisor: Dr. Adane Atara
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Addis Ababa Ethiopia

Declaration

I, the undersigned, hereby declare that the work contained in this project work entitled “Assessment of stakeholder’s management practice & challenges: the case of ‘Sign of hope/SoH Ethiopia’ Multisectoral Humanitarian projects” is my own original work. All source of materials used for the study have been duly acknowledge. This study has not been presented for a degree in my university.

Solomon Demissie

Signature _____ Date _____

Letter of Certification

This Project work conducted by Solomon Demissie has been submitted for examination as with my approval as the university supervisor.

Research Advisor

Name _____

Signature _____

Date _____

Addis Ababa University School of Graduate Studies

This is to certify that the project work prepared by Solomon Demissie, entitled; An “Assessment of stakeholder’s management practice & challenges: the case of ‘Sign of hope/SoH Ethiopia’ Multisectoral Humanitarian projects” submitted in partial fulfillment of the requirement for the degree of Master of Art in project management complies with the regulations of the university and meet the accepted standard with respect to the originality & quality.

Signed by the examining committee

Internal Examiner **Solomon Markos (PhD)** Signature _____ Date _____

External Examiner **Maru Shete (PhD)** Signature _____ Date _____

Advisor **Adane Atara (PhD)** Signature _____ Date _____

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List of Abbreviations and Acronyms

BA	Bachelor of Art
BSc	Bachelor of Science
MA	Master of Art
MSc	Master of Science
PM	Project Management
R and D	Research and Development
SoH	Sign of Hope

Abstract

The objective of this research is to assess stakeholder's management practice & challenges. In the study, structured questionnaire was used to collect data from respondents who have direct & indirect involvement in the project works in the organization. The researcher used census with a total population of 35 respondents. out of these 33 respondents filled and submitted the questionnaire. Which represents 94.3% response rate. The finding of the study shows identifying stakeholders is majorly based on past project lesson learnt, internal stakeholders prioritized over external stakeholders. The major challenges identified were, there is no unit in their organization that is responsible for stakeholder's management, there is poor engagement of stakeholders. While we see stakeholder analysis in the study, It's not an ongoing activity project implementation stage. It is recommended that stakeholder's management unit should be designed & practiced with role & responsibilities to overcome the challenges & enhance the achievement of the project. In addition, a need-based capacity building & mobilization is essential for stakeholders. Besides stakeholder analysis is not an ongoing activity in the project implementation stage. This should be changed with continuous & ongoing analysis of stakeholders throughout the project implementation. The communication techniques & channel should be enhanced based on the type of stakeholders & access of communication stakeholders. Finally related with the topic further studies should be conducted correlated with different project management concepts.

Key words: Stakeholders, Stakeholders management, stakeholder's identification, Stakeholders management practice & challenges.

Chapter One: Introduction

1.1 Background

A project stakeholder is a party that has an interest in a company and can either affect or be affected by the business, by a project decision, action or results. IFC (2007), describes “peoples or groups directly or indirectly affected by a project, as well as those who may have an interest in a project and/or the ability, either positively or negatively, to influence its outcome.”

Different stakeholders perceive value in different ways. This perception does have its own contribution & impact on the project work. PMI (2021), describes organizations will expect projects to deliver outcomes in addition to outputs and artifacts. Project managers are expected to deliver projects that create value for the organization and stakeholders within the organization’s system for value delivery.

Successful project management demands advanced stakeholder management practice. PMI (2017), explains project stakeholder management includes the process required to identify the people, groups or organizations that could impact or be impacted by the project, to analyze stakeholder expectations & their impact on the project and to develop appropriate management strategies for effectively engaging stakeholders in project decision, planning and execution of projects.

Stakeholders need to be effectively managed to achieve project objectives. Stakeholder engagement is an aspect of stakeholder’s management which will focus on achieving meaningful stakeholders’ participation by having effective communication & flow and it will strengthen stakeholder’s decision making in order to achieve organizational objectives. Kvam, Reidar (2019), explains a meaningful stakeholder’s engagement is an approach to ensure that analytical, participatory and operational aspects mutually inform each other and constitute an ongoing, iterative process throughout the project cycle.

There are expectations from stakeholder while working in project work. This is becoming a challenge in project works (Hussein 2013). These expectations should be managed by coinciding with the objective of the project work.

About the organization Sign of Hope; during the occasion of the persecution of Christians behind the Iron Curtain during the "Cold War", the international, Christian human rights organization

"Christian Solidarity International" (CSI) was founded in Switzerland. On December 21, 1983, the independent German association was founded in Bonn under the name "CSI-Deutschland e.V.". Sign of Hope has been in operation since the year 1983. The fund is donated from Federal Republic of Germany and most of the fund is from individual donors fund. Sign of Hope is working with stakeholders on emergency response & development project works in Southern region & Oromia region of Ethiopia.

Stakeholder management is one of the critical tasks in which all project concerned bodies should give emphasis. It's the process required to identify peoples, groups or organizations that could impact or be impacted by the project. Lutchman (2011), If the objective of the project & statehooders management process is clearly stated & communicated with stakeholders, also incorporating with key elements of stakeholders management process, it will have greater contribution for achieving the project objective. The APM Book 6th edition (2017), describes stakeholders management have four processes: identifying stakeholders; plan stakeholders' engagement, which needs engaging stakeholders effectively; managing stakeholder engagement with meaningful & proper participation; and the last one, monitoring stakeholder's engagement. Beside projects in Non-governmental organization requires the involvement of stakeholders having different roles & interests. This study aims to access stakeholder's management practices in sign of Hope Ethiopia.

1.2 Statement of the problem

Stakeholders management & engagement is still a problem in different organizations. The involvement of those stakeholders in the project work will have greater impact on the achievement of the project objective.

Project environment is complex & changing if stakeholder management is not adequately addressed. This means unexpected problems & uncertainty will have significant effect or impact on the objectives of the project. Those effects can be related with scope, communication, resource & other issues. Here working proactively to minimize the potential for uncertainty & problems caused by stakeholders is vital. Otherwise it will result project failure. (Karlsen, 2002)

There are also studies explaining about stakeholder's management practice in a project. Rwelamila (1999), a study reveals the existence of poor relationship among stakeholders in most of projects in Africa contributes to failure of project. The relationship with stakeholders allows us to cooperate, share knowledge and resources, build mutual understanding, work through conflicts. This should be enhanced while working project activities in different project areas. Zarewa (2019), study conducted in Nigeria also explains, most of projects are suffering with problems related with identify potential conflict areas, poor stakeholder's management practice, lack of stakeholder engagement, misunderstanding of roles by stakeholders. This can be taken as a show case on how project stakeholders management lacks proper management in project executed in different parts of Africa.

There are expectations from stakeholder while working in project work. This will become a challenge in project works (Hussein 2013). These expectations should be managed by coinciding with the objective of the project work. Youker (1999), clarifies international project works are susceptible to challenges related to lack of shared perception & engagement in the project objectives with stakeholders.

Stakeholder's management practice is one of the challenges in project works achievement in Ethiopia. Based on the assessment research works conducted, stakeholder's management, communication with & engagement of stakeholders is a major challenge for project achievements. (Hailemariam 2020)

SoH Ethiopia is working with different stakeholders in Ethiopia. It works on livelihood & food security; WASH/water sanitation & hygiene/ and Protection mechanisms. The engagement level of those stakeholder does have its own contribution & impact on the achievement of project objectives. In the organization SoH, there is an emergency response project activity having an outcome of basic livelihoods and food security of communities in disaster affected areas in year 2023. While implementing this project activity we have faced challenges related with financial service providers to address the rural affected community. Here there is a challenge on identification & engagement of stakeholders in order to achieve project outcomes. This initiates to make study on stakeholder's management in the organization. Mitchell et al. (1997), proposed that classes of stakeholders can be identified by the possession or attributed possession of one or more of three relationship attributes: power, legitimacy and urgency.

In the organization there is gap regarding in-depth knowledge on stakeholder's management supported by trainings & considering the project objective. Besides there is poor engagement of stakeholders, poor knowledge & capacity during project implementation. This study strives to identify the major practices, gaps, challenges & effects of stakeholder's management in the project works.

1.3 Objective

1.3.1 General Objective

To assess stakeholder's management practice & challenges: the case of 'Sign of hope/SoH Ethiopia' Multisectoral Humanitarian projects.

1.3.2 Specific Objective

1. To assess current stakeholders' management practice in SoH
2. To identify the challenges on stakeholders' engagement
3. To identify enabling factors for effective stakeholders' engagement

1.4 Research questions to be addressed

1. What are the current practices of stakeholder's management in SoH Ethiopia
2. What are the major challenges on stakeholder's management
3. What are the enabling factors for effective stakeholders' engagement & management.

1.5 Significance of the study

This study has come up with identifying the current practice of stakeholder's management and recommendations regarding the challenges encountered & possible mechanisms to enhance effective stakeholders' management.

In addition, the study findings allow the organization SoH and project teams to look stakeholder management issues from different perspective and helps to identify potential challenges in the project activities. The finding provides useful suggestions to improve stakeholder's management in the future project implementation. This does have its own contribution for enhancing the achievement of project objectives and to utilize resources allocated to the end users or beneficiaries effectively.

Besides this study may provide useful information for future research in to the development of stakeholder's management practices in project works.

1.6 Scope of the study

The scope of the study is limited to the project that is implemented by SoH Ethiopia in collaboration with partners and stakeholders in Ethiopia. The study does not cover the stakeholder challenges that Headquarter or East African branch office faced in the horn of Africa. In addition the study was regarding one project management knowledge area which is stakeholders

management. The study does not cover other project management knowledge areas. Therefore further studies can be conducted regarding project management knowledge areas in the future.

1.7 Organization of Study

This study is organized in five chapters. Chapter one deals with introduction which encompasses Background, statement of the problem, general objective, specific objective, research question to be addressed, significance of the study, scope of the study and organization of Study.

Chapter two deals with Literature review which encompasses project & Project Management, Stakeholders, Stakeholders Participation, Stakeholder Management, Stakeholders Classification, Stakeholders Management Process, Stakeholders Analysis, Stakeholders Engagement Challenges & Success Factors, Stakeholders Communication, and Empirical Review.

Chapter three deals with Research Methodology which encompasses Introduction, Research Design & Approach, Target Population, Data Collection Method, Ethical Consideration.

Chapter four discuss on data presentation, analysis & interpretation of the study. And chapter five discuss on findings, conclusion and recommendation of the study.

Chapter Two: Literature Review

2.1 Project and Project Management

There are different definitions regarding project by different literatures. Project is defined on PM BOOK as, one-off process with a single definable end-result or product. Wysocki (2014), explains project is a sequence of unique, complex, and with interconnected activities that have one goal or purpose & which must be completed by a specific time, with a given budget, and stated specification.

Most authors agree that project management is about achieving time, cost and quality targets, within the context of overall strategic and tactical client requirements, by using project resources. Project management is concerned with managing change within the constraints of the three key variables of time, cost and quality. Project management is an organized common-sense approach that utilizes the appropriate client involvement in order to meet sponsor needs & deliver expected incremental business value (Wysocki, 2014)

PM Book, PM context module (2015), explains Project management as, a truly unique international and multidisciplinary profession in a project works. This characteristic of project management led to the development of international generic standards. It is managed by a new kind of professional who operates in a different way from traditional functional managers. In addition, it involves the coordination of a number of separate department entities throughout organization, in a way it must be completed with prescribed schedules and time constraints.

Nokes & Kelly (2007), Defines project as, a temporary endeavor having a defined beginning and end, undertaken to meet unique goals and objectives, usually to bring about beneficial change or value added. The temporary nature of projects stands in contrast to business as usual (or operations), which are repetitive, permanent or semi-permanent functional work to produce products or service.

2.2 Stakeholders

Project stakeholder is a party that has an interest in a company and can either affect or be affected by the business, by a project decision, action or results. IFC (2007), describes “peoples or groups directly or indirectly affected by a project, as well as those who may have an interest in a project and/or the ability, either positively or negatively, to influence its outcome.”

Bourne.L (2005), defined stakeholders as “an individual or group who have an interest or some aspect of rights or ownership in the project, can contribute in the form of knowledge or support, or can impact or be impacted by the project.”

Bryson (2004), explains about stakeholder by mentioning a person entrusted with the stakes of bettors who must deliver the stakes to the winner & one who has a share or an interest, as in an enterprise. This shows stakeholders have fiduciary responsibility; instead, the stakeholder is essentially a claimant toward whom others may or may not have a fiduciary responsibility.

2.3 Stakeholders Participation

Stakeholder participation in project management has been identified as one of the cardinal principles of good project management in recent time. Kumar (2002), explains genuine participation of stakeholders in critical stages of projects is either limited or lacking. In some cases, participation of stakeholders is mostly ceremonial and contributes little to the sustainable functioning of project works.

Stakeholder’s participation in project work will reduce dependency & increases self-reliance. Kumar (2002), This active involvement & participation of stakeholders in project work will possibly breaks dependency mentality & enhance self- reliance & confidence, dig out what is available at ground level, know the problems & pursuit positive solutions for the challenges.

Stakeholders participation is expensive in terms of administrative & advisory costs. Boon et al. (2011), One of the reasons for its high cost is the cost of preparation & implementation delay, which can be caused by the need to consult & negotiate with the relevant stakeholders. In addition, stakeholders can experience consultation fatigue as they are redundantly expected to participate in the process that are may not run well. This will have its own impact on the achievement of our objectives.

Nokes & Kelly (2007), notes, stakeholders participation has on impact on the efficiency & effectiveness of budgeting process, and also on equitable distribution of funds, by proposing innovative ideas that rationalize duplicated administrative process & it will minimize wastage of resources. It also helps to provide meaning full information that helps managers to enhance budget management practice & achieve project objectives.

2.4 Stakeholder Management

Stakeholders are sometimes referred to as the 'invisible team'. PM Book A Mohamed; D Abi (2015), describes these includes all stakeholders who are members of the extended project team outside the immediate project management team. If managed properly, they will provide a great source of support.

We can understand that stakeholder influential attributes and more importantly, their understanding and effective utilization and management are identified as the key to project success & achieving project objectives. Rajablu (2015), also explains project stakeholder management as, a process in which project team facilitates the needs of stakeholders to identify, discuss, agree, and contribute to achieve their objectives.

Stakeholders management can also help us to understand stakeholders in-depth & we can create ownership of objectives which is one of critical issue for the success of project works. Lutchman (2011), The objective of the project & statehooders management process will be clearly stated & communicated with stakeholders which helps the project to be motivated & maximum contribution from stakeholders to achieve the objectives.

Eskerod (2016), explains project stakeholder management as, the use of proactive project management for curtailing stakeholder activities that might have contribution or adversely effect on the project and for facilitating the project team's ability to take advantage of opportunities to encourage stakeholder support for project purposes. In addition, project stakeholder management has been considered a core task within project management and it's one of the critical aspects for achievement & project success.

PM Book A Mohamed; D Abi (2015), explains by understanding the perspectives & viewpoints of the various stakeholders, the project manager is more likely to be able to devise ways to gain the support for the achievement of project objectives. Besides stakeholder identification, and reconciliation with the project and project team, can be achieved through a stakeholder mapping and management exercise. This exercise will have greater contribution because each project is unique by itself. This also helps to work with the stakeholders to determine and state explicitly what their dimensions of success regarding project objectives.

Another interesting characteristic of stakeholder concept is the dynamics of stakeholders. R, Y Jackson L S (2002), describes over time, the mix of stakeholders may change. In reality stakeholders change over time, and their stakes change depending on the strategic issue under consideration. Alkhafaji (1989), also contributed to the understanding of this concept. To explain the dynamics, he defined stakeholders as the 'groups to whom the corporation is responsible'. Here stakeholder's management will be critical based on the dynamics of the stakeholders.

Projects exist and operate within internal and external environments that have varying degrees of influence on value delivery. PMI (2013), describes internal environments are factors internal to the organization can arise from the organization itself, a portfolio, a program, another project, or a combination of these. External environments are factors external to the organization can enhance, constrain, or have a neutral influence on project outcomes. Those influences can contribute & yield a favorable, unfavorable, or neutral impact on project characteristics, stakeholders, or project works.

2.5 Stakeholders Classification

Stakeholders can be classified in multiple ways. Lutchman (2011), explains stakeholders can be classified based on their stake; primary stakeholders & secondary stakeholders.

Primary stakeholders: are those party on a project team who have a contractual or legal obligation to the project team & have the responsibility & authority to manage & commit resources coinciding with the project objectives.

Secondary stakeholders: are those party who have no formal contractual obligation or relationship to the project but can have interest in the project objectives.

Based on their participation;

Internal stakeholders: are those who are directly implementing project activities & they are existing inside the project

External stakeholders. Are those who have an interest to the project but they do not have direct curiosity in the project objectives.

Mitchell et al. (1997), proposed that classes of stakeholders can be identified by the possession or attributed possession of one or more of three relationship attributes: power, legitimacy and

urgency. Power can be explained in relation to impose its will in the relationship. Legitimacy is generalized perception or assumption that the actions of an entity are desirable, proper or appropriate. And urgency is the degree to which stakeholder claims call for immediate attention. Besides project environment can be defined in many ways. Daft (2001), defines “all elements existing outside the boundary of the organization that have potential to affect all or parts of the organization.”

2.6 Stakeholders Management Process

Karlsen (2002), advises reasons for employing stakeholder’s management process. Project stakeholder management process includes six steps: initial planning, identification, analysis, communication, action, and follow-up. Those processes are critical for the achievement of project objectives. It will also be helpful to ensure the balance between contribution & reward in the relationship with stakeholders, for better planning & defining how to manage stakeholders concern. Kerzner (2011), describes stakeholder relationship management through six continues processes, including “identifying stakeholders, analyzing, engaging, identifying information flow, enforcing stakeholder agreement, and stakeholder debriefing.” Besides It is the project’s management process that transforms inputs into outputs, which implies the achievement of a changes by attaining project objectives.

The APM Book 6th edition (2017), describes stakeholders management have four processes: identifying stakeholders; plan stakeholders’ engagement, which needs engaging stakeholders effectively; managing stakeholder engagement with meaningful & proper participation; and the last one, monitoring stakeholder’s engagement.

In project works there are Project performance domains. PMI (2021), enlightens project performance domains are interactive, interrelated, and interdependent areas of focus that work in unison to achieve desired project outcomes. The domain includes eight components. Stakeholders, Team, Development Approach and Life Cycle, Planning, Project Work, Delivery, Measurement, and Uncertainty. This shows issue related with stakeholder is vital for project performance. Here the interaction of stakeholders with the other performance domains is critical.

The desired outcomes of Stakeholders performance domains PMI (2021), are a productive working relationship with stakeholders; Stakeholder agreement with project objectives; and Stakeholders who are project beneficiaries are supportive and satisfied with project outcomes, while

stakeholders who may oppose the project or its deliverables do not negatively impact project outcomes.

2.7 Stakeholders Analysis

Stakeholders analysis is also critical in project works. it will help us to analyze the steps needed in managing stakeholders. Systematic stakeholder analysis for R&D project consists of the following eight steps. The first seven steps are based on Freeman (1984) and the last step is based on Mitchell et al. (1997).

- (i) Develop a stakeholder map of the project
- (ii) Prepare a chart of specific stakeholders
- (iii) Identify the stakes of stakeholders
- (iv) Prepare a power versus stake grid
- (v) Conduct a process level stakeholder analysis
- (vi) Conduct a transactional level stakeholder analysis
- (vii) Determine the stakeholder management capability of the R&D project
- (viii) Analyze the dynamics of stakeholders

Friedman & Miles (2006), describes stakeholders' analysis will help us to recognize & analyze key entities & association individuals & groups, who have effects on project performance. The following approaches will help us to establish good relationship with individual & groups.

Analyze stakeholders – conduct an overview of stakeholders who do have effect on the project

Assess influence – measure the degree to which stakeholders can influence the project objective

Keep stakeholder's involvement - enhance the connection of stakeholders by having more time formal & informal ways

Understand their expectation- this will help us to consider their expectation & project objectives

Define success – different stakeholders may have different perspectives & understandings. Try to reach a consensus or agreement on definition & attract them to the objective to come to common objectives

Keep stakeholders informed – regularly communicate & update stakeholders on project activities & progress.

2.8 Stakeholders Engagement Challenges & Success Factors

Kvam, Reidar (2019), defines a meaningful stakeholder's engagement as, an approach to ensure that analytical, participatory and operational aspects mutually inform each other and constitute an ongoing, iterative process throughout the project cycle. Poor management of stakeholders is one of the major reasons for project failure (Rajablu 2015). To the contrary proper management of stakeholders will have greatest contribution for achieving project objectives.

Stakeholders engagement is vital in project achievement. PMI (2021), describes stakeholder engagement entails working collaboratively with stakeholders to introduce the project, elicit their requirements, manage expectations, resolve issues, negotiate, prioritize, problem solve, and make decisions. Engaging stakeholders requires the application of soft skills, such as active listening, interpersonal skills, and conflict management, as well as leadership skills such as establishing the vision and critical thinking. And the communication can be formal or informal; verbal or written way of communications.

Jackson L S (2002), explains stakeholder participation as, an essential for system design, analysis and the support and interaction of stakeholders would help in solving many societal problems. Freeman (1984), proposed a framework, which fits three levels of stakeholder analysis. These are rational, process and transactional. At the rational level, an understanding of 'who are the stakeholders of the organization' and 'what are their perceived stakes' is necessary. At the process level, it is necessary to understand how the organization either implicitly or explicitly manages its relationships with its stakeholders. The transactional level involves, understanding the set of transactions or bargains among the organization and its stakeholders, and also routinely surface their concerns. He uses a generic stakeholder map as a starting point. It is also possible to prepare a stakeholder map around one major strategic issue. As the next step, a stakeholder chart is prepared by identifying specific stakeholders based on the stakeholder map. Further, the stakes of the specific stakeholder groups can be identified and analyzed.

2.9 Stakeholders Communication

PM Book AAU /Decision theory/ describes, Communicating and reporting on risks as vital part of communicating and reporting on a project work. Here we are not only trying to reduce uncertainty and report accomplishments, but also to alert stakeholders that weather the project is in a sensitive stage of uncertainty. This will help the project to get significant input & support from the stakeholders. Effective communication is a vigorous component in the process of building and maintaining relationships and it's crucial for maintaining the support & commitment of all stakeholders. The success of project is linked to the strength of relationship created and maintained by effective, regular and planned communication with all members of the stakeholder's community.

2.10 Empirical Review

This empirical review will detect previous empirical studies that have been conducted on stakeholder's management & its challenges by different literature. The review is organized based on the geographic proximity of country starting from international, Africa & in Ethiopia.

Waris et al. (2019), examines the effect of stakeholder's engagement in project performance in its entirety without integrating to different stages of project lifecycle. Adopting a project lifecycle perspective on stakeholder's engagement will help to have comprehensive understanding on the potential constraints & influences on achieving project objectives.

Nguyen Mohamed et al. (2018), discusses the relevant trends of stakeholder's management under four themes: stakeholder analysis, stakeholder influence, stakeholder management strategies and stakeholder engagement. The study also reveals stakeholder analysis and management strategies are powerful in addressing environmental complexity like environment of changing policy and changing nature in project works.

Eskerod (2016), Study conducted on stakeholder's management clarifies, stakeholder management as, one of the core knowledge areas for achieving project success. Having in-depth knowledge on stakeholders will help to understand stakeholders' perspectives & considering it with the project objective. Besides many project stakeholder managements tend to conceptualize stakeholder management & engagement from a resource perspective and more from strategically perspective.

Aaltonen K (2010), explains about salience of stakeholder's, stakeholders are sequenced and their relative saliences are valued and visualized. By having salience assessment, a company may take corrective actions to increase or decrease the salience of specific stakeholder group, to disband an internal stakeholder group, to consolidate some stakeholder groups together, or to segregate a design for a group into several groups. In such case stakeholder salience assessment framework will be critical for achieving the objectives.

Freeman E (1984), describes stakeholder management has affected the practice of management. Stakeholder management should be applied in strategic management for achieving an objective. In addition, the study emphasizes on how the three levels of analysis, that means - rational, process, and transactional, must be consistent if the stakeholder concept is to make a difference in the way that organizations are managed.

Wamugu & Ogollah (2017), conducted an explanatory study. The aim of the study was to assess the role of stakeholders on the performance of constituency fund development projects in Kenya, a case of Mathira East Constituency. The study considered stakeholders participation & management in four stages of project lifecycle. These are initiation, planning, implementation, monitoring & evaluation. The study reached to conclusion that participation and management of stakeholders do have significant outcome & impact on project performance.

There are different studies conducted in Ethiopia related with stakeholder's management. One of them is, case study carried out by Gurmu et al. (2017), which aims at assessing the practices & challenges of stakeholder's management on Mission for community development Programs project. The study discovered challenges related with project performance. These are conflict of interest, low commitment, personal benefit seeking's, deprived communication, absence of in-depth understanding of issues, deviation from common agreement, unrealistic expectations & high cost of management, lack of institutionalized stakeholder's management do have impact on achieving project activities & objectives.

H Misganaw (2020), Study conducted on Stakeholders management – practice & challenges: the case of Plan International Ethiopia WASH project, submitted to Addis Ababa university, explains failure to identify all relevant stakeholders of the project & poor management of stakeholders in the key activities of the project activities which could result lack of commitment by stakeholders

to project. Beside luck or absence of shared perception is the other challenge according to the study.

The other study is “Analysis of stakeholders roles & connections in the field of feed value chain in Ethiopia by Bezabih et al. (2020), The analyses reveals that in order to upgrade & improve the country fodder value chain performance, key stakeholders such as researchers, partners, government offices must be involved by utilizing the available platforms.

2.11 Conceptual Framework

Figure 2.11.1 describes the conceptual framework in which this study is focusing on. This allows an organization to identify and categorize stakeholders in a project based on their level of interest and power and accordingly strategize their level of involvement in the project. The outcome of any project in an organization is affected by internal and external factors. Sutterfield et al. (2006) These internal and external factors are mainly the stakeholders of the organization who have their interest in the project. Here stakeholder’s identification is vital. To ensure success of the project, managing the interest of these stakeholders is crucial throughout the project management process. Stakeholder theory is a useful framework for analyzing the behavioral aspects of the project management process. Project management lessons learned from the failure and a project stakeholder management strategy framework are presented to facilitate better decision making on the part of project managers to increase the likelihood of successful project management outcomes. Post et al., (2002) Having an appropriate understanding of the interest of its stakeholders is vital for an organization. Moreover, identifying the importance and legitimacy of the interest and efficiently handling it by responding to their interest and concern are crucial in the project management process.



Figure 2.11. 1 Conceptual Framework

Chapter Three: Research Methodology:

3.1 Introduction

The purpose of this chapter is to identify and summarize the methodology used to be applied and to answer the research questions. This chapter includes research design, research approach, target population, data collection method and Ethical consideration.

3.2 Research Design & Approach

A research design is an arrangement of conditions for collection & analysis of data which are relevant for research purpose. Besides research design is a conceptual framework which will constitute the blueprint for the collection & analysis of data. (Kothari, 2004)

In this study descriptive study design were used from the dimension which reflects the purpose of the inquiry. The main aim of descriptive research is to provide an accurate and valid representation of (encapsulate) the factors or variables that pertain / are relevant to the research question. Descriptive study design also help us to answer questions of how many. This allows to us to express the response of respondents related with stakeholder's management.

The main type of research methodology are quantitative & qualitative methodologies. Quantitative methodology applied for quantitative tests which will answer how much, numeric data, questions & it's relationship. Whereas qualitative method relies on description, in-depth interview, focus group discussion & observation of issues. Qualitative method is more subjective. Goundar (2012), This method helps to assess knowledge, attitude & practice or behavior and different opinions of peoples. (Denzin & Lincon 1994)

In terms of approach the researcher used qualitative & quantitative approach. Creswell (2009), describes the strength of a study will be enhanced, if we are using mixed methodology. The use of this mixed approach helped us to get consolidated result from quantitative method & description of subject matters, people's opinions & attitudes were significant. In addition, descriptive design helped us to assess the existing practice of stakeholder's management. The general objective of this research is to assess stakeholder's management practice & challenges: the case of 'Sign of hope/SoH Ethiopia. The use of mixed research method of qualitative & quantitative methodology strengthened the methodological triangulation and were helped us to get consolidated findings of numeric & descriptive data. For this kind of approach structured questionnaire were developed & used for both qualitative & quantitative methodology. In this study concurrent designs are

employed for qualitative & quantitative methodology. In which the quantitative methodology dominates over qualitative & methodology and it's shows it's unbalanced.

3.3 Target Population

Sign of Hope/SoH works in both development projects & humanitarian assistance or emergency response projects. SoH works on Natural Resource Restoration Project, Food Security and Resilience toward climate change, Protection mechanism/Child protection & MHPSS/, WASH & Anticipatory Actions. Those projects are implemented in Oromia, South Omo & Afar regions.

Mugenda (2003), defines target population as, that population being studied & whose finding are used to generalize the entire population. In a research the unit of analysis refers to the person or object which is the target of the study. In this research the target of the study were SoH Ethiopia Staffs, partners implementing project works having project agreement with SoH or internal stakeholders, project coordinator, MEAL coordinator, MEAL officer, project officers, Management staffs, government officials & professionals who are involved in the project works directly or indirectly.

In this study a complete enumeration survey or census method were used in which every unit in the universe were selected for the data collection. This constitutes a particular group of people, which can illustrate an interest in a particular study area. This provide us in-depth information regarding the study.

As mentioned above the target population of this study were all employees working on the implementation, coordination & managing of project work. This provide us detailed information of all or most of the elements in the population.

A total of 35 individuals were participated in the study as a study unit. Those 35 individuals are ten from SoH staffs, twenty staffs from two local NGOs directly implementing those project works/internal stakeholders/ & five government officials & professionals. Those individuals were persons who have direct involvement in the project. In the study three SoH key staffs were engaged in the structured interview. Besides two government focal persons were also interviewed to gain furthers insight about the challenges & practices. Kothari (2004), when the universe is small, there is no sorting for sample. Rather total enumeration or census were applied for the study.

3.4 Data Collection Method

Data collection is method used to obtain knowledge from primary & secondary data source. Besides the primary data source, the secondary data sources can be project reports, articles, journals, project documents & others. In the two data collection methods the quantitative methodology applied for quantitative tests which answers numeric data, how much, percentages, averages, questions & it's relationship. Whereas the qualitative method is more subjective and it helps to assess in-depth knowledge, attitude & practice or behavior and different opinions of peoples. Here open-ended questions, in-depth interview & observation were used. In the study five respondents were engaged in the in-depth interview. Three of them from SoH key staffs & two of them from government officials were part of the interview.

Th quantitative data collection questionnaire is adopted from a study conducted by H Misganaw (2020), Stakeholders management – practice & challenges: the case of Plan International Ethiopia WASH project. A research submitted to Addis Ababa University. And in addition, from website <https://uk.indeed.com> stakeholder management interview questions.

3.5 Reliability & Validity

Research reliability & validity refers to the degree to which the study findings are genuine (Walliman 2006). Reliability refers to the absence of random error (mostly caused by participant error or bias) enabling successive researcher to arrive at the same insight and it describes the consistency of a measure (Quintao et al. 2020). The questionnaire was tested to minimize measurement error before data collection. With Cronbach's alpha coefficient an acceptable degree implies if the value is greater than or equal to 0.70. In this study the Cronbach's alpha value is 0.723. This result is in the acceptable range.

Validity refers to how accurately a method measures what it is intended to measure. If it has high validity, It produces a result with a real characteristics, property, and variation in the physical world. The result also corresponds to established theory and other measures to with the same concepts. Content validity assesses the extent to which the measurement covers all aspect of the concept being measured. (Haynes et al. 1995). The validity of this study is was ensured by using open & close ended questionnaires adopted from similar research papers. In this study a research framework is developed to demonstrate the relationship between dependent & independent variables.

3.6 Ethical Consideration

Information obtained from participant will be kept confidential & the response found from the respondent will not be used for any reason other than this study. The respondents were informed that the information they provide will be confidential and will not be used other than academic purposes.

Chapter Four: Result & Discussion

4.1 Introduction

This chapter deals with the information gathered from respondent's analysis & interpretation, and result that was identify based on the total 35 respondents. This chapter have different sections. Section one deals about demographic characteristics of the respondents. And section two deals about the analysis, interpretation & presentation of the information gathered.

The study uses a census approach and all the respondents working on the implementation, coordination & managing of project work were the target population of the study. Prior to the distribution of questionnaire, a pilot testing of three questionnaire were carried out and based on the feedback some modification was made. Then the questionnaire was sent to 35 respondents through email. From the total respondents 33 filled and submitted the questionnaire. Which represents 94.3% response rate. Analysis of the data for the questionnaire is carried out using SPSS version 26 for analysis of data.

The semi structured interview questionnaire conducted with key staffs & stakeholders of project activities, also helps the study to have in-depth understanding of the subject matter.

4.2 Demographic characteristics

The general demographic information collected from respondent is grouped in to different categories. Which includes gender, age, educational qualification, year of experience in the project work.

Table 4.2. 1 Sex of respondent

Sex of Respondent					
Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	Female	8	24.2	24.2	24.2
	Male	25	75.8	75.8	100.0
	Total	33	100.0	100.0	

Table 4.1 above shows the dominant gender is male compared to females. From the total 33 respondent 25 of them were males which is 75.8%. Whereas 8 of them are females which are

24.2% from the total respondents. From the study we can understand males were the dominant than female respondents. The study didn't identify why males are dominant over females. But project works conducted by the organization SoH should enhance the participation of females in the project works & at community level too. This will have greater impact for the involvement of females in project works in the future. Besides working on women's will have contribution at house hold, in the community & in the world at large.

Table 4.2. 2 Age of respondent

Age of respondent					
Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	20-30	5	15.2	15.2	15.2
	31-40	21	63.6	63.6	78.8
	41-50	6	18.2	18s.2	97.0
	>50	1	3.0	3.0	100.0
	Total	33	100.0	100.0	

The other demographic characteristics is age. From the total respondents table 4.2 above shows 15.2% were 20-30 years old, 63.6% were 31-40 years old, 18.2% were 41-50 years old, and 3% were above 50 years old. This show the majority of respondents were in adult age category. This will have its own contribution on dedicating their effort on the project work. Besides the project works in the organization do have implementation on hard to reach areas. Therefore, the age group will have its own contribution on the achievement of the project objectives.

Table 4.2. 3 Educational level of respondent

Educational Level					
Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	BA/BSc	15	45.5	45.5	45.5
	MA/MSc	18	54.5	54.5	100.0
	Total	33	100.0	100.0	

The educational level of respondent in the study were 45.5% BA/BSC holders were as 54.5% were MA/MSc holders. It's believed that having higher level educational qualification will have greater contribution for conducting knowledge-based project activities by integrating experience. According to the response of respondents the post graduate of respondents does have its contribution on better achievement of project activities.

The year of Experience in project work with the current or previous organization do have greater contribution & impact in project work & achieving the objectives. the table below shows 45.5% respondents have 0-5 years of project work experience, 33.3% respondents have 6-10 years of experience, 15.2% respondents have 11-15 years of experience, and 6.1% respondents have above 15 years of experience. From this data we can say that the project work experience can have its own influence on the achievement of project objectives & stakeholders management practice, keeping others variables constant.

Table 4.2. 4 Year of experience of respondent

Year of Experience					
Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	0-5	15	45.5	45.5	45.5
	6-10	11	33.3	33.3	78.8
	11-15	5	15.2	15.2	93.9
	>15	2	6.1	6.1	100.0
	Total	33	100.0	100.0	

In the study the position of respondents in the current project work were 1 country representative, 5 Project coordinators, 4 Meal officers, 16 Project team members, 2 Directors, 5 Finance & Admin officers. The position of respondents clearly shows their responsibility and experience do have its own impact on project work progress & achievement of goals.

4.3 Stakeholders Identification, classification & relevance

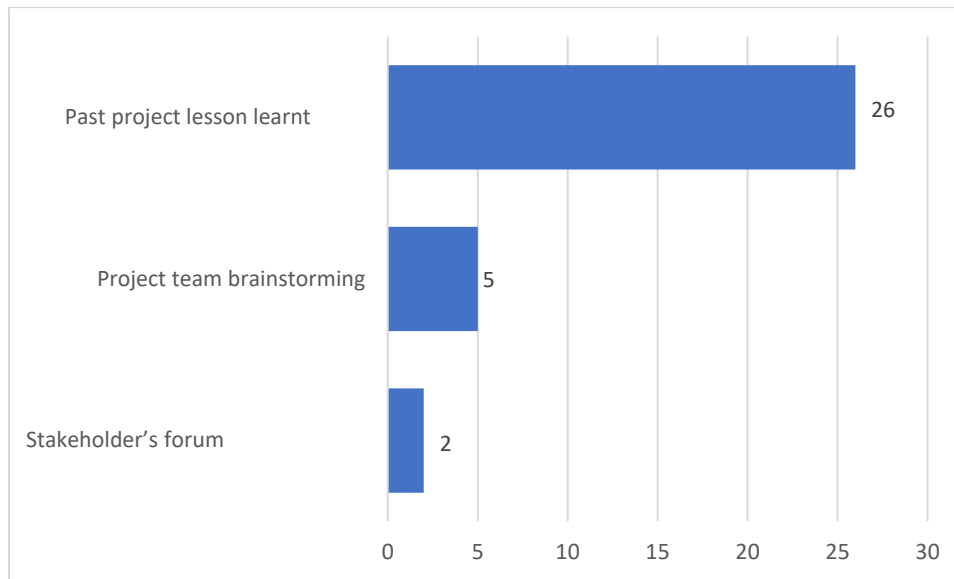


Figure 4.3. 1 Stakeholders Identification,

The identification of stakeholders is one of the critical factors on detecting stakeholders who have stake to work with the objective of the project & on stakeholder's management. Figure 4.3.1 shows 26 or 78% of respondents says they are identifying stakeholders based on past project lesson learnt, 5 or 15% of respondents says they are identifying stakeholders based on project team brainstorming. Based on the responses project lesson learnt and also previous experience in the project work will have its own contribution on the identification of stakeholders. R,Y Jackson L S (2002), describes over time, the mix of stakeholders may change. In reality stakeholders change over time, and their stakes change depending on the strategic issue under consideration. Alkhafaji (1989), also contributed to the understanding of this concept. To explain the dynamics, he defined stakeholders as the 'groups to whom the corporation is responsible'. Here stakeholder's management will be critical based on the dynamics of the stakeholders.

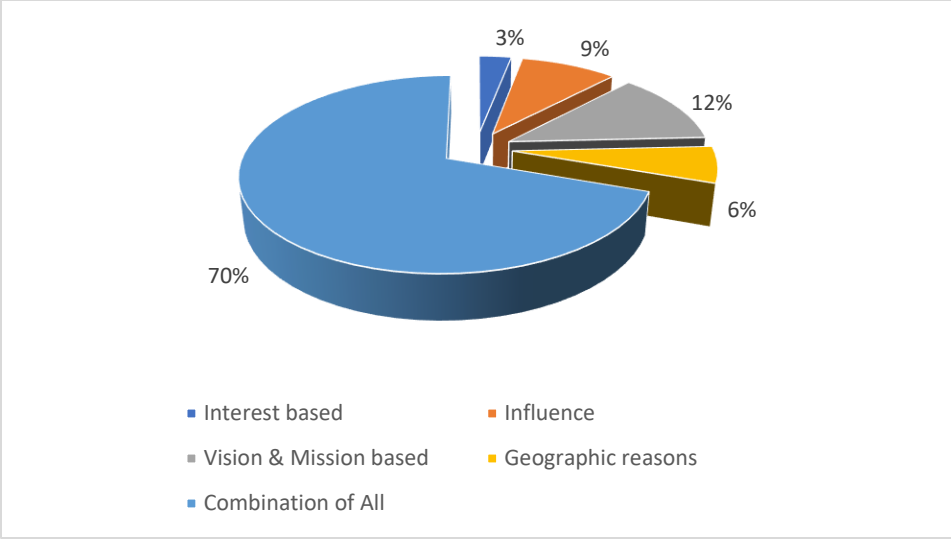


Figure 4.3. 2 Bases for stakeholder’s identification

Figure 4.3.2 above shows the bases for stakeholder’s identification, 12% of respondents uses vision & mission based, 9% of respondents uses influenced based, 6% of respondents uses geographic reasons, 3% of respondents uses interest based, and 70% of respondents uses a combination of all above. The use of combination of all will have greater contribution for the achievement of project objective. This will help to have different angles for recognizing stakeholders.

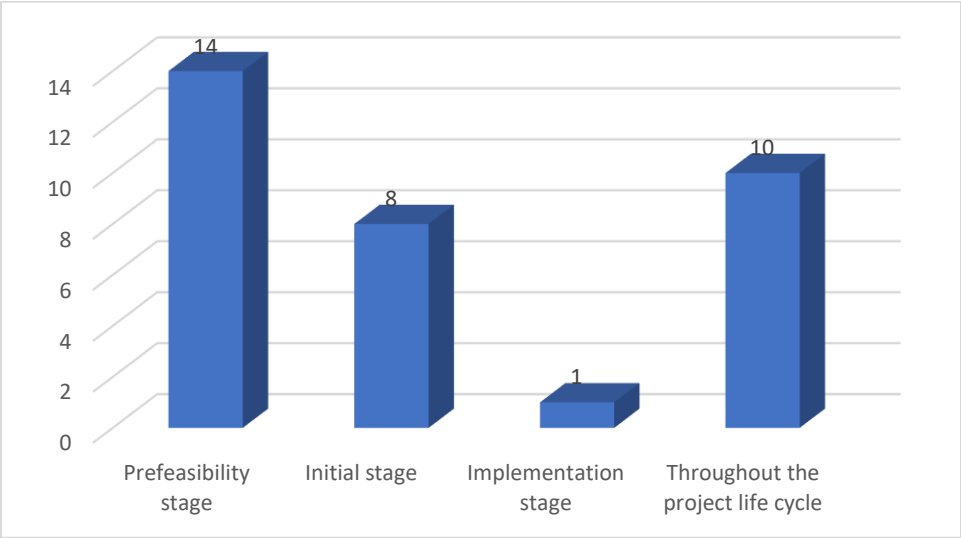


Figure 4.3. 3 The stage of project life to identify stakeholders

Identifying stakeholders is a critical step in managing any project. If we know who your stakeholders are, we will be in a much better position to manage, engage them and achieve our objectives. Figure 4.3.3 above shows 14 or 42.4% of respondents says they are identifying stakeholders at prefeasibility stage, 10 or 30.3% of respondents says they are identifying stakeholders throughout the project life cycle, 8 or 24.3% of respondents says they are identifying stakeholders at an initial stage, 1 or 3% of respondents says they are identifying stakeholders at an implementation stage. From this we can understand that most of the respondents will identify the stakeholders at the prefeasibility stage. This will help to identify stakeholders who have stake in the project work.

Figure 4.3.4 below shows 25 or 75.8% of respondents says their stakeholder’s status is determined based on the stake on project deliverables, 5 or 15.1% of respondents says their stakeholder’s status is determined based on influence over project resources, 2 or 6.1% of respondents says their stakeholder’s status is determined based on information access & control and 1 or 3% of respondents says their stakeholder’s status is determined based on political influence. This will tell us most of the respondent will focus on the stake while determining the stakeholder’s status.

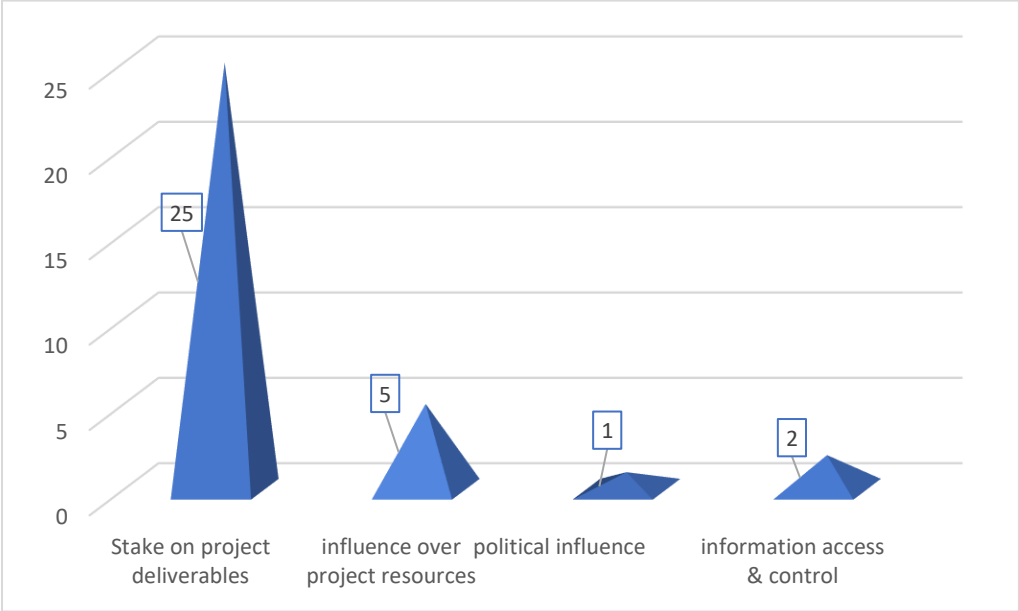


Figure 4.3. 4 What determines stakeholder’s status

4.4 Stakeholders Analysis

Table 4.4. 1 Stakeholder’s analysis is an activity as part of my project management process

Stakeholder’s Analysis					
Valid		Frequency	Percent	Valid Percent	Cumulative percent
	Yes	13	39.4	39.4	39.4
	No	20	60.6	60.6	100
	Total	33	100	100	

From the total respondents 33 of them says, stakeholder analysis is necessary in project management. Besides while we see the analysis of stakeholders further, stakeholder’s analysis is not an activity as part of project management process for majority of respondents.

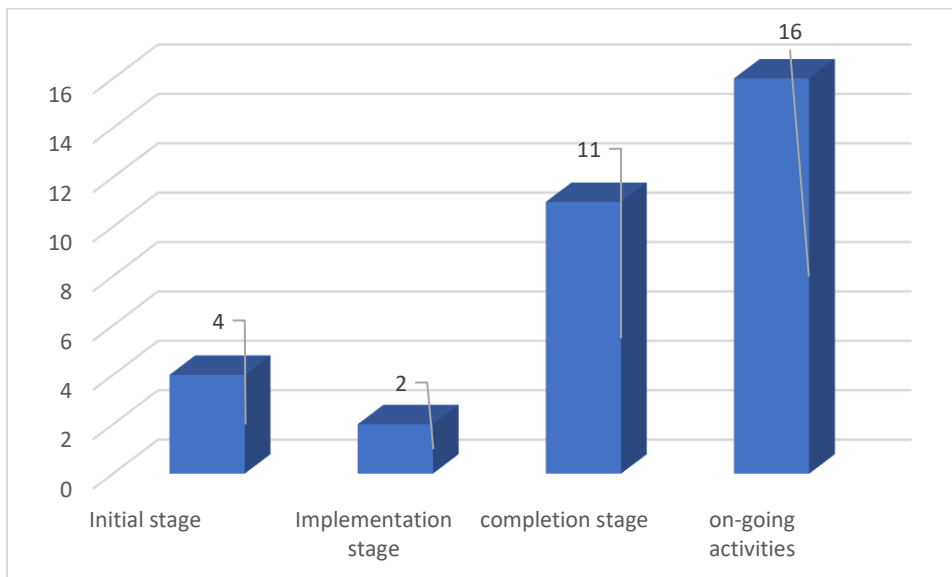


Figure 4.4. 1 Project implementation stage ideal to undertake stakeholder analysis

Figure 4.4.1 above shows 16 or 48.5% of respondents says undertaking stakeholder analysis is an ongoing activity, 11 or 33.4% of respondents says the ideal stage to undertake stakeholder analysis is at completion stage 4 or 12.1% of respondents says the ideal stage to undertake stakeholder analysis is at initial stage, 2 or 6% of respondents says the ideal stage to undertake stakeholder analysis is at implementation stage. As we can see most of the respondent says stakeholder analysis

is an ongoing activity though out the project works. Friedman & Miles (2006), describes stakeholders' analysis will help us to recognize & analyze key entities & association individuals & groups, who have effects on project performance.

Table 4.4. 2 How to deal with the stakeholders in project.

SN	Variables	Frequency					Freq. Total	Percent %	Mean	Stan. Dev
		SA	A	N	D	S D				
	Stakeholders identification & analysis									
1	Project stakeholder's management (PSM) can make a difference in the performance of our project	32	1	0	0	0	33	100	1.03	0.174
2	Project stakeholder's management should be an important & priority activity	23	9	1	0	0	33	100	1.33	0.540
3	Stakeholder's analysis is an activity I undertake as part of my project management process	10	3	4	5	11	33	100	3.12	1.691
4	Stakeholders identification helps to find out who has unique Knowledge related to any aspect of the project	28	5	0	0	0	33	100	1.15	0.364
5	I prioritize stakeholders according to their responsibilities in the project	21	10	2	0	0	33	100	1.42	0.613
6	I prioritize stakeholders according to how urgent the project is	3	12	4	3	11	33	100	3.21	1.473
7	I prioritize stakeholders according their power to influence the project outcome	8	16	2	4	3	33	100	2.33	1.241
8	Internal stakeholders are prioritized over external stakeholders	24	2	2	5	0	33	100	1.63	1.140

SN	Variables	Frequency					Freq. Total	Percent %	Mean	Stan. Dev
		SA	A	N	D	SD				
	Stakeholders identification & analysis									
9	Stakeholder's analysis helps to evaluate different stakeholders' power	27	6	0	0	0	33	100	1.18	0.391
10	Stakeholder's analysis is useful to ensure the quality of decision-making process	29	4	0	0	0	33	100	1.12	0.331
11	In my project I should & I am involved in stakeholder's identification & analysis	8	5	1	15	4	33	100	3.06	1.456
12	Project managers & donors are the one who should do stakeholder analysis	11	5	2	8	7	33	100	2.84	1.622

Table 4.4. 3 Stakeholders Mapping

S N	Stakeholders Mapping	Frequency					Freque ncy Total	Perce nt /%	Mean	Stan. Dev
		SA	A	N	D	S D				
1	Stakeholders mapping is a method that helps to capture all units who have stake on the project	28	4	1	0	0	33	100	1.18	0.464
2	Stakeholders mapping helps to find out relationship between stakeholders & project activities	28	3	2	0	0	33	100	1.21	0.545
3	Stakeholders mapping helps to understand key stakeholders need & outcome of the project	27	6	0	0	0	33	100	1.18	0.391

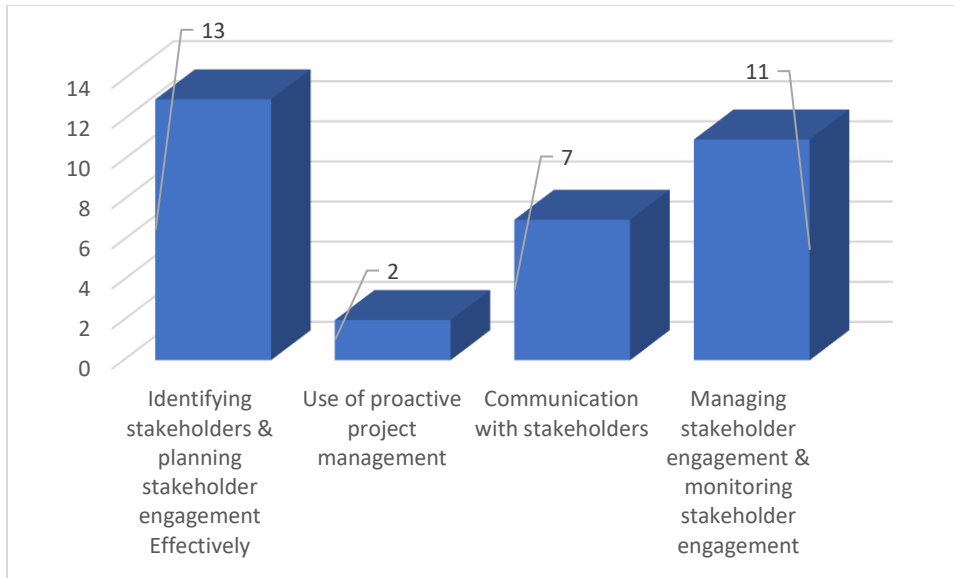


Figure 4.4. 2 Operational meaning of stakeholder’s management

Figure 4.4.2 above shows 13 or 39.4% of respondents says the operational meaning of stakeholder’s management in the context of their organization is identifying stakeholders & planning stakeholder engagement effectively, 11 or 33.4% of respondents says managing stakeholder engagement & monitoring stakeholder engagement, 7 or 21.2% of respondents says communication with stakeholders, 2 or 6% of respondents says use of proactive project management, respectively. The operational meaning of respondent differs from one another. And majority of them replied as an identifying stakeholders & planning stakeholder engagement effectively and managing stakeholder engagement & monitoring stakeholder engagement. Kumar (2002), explains genuine participation of stakeholders in critical stages of projects is either limited or lacking. In some cases, participation of stakeholders is mostly ceremonial and contributes little to the sustainable functioning of project works.

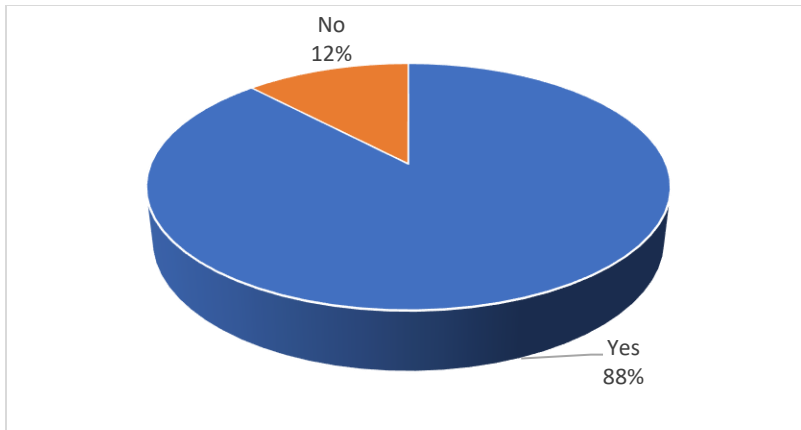


Figure 4.4. 3 Communication strategy as part stakeholder’s management process

Figure 4.4.3 above shows 29 or 88% of respondents says communication strategy part of their stakeholder’s management process, 4 or 12% of respondents says communication strategy is not part of their stakeholder’s management process. This shows most of the respondents consider communication strategy is critical in stakeholder’s management process. . Rajablu (2015), also explains project stakeholder management as, a process in which project team facilitates the needs of stakeholders to identify, discuss, agree, and contribute to achieve their objectives.

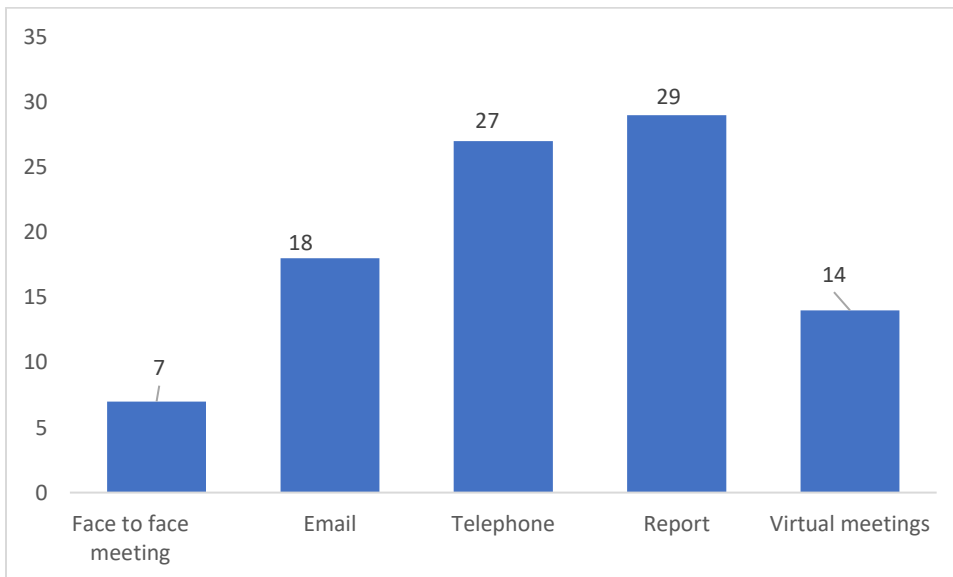


Figure 4.4. 4 Technique used to communicate with your stakeholder’s

From the study respondents have selected more than one answer for the question of the technique they use to communicate with your stakeholder's. Figure 4.4.4 above shows 29 or 87.8% of respondents says through report, 27 or 81.8% of respondents says through telephone, 18 or 54.5% of respondents says through email, 14 or 42.4% of respondents says through virtual meetings, and 7 or 21% of respondents says the technique they use to communicate with your stakeholder's is face to face meeting. Here we can see most of respondents are using multiple way of communication techniques to have communication with stakeholders. This will help to have more interaction with stakeholders based on the available means & urgency.

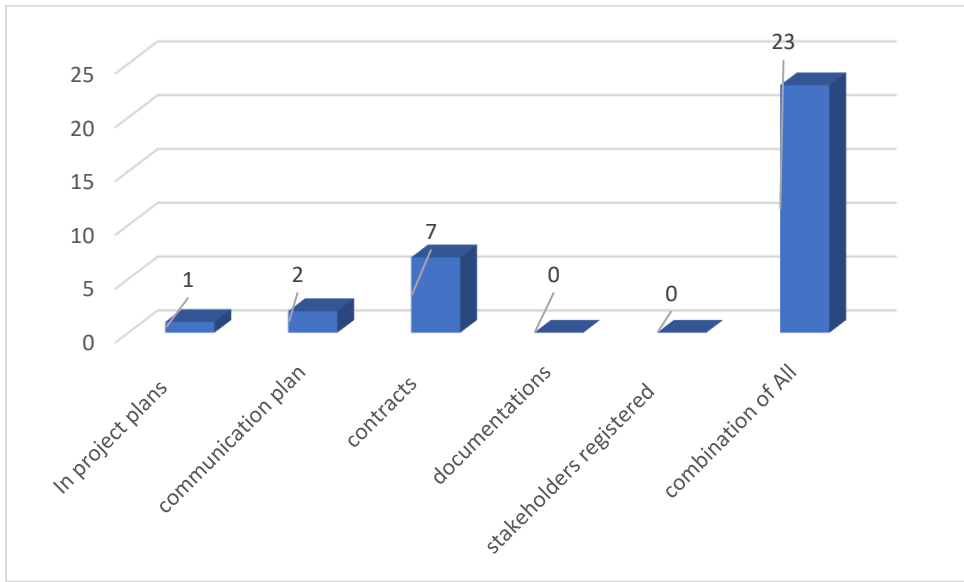


Figure 4.4. 5 Tools & techniques used for stakeholder’s management

As shown on figure 4.4.5 above 23 or 69.7% of respondents says the tools & techniques they used for stakeholder’s management in their organization is combination of all, 7 or 21.2% of respondents says through contracts, 2 or 6% of respondents says through communication plan, and 1 or 3% of respondents says in project plans respectively.

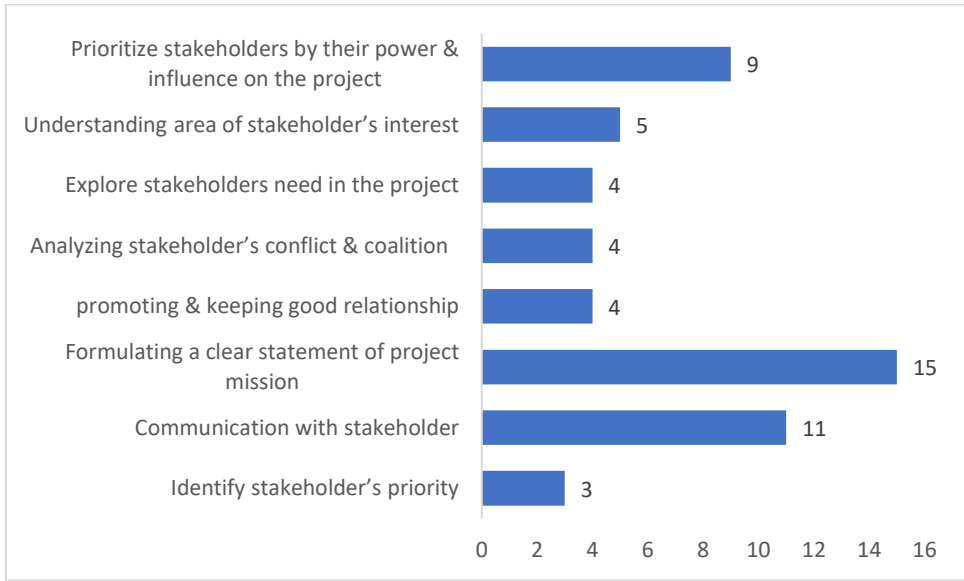


Figure 4.4. 6 Most critical success factor for effective stakeholder’s management

From the study, respondents have selected more than one answer for the question the most critical success factor for effective stakeholder's management from their organization. Figure 4.4.6 above shows 15 or 45.5% of respondents says the most critical success factor for effective stakeholder's management from their organization is formulating a clear statement of project mission, 11 or 33.3% of respondents says communication with stakeholder 9 or 27.3% of respondents says prioritize stakeholders by their power & influence on the project, 5 or 15.2% of respondents says by understanding area of stakeholder's interest, 4 or 12.2% of respondents says promoting & keeping good relationship, 4 or 12.2% of respondents says analyzing stakeholder's conflict & coalition, 4 or 12.2% of respondents says explore stakeholders need in the project, and 3 or 9.1% of respondents says identify stakeholder's priority respectively. This shows most of the respondents most critical success factor for effective stakeholder's management is formulating a clear statement of project mission and communication with stakeholder. Eskerod (2016), Study conducted on stakeholder's management clarifies, stakeholder management as, one of the core knowledge areas for achieving project success.

Table 4.4. 4 Stakeholders communication

S N	Stakeholders communication	Frequency					Frequency Total	Percent /%	Mean	Stan. Dev
		SA	A	N	D	SD				
1	I prefer to use face to face meetings with stakeholders	2	5	3	20	5	33		3.57	1.118
		6.2	15.1	9.1	54.5	15.1		100		
2	I prefer & use ITC /email, virtual meetings with stakeholders	18	5	0	9	1	33		2.09	1.400
		54.5	15.2	0	27.2	3.1		100		
3	I use organization based standard template & format to get information & feedback from stakeholder's	3	2	4	16	8	33		3.72	1.179
		9.1	6.1	12.1	48.4	24.3		100		
4	Communication with different stakeholders will help to have diverse knowledge & experience related with project work	30	3	0	0	0	33		1.09	0.291
		90.9	9.1	0	0	0		100		
5	Communicating with stakeholder at grassroot level will help to prioritize activities & know there needs	28	5	0	0	0	33		1.15	0.364

		84.8	15.2	0	0	0		100		
6	Capacity building & raising awareness enhance the participation of stakeholders	29	2	2	0	0	33		1.18	0.527
		87.8	6.1	6.1	0	0		100		
7	Formal reporting mechanisms will reduce risk & uncertainty & enhance accountability	23	3	0	7	0	33		1.72	1.231
		69.7	9.1	0	21.2	0		100		

4.5: Stakeholders Management, it's practice & challenges

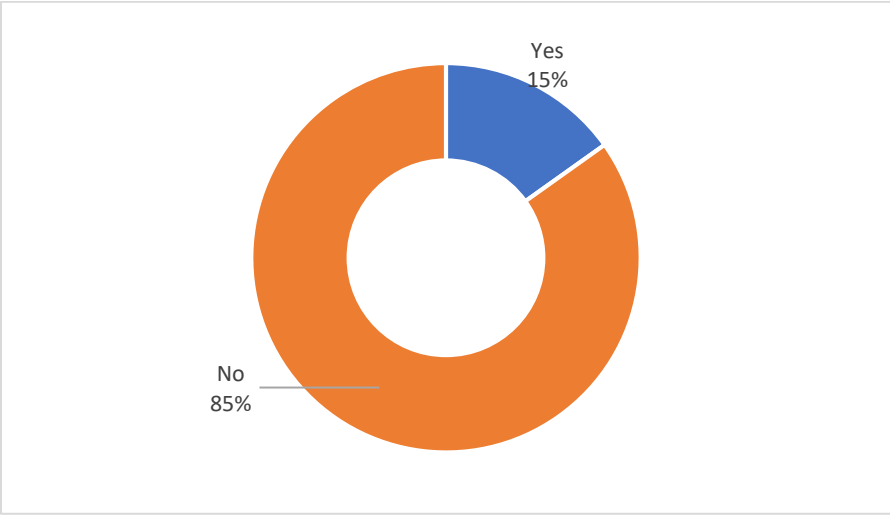


Figure 4.5. 1 Unit responsible for stakeholder’s management

Figure 4.5.1 above shows 28 or 84.8% of respondents says there is no unit in their organization that is responsible for stakeholder’s management, 5 or 15.2% of respondents says there is a unit in their organization that is responsible for stakeholder’s management. This shows there is clarity or understanding issue related with the unit to manage stakeholders. Because different responders in

the same organization responds differently. Therefore, enhancing the knowledge & practicability related with the unit to manage stakeholders is critical.

Out of 28 or 84.8% of respondents who responds, there is no to the unit in their organization that is responsible for stakeholder’s management, 22 or 78.6% of respondents says program manager performs stakeholder’s management, 3 or 10.7% of respondents says all project team members, and 3 or 10.7% of respondents says directors perform stakeholder’s management.

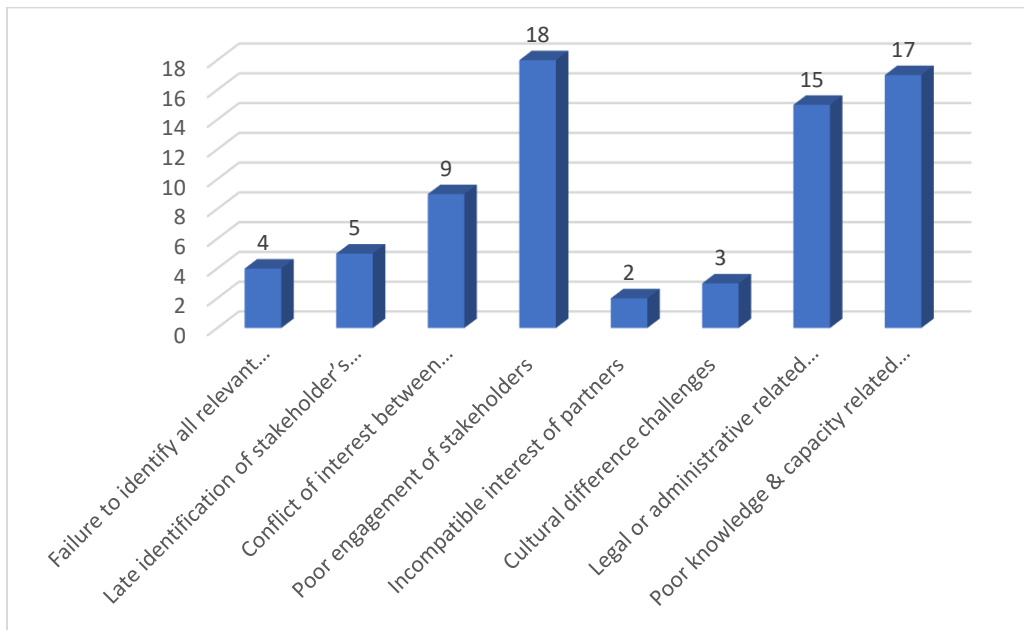


Figure 4.5. 2 Challenges facing while working with multi stakeholder’s management

From the study, respondents have selected more than one answer for the question of the challenges/problems they encountered while working with multi stakeholder’s management both from the organization & stakeholder’s side. Figure 4.5.2 above shows 18 or 54.5% of respondents says poor engagement of stakeholders, 17 or 51.5% of respondents says poor knowledge & capacity related of project team members with stakeholders, 15 or 45.5% of respondents says legal or administrative related challenges, 9 or 27.3% of respondents says conflict of interest between stakeholders, 5 or 15.2% of respondents says late identification of stakeholder’s interest, 4 or 12% of respondents says failure to identify all relevant stakeholders, 3 or 9% of respondents says cultural difference challenges, and 2 or 6% of respondents says incompatible interest of partners. The result above shows majority of respondents says poor engagement of stakeholders, poor

knowledge & capacity related of project team members with stakeholders and legal or administrative related challenges were the challenges or problems they faced while working with multi stakeholder's management.

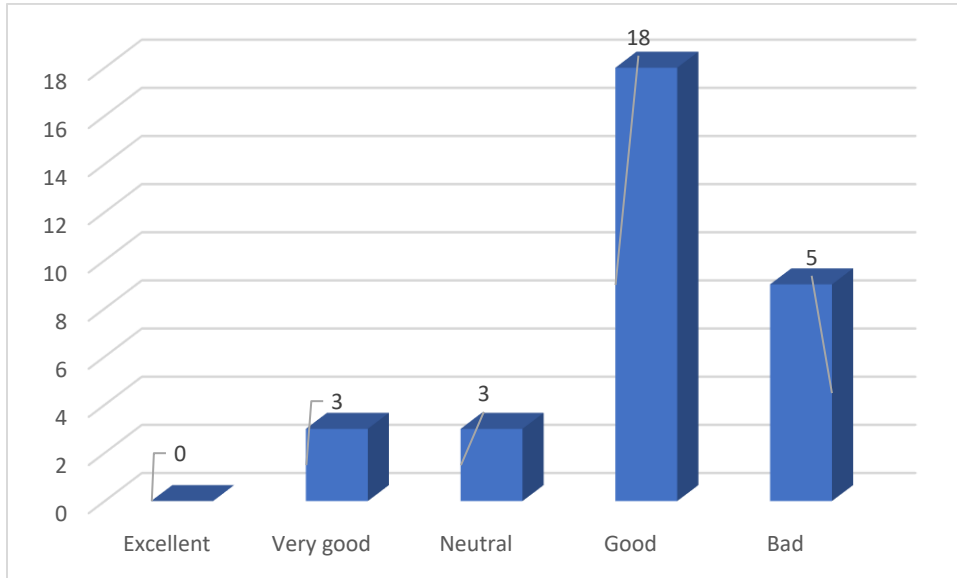


Figure 4.5. 3 Rate for stakeholder's management practice

Figure 4.5.3 above shows 18 or 54.5% of respondent's rates stakeholder's management practice of their project with a rate of good, 9 or 27.3% of respondent's rates as bad, 3 or 9.1 % of respondent's rates as neutral, and 3 or 9.1 % of respondent's rates as very good. This shows majority of respondent rates their stakeholder's management practice with the rate of good. Freeman E (1984), describes stakeholder management has affected the practice of management. Stakeholder management should be applied in strategic management for achieving an objective.

4.6 Findings of Qualitative Analysis

In this study the quantitative methodology dominates over qualitative & methodology and it's shows it's unbalanced. As the study identified from the qualitative in-depth interview conducted, conflict between stakeholders can be solved by disclosing the issues of conflict & prioritizing issues in order to achieve project objectives. Besides when working with stakeholders having different opinions, respondents explains having discussion with experienced professionals & discussing early as much as possible were their responses. From the respondent the researcher identified that problem-solving skills should be enhanced by having more capacity building activities & experience sharing with others. There are different factors that can affect the

achievement of project. Daft (2001), defines “all elements existing outside the boundary of the organization that have potential to affect all or parts of the organization.” The other additional idea raised related with stakeholder’s management is further attention & awareness creation activities are critical in stakeholder’s management practice.

Chapter Five: Conclusion & Recommendation

This chapter deals & focus on the conclusion based on the findings and recommendation to address the challenges encountered. It also includes how to mitigate the challenges based on the findings and enhance SoH Ethiopia or the organization stakeholder's management practices.

5.1 Conclusion

The objective of this study is to assess stakeholder's management practice & challenges in Sign of Hope/SoH Ethiopia. It's also recognized that enhancing the existing stakeholder's practice & stakeholders management is essential. And the following conclusion is drawn from the finding.

The finding of the study shows identifying stakeholders is majorly based on past project lesson learnt. This will give more clue to see stakeholders from different angle. Besides every project is unique. So, we should dig out the finding & analysis of lesson learnt for future implementation. The bases for stakeholder's identification are majorly combination of interest based, influence, vision & mission based, and geographic reasons. This is a good practice for stakeholder's management. The stage of identify stakeholders is critical and most of the stakeholders are not identified throughout the project lifecycle of the project work. This will have its own impact on stakeholder's management & achieving project objectives. The tools & techniques they used for stakeholder's management is a combination of different techniques. On the other hand, formulating a clear statement of project mission & communication with stakeholder were the most critical success factor for effective stakeholder's management.

The study also finds out, one of the major challenges is that, there is no unit in their organization that is responsible for stakeholder's management. While we see stakeholder analysis in the study, it's not an ongoing activity project implementation stage. Poor engagement of stakeholders, poor knowledge & capacity related of project team members with stakeholders, and says legal or administrative related challenges, were the major challenges facing while working with multi stakeholder's management. And the rate for stakeholder's management practice was good.

From the finding of this study, majority of respondents prioritized internal stakeholders over external stakeholders. And majority of them strongly agrees stakeholders mapping helps to find out relationship between stakeholders & project activities.

5.2 Recommendation

The following recommendations were forwarded to enhance stakeholder's management & practices

- ✚ Identification of stakeholders - The stage of identify stakeholders is critical. In the study most of the stakeholders are not identified throughout the project lifecycle of the project work. This should be conducted throughout the project lifecycle to assimilate those stakeholders that may arise at a later stage if project implementation. We need to consider the interesting characteristic of stakeholder concept called the dynamics of stakeholders. (R,Y Jackson L S 2002). This will have impact on the project achievement.
- ✚ Stakeholder's management unit – the unit of stakeholder's management should be designed & practiced with role & responsibilities to overcome the challenges & enhance the achievement of the project
- ✚ Stakeholder analysis - stakeholder analysis is not an ongoing activity in the project implementation stage. This should be changed with continuous & ongoing analysis of stakeholders throughout the project implementation.
- ✚ Gender balance – the organization should also work more to enhance the gender inclusion & balance while implementing project activities.
- ✚ Communication strategy - The communication techniques & channel for stakeholder's communication should be enhanced based on the type of stakeholders & access of communication stakeholders. We should also use the available platforms for communication. Besides those techniques should also be cost effective & applicable.
- ✚ Capacity building – in the implementation of SoH project activities a need-based capacity building & mobilization is essential for stakeholders. Especially while implementing humanitarian assistance activities, the capacity building regarding what is the objective, what should be achieved and other issues should be addressed for the stakeholders.
- ✚ Lesson learnt – what works well not, the lesson learnt should be well captured & analyzed for the current & future project implementation in the organization. Because mostly stakeholders are identified by past lesson learnt.
- ✚ Administrative cost & issues – from the interview conducted, there are administrative cost issues raised by stakeholders for the organization SoH. There are some complaints raised

by stakeholders related with the minimum payment for stakeholders which does not cover the daily cost. In which they have conducted an integrated support in the project work.

5.3 Suggestion for future study

- Stakeholders management should be strengthened throughout implementation project activities. Besides further studies should be conducted related with different project management concepts.
- Project management unit should be given an emphasis to be established & implemented as a system in different project implementation activities.

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Annex 1 Questionnaire



ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE

MASTER OF ART
PROJECT MANAGEMENT
PROJECT WORK

Dear Respondent

I am a graduate student at Addis Ababa school of commerce & currently I am conducting a research for the completion of my masters in project management. The project work is on ‘Stakeholder’s management practice & challenges: the case of ‘Sign of hope/SoH Ethiopia’’. The purpose of this study is to assess the Stakeholder’s management practice & to identify the challenges confronted through Sign of hope/SoH Ethiopia”

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

If you have any question regarding this questionnaire you can contact me through

Email demisolomon11@gmail.com

Tel +251913524411

Many thanks for dedicating your time

Solomon Demissie

Instruction

Please put a tick mark (✓) in the box provided for each choice options listed

If you cannot get satisfactory response for the question, you can write your answer on the space provided.

For the open-ended questionnaire, you can write your answers on the space provided

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 with the current or previous organization

A) 0-5 years B) 6-10 years
C) 11-15 years D) above 15 years
E) Other, please Specify

4) Educational Level

A) Diploma B) BA/BSC
C) MA/MSc D) PHD
E) Other, please Specify

5) Please indicate your position in your current project (chose only one, if you have been in multiple position, please indicate the dominant one only

A) Program manager B) project coordinator
C) Project team member D) Technical specialist
E) Project administration /Finance, Human resource or others
F) Other, please Specify

Section II: Stakeholders Identification, classification & relevance

1) How do you identify your stakeholders

A) Stakeholder’s forum B) Project team brainstorming
C) Past project lesson learnt
E) Other, please Specify

2) What is/are the bases for your stakeholder's identification

- A) Interest based
- B) Influence
- C) Vision & Mission based
- D) Geographic reasons
- E) Combination of All
- F) Other, please Specify

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

- A) Prefeasibility stage
- B) Initial stage
- C) Implementation stage
- D) Throughout the project life cycle
- E) Other, please Specify

4) What determines your stakeholder's status?

- A) Stake on project deliverables
- B) influence over project resources
- C) political influence
- D) information access & control
- E) Other, please Specify

Section III: Stakeholders Analysis

1) Is stakeholder's analysis an activity you undertake as part of your project management process?

- A) Yes
- B) No

2) Do you find stakeholder analysis necessary in project management?

- A) Yes
- B) No

3) Which project implementation stage is ideal to undertake stakeholder analysis

- A) Initial stage
- B) Implementation stage
- C) completion stage
- D) on-going activities

E) Why, Explain please

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.....

- 4) Please indicate your level of agreement with the following statement which relates to how you deal with the stakeholders in the project.

SN	Stakeholders identification & analysis	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5s)
4.1	Project stakeholder's management (PSM) can make a difference in the performance of our project					
4.2	Project stakeholder's management should be an important & priority activity					
4.3	Stakeholder's analysis is an activity I undertake as part of my project management process					
4.4	Stakeholders identification helps to find out who has unique Knowledge related to any aspect of the project					
4.5	I prioritize stakeholders according to their responsibilities in the project					
4.6	I prioritize stakeholders according to how urgent the project is					
4.7	I prioritize stakeholders according their power to influence the project outcome					
4.8	Internal stakeholders are prioritized over external stakeholders					
4.9	Stakeholder's analysis helps to evaluate different stakeholders' power					

4.10	Stakeholder's analysis is useful to ensure the quality of decision-making process					
4.11	In my project I should & I am involved in stakeholder's identification & analysis					
4.12	Project managers & donors are the one who should do stakeholder analysis					

Stakeholders Mapping

SN	Stakeholders Mapping	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5s)
4.13	Stakeholders mapping is a method that helps to capture all units who have stake on the project					
4.14	Stakeholders mapping helps to find out relationship between stakeholders & project activities					
4.15	Stakeholders mapping helps to understand key stakeholders need & outcome of the project					

Section IV: Stakeholders Management, Communication & success factors

- 1) What is the operational meaning of stakeholder's management in the context of your organization
 - A) Identifying stakeholders & planning stakeholder engagement Effectively
 - B) Use of proactive project management
 - C) Communication with stakeholders
 - D) Managing stakeholder engagement & monitoring stakeholder engagement
 - E) Other, please Specify

2) What does this contribute to your organization
.....
.....
.....

3) Is communication strategy part of you stakeholder's management process?

- A) Yes B) No

4) Which technique do you use to communicate with your stakeholder's?

- A) Face to face meeting B) Email
C) Telephone D) Report
E) Virtual meetings
F) Other, please Specify

G) If no why ?
.....
.....

5) What are the tools & techniques used for stakeholder's management in your organization?

- A) In project plans B) communication plan
C) contracts D) documentations
E) stakeholders registered F) combination of All
G) Other, please Specify

6) Choose the most critical success factor for effective stakeholder's management from your organization /more than one answer allowed /

- A) Identify stakeholder's priority
B) Communication with stakeholders
C) Formulating a clear statement of project mission
D) promoting & keeping good relationship
E) Analyzing stakeholder's conflict & coalition
F) Explore stakeholders need in the project
G) Understanding area of stakeholder's interest
H) Prioritize stakeholders by their power & influence on the project

I) Other, please Specify
.....

SN	Stakeholders communication	Strongly Agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly Disagree (5s)
	I prefer to use face to face meetings with stakeholders					
	I prefer & use ITC /email, virtual meetings with stakeholders					
	I use organization based standard template & format to get information & feedback from stakeholder's					
	Communication with different stakeholders will help to have diverse knowledge & experience related with project work					
	Communicating with stakeholder at grassroot level will help to prioritize activities & know there needs					
	Capacity building & raising awareness enhance the participation of stakeholders					
	Formal reporting mechanisms will reduce risk & uncertainty & enhance accountability					

Section V: Stakeholders Management, it's practice & challenges

1) Is there a unit in your organization that is responsible for stakeholder's management?

A) Yes

B) No

If yes what specific function does it perform?

If No who performs stakeholder's management?

A) Program manager

B) project coordinator

C) All project team members

D) Other, please Specify

.....

2) what are the challenges/ problems you are facing in working with multi stakeholder's management? /Both from the organization & stakeholder's side/

A) Failure to identify all relevant stakeholders

B) Late identification of stakeholder's interest

C) Conflict of interest between stakeholders

D) Poor engagement of stakeholders

E) Incompatible interest of partners

F) Cultural difference challenges

G) Legal or administrative related challenges

H) Poor knowledge & capacity related of project team members with stakeholders

I) Other, please Specify

.....

3) How do you rate stakeholder's management practice of your project?

Excellent Very good Neutral Good Bad

4)What would you recommend to enhance stakeholder management for successful project management?

.....

Interview questionnaire

1. How do you evaluate the stakeholder’s management process in your organization?
2. Is there a separate unit or department for handling stakeholder’s management tasks? if yes how it’s organized? Is there adequate staff to undertake tasks? If no what is the reason?
3. What kind of strategy your organization uses to manage stakeholders?
4. What are the tools & techniques used for managing stakeholders?
5. What can you do when working with stakeholders with different opinions?
6. How can you solve a conflict between stakeholders?
7. How do you motivate stakeholders?
8. Which problem-solving skills do you have?
9. What kind of mechanisms do you use to manage stakeholders?
10. What factor did you consider helpful to have meaningful stakeholder’s management?
11. What do you think are the major challenges with stakeholder’s management?
12. What do you think are the major causes for the challenges with stakeholder’s management?
13. What are the major adverse effects related with stakeholder’s management?
14. What mitigation measures do you use to overcome this challenge & adverse effects?
Please respond in terms of Technical knowledge Communication & relationship
Leadership Monitoring
15. What are the best practices & lesson learnt from the challenges you encountered?
16. Any Additional idea related with stakeholder’s management please
-
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