



Assessing the Effect of Stakeholders Management Practices on Stakeholder Satisfactions on Five Local Development Plan Cases in Addis Ababa

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Declaration

I, Woyneshet Belete, hereby declare that this research project entitled “Assessing the Effect of Stakeholder Management Practices on Stakeholder Satisfaction in five Cases in Addis Ababa.” is a work done by me and that it has not been submitted anywhere by anyone for any sort of approval. I understand that any false declaration will be subject to disciplinary action, up to and including expulsion from the Master's program in Project Management at Addis Ababa University, School of Commerce.

Signature: _____

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Statement of Certification

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GSR/3616/14

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Abstract

This study assessed the effect of stakeholder management practices on stakeholder satisfaction in five selected spatial local development plan cases in Addis Ababa. A survey with 72 respondents was conducted, using a Likert scale questionnaire. By conducting correlational and regression analysis the study found a strong positive correlation between stakeholder identification, stakeholder mapping, stakeholder engagement, stakeholder management practices, and stakeholder satisfaction. The resulting correlations are stakeholder identification ($r = 0.713$, $p < .001$), stakeholder mapping ($r = 0.714$, $p < .001$), stakeholder engagement ($r = 0.667$, $p < .001$), and stakeholder management ($r = 0.593$, $p < .001$). The crosstabulation also showed a positive correlation between the variables. These findings suggest that organizations can improve stakeholder satisfaction by prioritizing these practices. A positive correlation is seen from the multiple linear regression model done on stakeholder satisfaction and the four practices. Recommendations include creating a comprehensive stakeholder management plan, developing communication and conflict management strategies, ensuring representation of all stakeholders, maintaining transparency, and being responsive to feedback. By implementing these suggestions, the likelihood of successful spatial local development plans in Addis Ababa can be increased.

Keywords: Stakeholder management, stakeholder satisfaction, spatial local development plan, Addis Ababa

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Table of List of Acronyms and Abbreviations

AAPDC – Addis Ababa plan development commission

LDP – Local development plan

PMI -Project Management Institute

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CHAPTER 1

INTRODUCTION

1.1 Background of Study

Local development plans are specific to areas of a city and are designed to make it easier to implement the master plan and speed up development. LDP should be planned in Addis Ababa because (ORAAMP, 2002) asserted that 80 % of the housing in the city is slum. Public participation is the right of stakeholders as adopted by Article 5 of proclamation no. 574/2008. But Ashenafi (2001) states that the majority of the settlers from the Sheraton area, about 72 percent complain that they were denied their rights to take part in the decisions that substantially affected their life. And also Dejene M. (2005). States 50.5% replied that they have never participated in the whole process. Dejene M. (2005). States unsuccessful and poor Integration relates to the lack of coordination between different infrastructure institutions that involve in land development. Ayalew (2003) describes the situation as: "commitment and cooperation of stakeholders would hardly be forthcoming in the process of development in a situation where key urban actors don't have shared vision concerning the future of the City". Semeneh M. (2015) recommends the continued active and effective participation of nongovernmental organizations, the scientific community, and the private sector, as well as local groups and communities, are important in the preparation and implementation of LDP.

Stakeholders are groups of people who have an interest in an organization's work and to whom the organization has an ethical duty, Logan, J. (2004). PMBOK GUIDE, (2017). States effective stakeholder management is essential for project success. Edelenbos and Klijn (2006). States Stakeholders management leads to greater stakeholder satisfaction with the final planning product, successful implementation, and transparency as it comes from their involvement in shaping it. Touqeer, U., Yasir, M., & Farooq, S. (2019). Examining the

relationship between internal stakeholder engagement and project success with mediating effect of Stakeholder satisfaction highlights that stakeholder satisfaction is an important mediating factor in the relationship between internal stakeholder engagement and project success. It also suggested doing future research in any other area other than Attock, Pakistan. Despite the growing body of literature on stakeholder management, still, there is a need for more research on stakeholder management practice's effect on stakeholder satisfaction as stated by Touqeer, U., Yasir, M., & Farooq, S. (2019).

This research plans to address the stakeholder participation and buy-in gap by examining the relationship between various stakeholder management practices, such as stakeholder identification, mapping, engagement, and management, and stakeholder satisfaction within the context of Addis Ababa's spatial local development plan. Understanding stakeholder management practice's effect on stakeholders' satisfaction can provide valuable insights for planners, enabling them to develop more effective strategies for managing stakeholder expectations and needs. This, in turn, can contribute to improved LDP planning and stakeholder buy-in.

1.2 Background of the Company

Addis Ababa city plan development commission is established in 2016 to focus only on the structural plan of the city. It was re-established in 2018 to also perform socio-economic works. The commission develops a long, medium, and short-term socio-economic and spatial plan and makes sure of its implementation. It also collects and distributes information on structural plan implementation challenges from different institutions. It also holds the responsibility to manage stakeholders on plan development works. The commission is currently developing five LDPs, Gojam Brenda corridor LDP, Bulegariya Kera Tele corridor LDP, Gedam sefer LDP, Autobus tera Abente Tkelhyemanote corridor LDP and Shiro meda LDP, which are studied on this paper.

1.3 Statement of the Problem

The city administration of Addis Ababa is undertaking urban redevelopment projects intending to improve the living condition of residents, maintain sustainable land management and supply system, and create a better spatial and physical image of the city, Bizuneh G. (2010). The achievement of urban regeneration heavily relies on the establishment of an efficient urban management system capable to steer conflict resolution, mobilizing adequate resources, and guiding urban development in a participatory manner, Acioly Jr. C. (1999). Dejene M. (2005). States the current practices of participatory planning approaches are mainly the traditional approaches where the governments along with the professionals impose their visions on the community, which rarely shares such visions. Semeneh M. (2015). States due to the absence of a responsible coordinating body, the role and awareness of the major actors to participate in the planned urban renewal program were nonexistent to integrate their effort into the common goal of the project. 37% of the building permit and land plot issued with in the past 3 years doesn't fulfill the spatial plan requirement. All this shows a lack of stakeholder buy-in and satisfaction with the stakeholder management practice. Investigating stakeholder management practices and their impact on stakeholder satisfaction within this specific context to develop strategies for improved stakeholder engagement is needed. This study aims to assess the current stakeholder management practices in five selected spatial local development plan cases in Addis Ababa.

1.4 Basic Research Questions

1. Who should participate in the planning of the spatial local development plan (LDP) of Addis Ababa city?
2. How is stakeholder management being practiced when planning the spatial local development plan of Addis Ababa city?
3. How satisfied are the internal stakeholder with the stakeholder management practice?

1.5 Objectives of Study

1.5.1 General Objective.

To assess the effectiveness of stakeholder management practices in LDP across five cases in Addis Ababa, and to identify internal stakeholder satisfaction levels.

1.5.2 Specific Objectives

1. To identify the stakeholder of the spatial local development plan of Addis Ababa city.
2. To assess the stakeholder management practice while the spatial local development plan of Addis Ababa city is in the planning phase.
3. To assess the level of satisfaction with the stakeholder management practice among stakeholders.

1.6 Definition of Terms

Structural plan: - a long-term plan that sets out its vision and planning framework so that infrastructure and service will meet residents' needs going forward.

Spatial plan: - is a set of documents that direct a strategic direction for the development of a specified geographic area.

Local development plan - Scales down and contextualizes the structure plan so that it could fit the specified local context on which the Structure Plan permitted.

Land use: - the human use of land

Building height: - is the height from natural ground level to the peak point of a building measured from any point.

Road Network: - moves people and goods from a given point in space to some other destination

1.7 Significance of Study

This study provides an in-depth analysis of stakeholder management practices in spatial local development planning in Addis Ababa. By examining five cases and linking these practices to stakeholder satisfaction, it sheds light on the acceptance of these practices by internal stakeholders. The findings offer valuable insights and recommendations for enhancing stakeholder engagement in spatial local development planning, ensuring the consideration of diverse stakeholder needs, and achieving more equitable and sustainable development outcomes. The results are particularly beneficial for planners in Addis Ababa, enabling them to improve their understanding of effective stakeholder management practices and facilitating capacity building among local practitioners and stakeholders. This study adds to the existing knowledge of stakeholder management in spatial local development planning, specifically within the context of Addis Ababa. It holds significant potential to inform and enhance stakeholder engagement in the city's planning processes, leading to more effective, inclusive, and sustainable spatial planning practices that benefit both the city and its diverse stakeholders.

1.8 Scope/Delimitation of Study

The research focuses on Addis Ababa and its spatial local development planning processes. The study specifically examines five selected cases within the city, representing diverse localities and development contexts. The study assesses various stakeholder management practices, including stakeholder identification, mapping, engagement, and management. The research explores the effectiveness of these practices in the context of spatial local development planning in Addis Ababa. The research focuses on the stakeholder management practices in spatial local development planning in Addis Ababa which are currently being developed. The research results in a comprehensive assessment of stakeholder management practices in the five selected cases in Addis Ababa and stakeholder satisfaction.

In summary, the scope of this study encompasses the assessment of stakeholder management practices in spatial local development planning in Addis Ababa, focusing on five selected cases. The research examines internal stakeholders and the effectiveness of stakeholder management practices, ultimately providing recommendations for enhancing stakeholder engagement and collaboration in the city's planning processes.

1.9 Organization of the Research Report

It is structured having chapters one to five.

The first one provides a comprehensive introduction to the stakeholder management practices in the special local development plan of the city and the rationale for conducting the research. The second one delves into the pertinent literature that supports the study's objectives. In the third one, the research methodology employed to address the research questions will be outlined. Chapter Four offers a thorough analysis, interpretation, and presentation of the assessment's findings. This section will summarize the study's results and discuss their implications. Lastly, Chapter Five provides a summary of the findings and proposes recommendations based on the results.

CHAPTER 2

2. LITERATURE REVIEW

2.1 Introduction

An initiative of this literature review is to understand current knowledge on effective stakeholder management practices in local development planning. Stakeholder management is the process of identifying, assessing, and managing the interests of all the people who have a stake in a project or organization. Some common practices are Stakeholder identification, Stakeholder mapping, Stakeholder engagement, and Stakeholder management planning.

The goal of stakeholder management is to build relationships with stakeholders, understand their needs and expectations, and manage their expectations to make them valuable to the project or organization.

Stakeholder satisfaction is the level of satisfaction that stakeholders have with the project or organization. Stakeholder satisfaction can be influenced by several factors, including how stakeholder management is practiced.

There is growing research work on the relationship between stakeholder management practice and stakeholder satisfaction. Some studies have found that effective stakeholder management can lead to increased stakeholder satisfaction.

This literature review will summarize the key findings of the research on the relationship between stakeholder management practice and stakeholder satisfaction. It will also discuss the implications of the literature for future research.

2.2 Theoretical Review

2.2.1 *Theoretical Review of Plan and project*

AACPDC, (2017) states LDP as “the mix of functions, density, mobility and transport system, streetscape design, public plazas, park development, urban quality, and landscaping, identity, and character, and guidelines for historical buildings and sites should be considered in local development planning for a center. By considering these factors, planners can help to create vibrant and livable communities that are both economically and environmentally sustainable.”

“The Plan Commission assumes the powers and functions of the Addis Ababa Plan Institute and the Project Office, including human resources and related matters with regards to the preparation and other regulatory aspects of medium-term and long-term urban spatial plans and this is indicated by Proclamation No. 48/2016” AACPD. (2017).

“A Project is a temporary endeavor undertaken to create a unique product, service, or result” PMBOK, (2017). Projects can play a noteworthy role in spatial local development planning. They can be used to implement spatial plans, address specific problems, or create new opportunities. However, managing projects in spatial local development planning can be challenging. Several factors can make it difficult to successfully implement projects, including complexity, uncertainty, time, and resource constraints. Stakeholder engagement is essential for the effective implementation of projects in spatial local development planning.

Geertman, S., Ferreira, J., Goodspeed, R., & Stillwell, J. (2015) discuss how technology can support spatial planning through data collection, analysis, and visualization. They argue that technology can enhance the accuracy and effectiveness of spatial plans while increasing stakeholder engagement by making information more accessible and comprehensible.

Ziafati Bafarasat, A. (2015). States the three main schools of thought on strategic spatial planning are the performance school, the school of innovative action, and the school of transformative strategy formulation. The performance school focuses on improving the effectiveness and efficiency of spatial planning, the school of innovative action focuses on promoting innovation and creativity in spatial planning, and the school of transformative strategy formulation focuses on transforming the spatial planning landscape. The best approach to strategic spatial planning is to combine elements from all three schools of thought.

2.2.2 Theoretical Review on Stakeholder

“Stakeholders can be organizations, groups, or individuals that may affect or may be affected by or may perceive themselves to be affected by a decision, activity, or outcome of a portfolio, program, or project” PMBOK, (2017).

Albrechts, L. (2004) contends that monitoring and evaluation are vital for ensuring that spatial plans are effective and achieve their intended outcomes. The author suggests that monitoring and evaluation should be an ongoing process, involving a wide range of stakeholders to assess the plan's progress and make necessary adjustments.

Bonn, Aletta. (2009) states the relationship between laypeople and professional stakeholders in community participation is complex. Professionals may perceive laypeople as unnecessary, inexperienced, unrepresentative, untrustworthy, and decision-making-complicating. These challenges can be overcome by finding ways to increase trust, build experience, and ensure representation.

Parkins, J. R., & Mitchell, R. E. (2005) state the success of governance networks when it comes to spatial planning depends on many factors, including a high level of trust between actors, the use of conflict resolution mechanisms, and a supportive political environment.

2.2.3 Theoretical Review on Stakeholder Management

Baker, M., Coaffee, J., & Sherriff, G. (2007). States good participation is inclusive, transparent, democratic, efficient, and effective. It is important to manage expectations, communicate openly, avoid predetermined outcomes, coordinate strategies, link participation to democratic processes, balance conflicting views, use resources effectively, provide training, think in different ways, and balance speed and inclusivity. By following these principles, you can help to ensure that everyone has a say in decision-making processes.

Baker, M., & Wong, C. (2013) highlight the importance of evidence-based decision-making in the plan-making process, which involves collecting and analyzing data on local conditions, trends, and needs. The authors argue that a robust evidence base is essential for developing sound policies and strategies within LDPs.

Lichfield, N., Barbanente, A., & Nijkamp, P. (2016) contend that monitoring and evaluation are vital for assessing the effectiveness of LDPs and making necessary adjustments to policies and strategies. The authors suggest that monitoring and evaluation should be an ongoing process, involving a wide range of stakeholders, and should focus on both the outputs and outcomes of LDPs.

Patsy, H. (1998). States Spatial planning is the activity and philosophy of improving quality of life through promoting, managing, and regulating "placemaking". Spatial planning has been constrained by several factors, including the neglect of place and space in public policy, the narrow emphasis on change in land use, and the dominance of economic and social policy sectors.

Reed, M. S. (2008). emphasizes that involving a diverse range of stakeholders, including local communities, businesses, and government agencies, is crucial for creating

effective and sustainable LDPs. The author argues that stakeholder engagement should be an ongoing process, fostering collaboration and consensus-building, and ensuring that local needs and priorities are adequately addressed.

Shaw, D., & Lord, A. (2009) state spatial planning is a key tool for creating sustainable communities. It requires planners to engage with communities, use evidence-based decision-making, and work in partnership with other agencies.

2.2.4 Theoretical Review on stakeholder satisfaction on Spatial Plan

Kelly C., Richard C., Steven A., (2001) refer to the need for organizations to communicate with stakeholders promptly. Stakeholders want to be kept informed of important developments, and they appreciate it when organizations are transparent about their plans and actions. These rules are not only important for stakeholder satisfaction, but they can also lead to other benefits for organizations, such as improved decision-making, increased trust, and reduced risk. It concludes by discussing the implications of these rules for stakeholder management. It argues that organizations need to adopt a stakeholder-centric approach to management, and they need to be proactive in communicating with stakeholders and addressing their concerns.

2.3 Empirical review

2.3.1 Empirical Review on Stakeholder Management

Adewale, A. R. (2012) finds Stakeholders' involvement is positively related to an organization's performance and leads to increased knowledge and understanding, improved decision-making, greater commitment, and increased motivation and productivity. the effectiveness of stakeholders' involvement in strategic planning, including trust and cooperation, communication and participation, and resources. Stakeholders' involvement is an important ingredient for organizational success.

Aapaoja, A., Haapasalo, H., & Söderström, P., (2013) suggest that Early stakeholder involvement is essential for project success. Different stakeholders should be managed differently depending on their roles, liabilities, and salience to the project. The project definition phase is the ideal time to identify and involve stakeholders, as the project is still in its early stages and there is more flexibility to make changes based on stakeholder feedback.

Blackstock, K. L., Waylen, K. A., Duglinson, J., & Marshall, K. M. (2012) states Planning and management processes need to focus on social processes, as these can have a significant impact on the outcomes. Stakeholder involvement was generally well-received, but some external criteria were not met, such as monitoring and evaluation. Judging a 'good' process needs a balance of internal and external criteria, and this can help to improve the quality of stakeholder involvement and lead to more effective and sustainable planning outcomes.

Baker, M., Hincks, S., & Sherriff, G. (2010) argue that stakeholder involvement is essential for effective planning, but it is also a complex and challenging process. Several factors can influence the success of stakeholder involvement, including the level of commitment from stakeholders, the quality of communication between stakeholders and planners, the use of appropriate methods for stakeholder involvement, and the availability of resources to support stakeholder involvement. A more systematic approach to stakeholder involvement in planning and the following steps should be taken to improve stakeholder involvement: Develop a clear plan for stakeholder involvement, Identify the key stakeholders and their interests, Use a variety of methods for stakeholder involvement, Provide resources to support stakeholder involvement and Monitor and evaluate the effectiveness of stakeholder involvement.

Bednarek-Szczepańska, M. (2020) argues exclusion of stakeholders can harm the quality of decision-making, and calls for reforms to improve the participation of local communities. These reforms include enshrining the right of local communities to participate in spatial decision-making in law, providing resources and capacity to support the participation of local communities, and raising awareness of the importance of involving local communities in spatial decision-making.

Drazkiewicz, A., Challies, E., & Newig, J. (2015) argue that public participation can improve the quality of decisions, increase the likelihood of implementation, and build trust between stakeholders. Public participation can be an effective tool for improving environmental planning, but the success of public participation depends on several factors, including the context in which it takes place.

Dühr, S., Colomb, C., & Nadin, V. (2010) propose that spatial planning should be viewed as a cross-cutting policy area that can address a wide range of issues. They argue that integrating spatial planning with other policy areas is essential for ensuring its effectiveness and sustainability.

Elbakidze, M., Dawson, L., Andersson, K., Axelsson, R., Angelstam, P., Stjernquist, I., Teitelbaum, S., Schlyter, P., & Thellbro, C. (2015) observed that stakeholder participation in spatial planning can lead to better understanding of complexities and challenges, conflict mitigation, shared goals, increased trust, consensus-building, more sustainable and effective spatial planning decisions. Stakeholders can gain a deeper understanding of the social, economic, and environmental dimensions of land use planning, which can help them to recognize interdependencies and trade-offs involved in decision-making and facilitate the identification of innovative solutions to complex spatial challenges.

Innes, J. E., & Booher, D. E. (2010). emphasize that involving a diverse range of stakeholders: local communities, businesses, and government agencies, is crucial for creating effective and sustainable spatial plans. They argue that stakeholder engagement should be an ongoing process, fostering collaboration and consensus-building.

Jessel, B., & Jacobs, J. (2005) suggest that stakeholder involvement is essential for effective land use planning. A community's needs and fears are better understood when involving stakeholders in planning and developing plans that are more probable to be successful. However, stakeholder involvement can be challenging, and it is important to develop a process that is inclusive and respectful of all stakeholders.

Luyet V., Schlaepfer R., Parlange M. B., & Buttler, A. (2012) propose a framework for environmental projects' stakeholder participation. The framework is based on the principles of stakeholder identification, analysis, engagement, feedback, and monitoring. Stakeholder participation can help to improve decision-making, increase public support, increase compliance with regulations, and reduce conflict in environmental projects.

Marta, W. (2018) found that stakeholder engagement is the process of involving stakeholders in project planning, decision-making, and implementation. It is important because it can lead to improved project outcomes. Stakeholder engagement can help project managers to make informed decisions, develop appropriate strategies, and build a sense of ownership and shared responsibility among stakeholders. It can also help to identify potential risks and challenges early on, leading to more effective mitigation strategies

Martha, G. (2019) found that Stakeholder engagement is important for project success. It can help to overcome challenges such as communication gaps, incompatible interests, and cultural differences. The most common stakeholder engagement approaches are face-to-face communication, IT systems, and formal and informal meetings. The outcomes of

stakeholder engagement include enhanced decision-making, resource mobilization, policy support, cross-sectoral vision, project objectives, and sustainability.

Ochunga, F. O., & Awiti, L. H. (2017) states stakeholder participation is an important factor in warranting the sustainability of community improvement projects. Stakeholder participation can help to ensure that projects are aligned with the needs and priorities of the public and to get them invested in the success of the project. It also identifies many challenges to achieving optimum stakeholder participation, but they argue that these trials can be overcome.

Poku-Boansi, M. (2021) argues that stakeholder involvement is essential for effective land use planning, but that it is also a complex and challenging process. The benefits of stakeholder involvement, include improved decision-making, increased public support for plans, increased compliance with plans, and reduced conflict.

Parkins, J. R., & Mitchell, R. E. (2005) discuss the two foremost viewpoints on public participation in natural resource management: the traditional perspective and the deliberative democratic perspective. The deliberative democratic perspective can offer important insights into the challenges and opportunities of public participation, and they suggest that public participation processes should be designed to encourage citizen deliberation and decision-making.

The involvement of citizens and interest groups is not conclusively impactful Chen, S.-H. (2017).

Tadele A. (2021) states the challenges of stakeholder engagement include communication gaps among respondents, which may arise due to language differences or preferences in communication tools. Procedural requirements related to legal and

administrative laws may also pose challenges. Additionally, gaps in knowledge about specific issues and stakeholders' requirements may hinder effective engagement. Conflicting interests and requirements of stakeholders may also be a challenge, although this was found to be of the least concern in projects in MELCA Ethiopia. Furthermore, some stakeholders have raised concerns about the organization's limited financial capacity, which may hinder successful engagement from the beginning to the end of a project.

Westerink, J., Kempenaar, A., van Lierop, M., Groot, S., van der Valk, A., & van den Brink, A. (2017) argue that collaborative spatial planning is essential for creating sustainable and prosperous urban regions. The traditional top-down approach to spatial planning is no longer effective in complex and dynamic urban regions. Instead, a more collaborative approach that involves a wide range of stakeholders, including government, businesses, and citizens is better. Two main challenges to collaborative spatial planning: boundary spanning and trust. And they can be overcome by creating a shared vision, building trust, and creating a supportive environment.

2.3.2 Empirical Review of stakeholder satisfaction on Spatial Plan

Carlos F., Jason C. (2008). Found Agile methodologies have a positive effect on stakeholder satisfaction with both the development process and the development outcome. The study also found that the characteristics of iteration, integration, and collective ownership have the strongest effects on stakeholder satisfaction.

Orlitzky, M., & Swanson, D. L. (2012). argues that stakeholder satisfaction is an important indicator of CSP and that generalizability theory is a useful tool for measuring stakeholder satisfaction. The authors conducted a pilot study to test the feasibility of using generalizability theory to measure stakeholder satisfaction and the results suggest that it is a

promising approach. More research is needed to develop and validate measures of stakeholder satisfaction.

Robertson, P. J., & Choi, T. (2012). Investigated the relationship between deliberation, consensus, and stakeholder satisfaction in a collaborative governance setting. It was found that deliberation can lead to higher levels of stakeholder satisfaction, but only if it is conducted fairly and equitably. And consensus is not always necessary for high levels of stakeholder satisfaction. It argues that collaborative governance can be an effective way to make decisions that are satisfactory to most stakeholders, but only if the process is conducted fairly and equitably.

Yared (2021) found that involving stakeholders from the start of a project and working with them in a coordinated way can lead to many positive outcomes, including Increased buy-in, engagement, ownership, accountability, donor trust and satisfaction, and effective and efficient implementation.

2.4 The conceptual framework of the study.

2.4.1 The stakeholder management framework

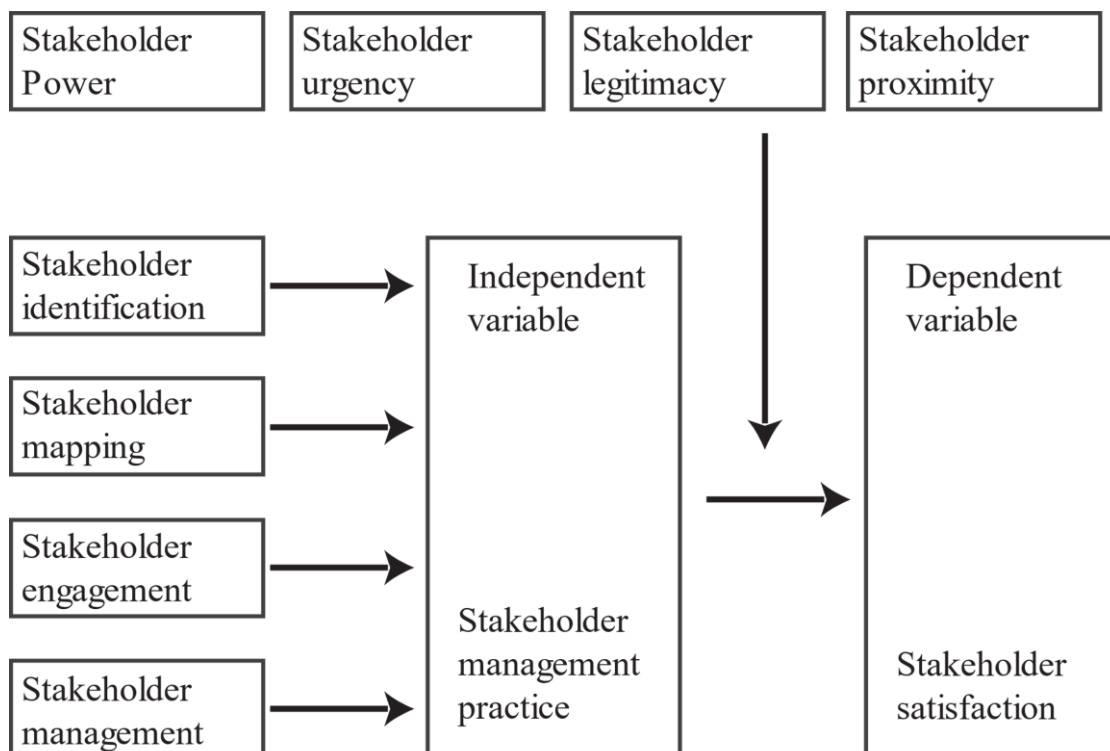
The stakeholder management framework was introduced by Andrew Crane and Dirk Matten in their book "Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization." The stakeholder management framework by Crane and Matten (2007) is a model that helps organizations identify, analyze, and manage their stakeholders effectively. A conceptual framework is based on the following assumptions: stakeholders are all individuals and groups who can affect or be affected by an organization's activities; stakeholder management is a continuous process that should be integrated into all aspects of an organization's operations; and stakeholder satisfaction is an important indicator of an organization's success. The framework consists of four key steps:

1. Stakeholder identification: internal or external, individuals or groups who are interested or impacted by the doing of the organization are identified.
2. Stakeholder mapping: the stakeholders are mapped based on their legitimacy, power, and urgency.
3. Stakeholder engagement: the organization engages with the stakeholders to understand their needs, expectations, and concerns.
4. Stakeholder management: the organization develops strategies to address the wants and needs of its stakeholders.

By following this framework, organizations can better understand and manage their relationships with stakeholders, leading to improved decision-making, reduced risks, and enhanced reputation.

Figure 1

Conceptual Framework



CHAPTER 3

3. RESEARCH METHODOLOGY

3.1 Research Approach and Design

The study is undertaken on the subject matter of Addis Ababa city's special local development plan. The LDPs studied is Gojam berenda corridor LDP, Bulegariya Kera Tele corridor LDP, Gedam sefer LDP, Autobus tera Abente Tkelhyemanote corridor LDP and Shiro meda LDP.

The study uses a Quantitative method of data collection and a Correlational research design to identify the relationship between the independent variable stakeholder management practice and the dependent variable stakeholder satisfaction. A correlational research design investigates relationships between two variables (or more) without the researcher controlling or manipulating any of them. It's a non-experimental type of quantitative research.

The study samples all planners who are currently participating in the planning of the five LDPs in Addis Ababa. The data collection method is primary, surveying by using structured questionnaires and secondary, LDP documents.

It's categorized as correlational research as it attempts to determine if there is a correlation between stakeholder management practice on the planning of local development plans and stakeholder satisfaction. The findings of correlational research are presented in graphs, tables, and word explanations.

3.2 Target population

All planners who are currently participating in the planning and monitoring of the five LDPs in Addis Ababa city. The outsourced planners of LDPs and the performance and plan monitoring AACPD head office spatial plan planners are the internal stakeholders. A total

of 90 planners were identified as being involved in this process, and a survey was sent to all of them. Of the 90 planners, 72 responded to the survey, resulting in a response rate of 80%.

3.3 Sources of Data Collection

The study utilizes both primary and secondary sources of data to determine the stakeholder management practice and satisfaction level of the five local development plans in Addis Ababa city. A comprehensive literature review explores the characteristics and benefits of stakeholder management practice in local development plans. The primary data is used to assess stakeholder management practices using a questionnaire.

3.4 Research Instrument

Primary data was collected through a survey. The survey was prepared after a careful review of the literature and used a Likert scale. To ensure the validity and reliability of the data collection instrument research question are defined clearly and logically, and surveying is used to not exclude anyone and get a representative and adequate sample size, a pilot test is done on the research questions by asking coworker planners and there was no issue on understanding the questions, data is analyzed using appropriate and robust statistical techniques, results are interpreted and reported accurately and transparently by presenting the responses on a graph as they are, and any limitations and implications are addressed. The sources of the questionnaire are the previous research done in the school of commerce on stakeholder management and stakeholder satisfaction.

3.5 Method of Data Collection

Questionnaires are distributed to the planners who are designing and monitoring the five LDP cases in Addis Ababa and team leaders of these LDPs are interviewed personally using semi-structured interview guides. Collected data from the survey are analyzed using

quantitative data analysis and presented using tables, and graphs and discuss the results. The summary, conclusion, and recommendations are drawn from the result.

3.6 Data Analysis and Presentation

Quantitative data analysis methods are used in the research since an assessment of spatial local development plan stakeholder management practices in five cases in Addis Ababa and its effect on stakeholder satisfaction will be done. From the research questions, the measurement scales are ordinal by using Likert scales. These variables are analyzed using inferential statistics.

CHAPTER 4

4. RESULT AND DISCUSSION

4.1 Introduction

The research findings are presented, analyzed, and interpreted. This chapter reviews the findings based on the research's objectives. The study sought to assess stakeholder management practice and its impact on stakeholder satisfaction in the case of the spatial local development plan of Addis Ababa.

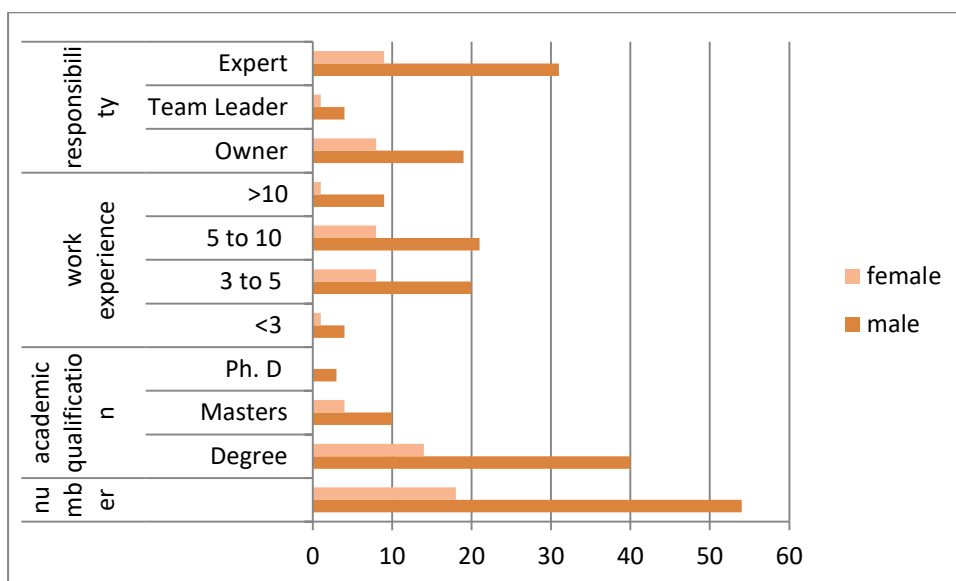
These findings were obtained through questionnaires, semi-structured interviews, and a review of the LDP Proposal report as a secondary source. A Likert scale is applied. IBM SPSS Statistics 22 does the analysis.

4.2 Data presentation

4.2.1 Demographic character

Figure 2

Demographic character



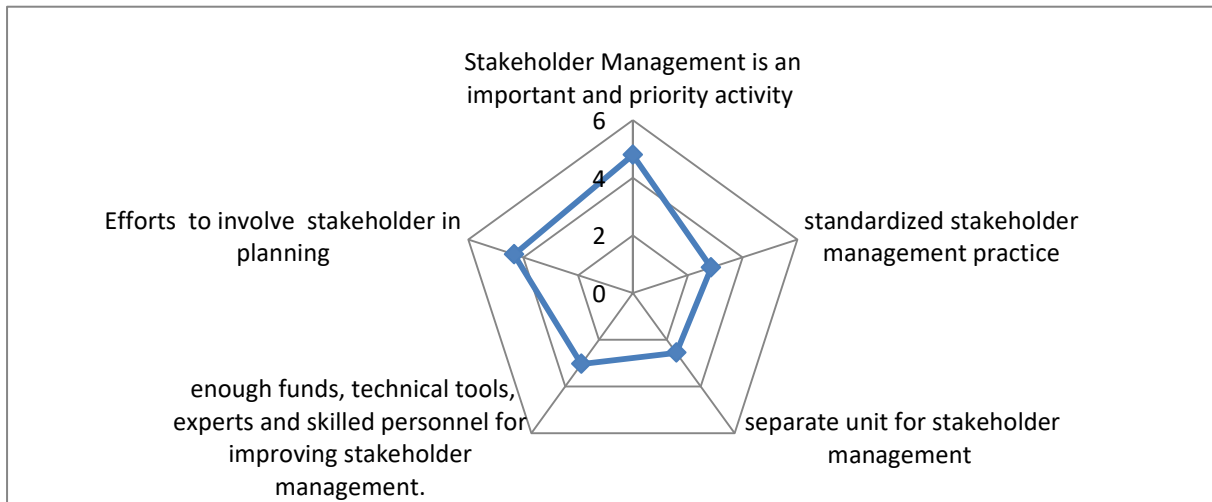
Note. The Demographic character of the 72 respondents.

4.2.2 Stakeholder management practice-general

The question's result data are presented in a graph down and these data are analyzed and interpreted in 4.2.3.

Figure 3

Stakeholder management practice-general



Note. Stakeholder management is a priority activity and separate unit are the least priority.

4.2.3 Stakeholder identification practice

Figure 4

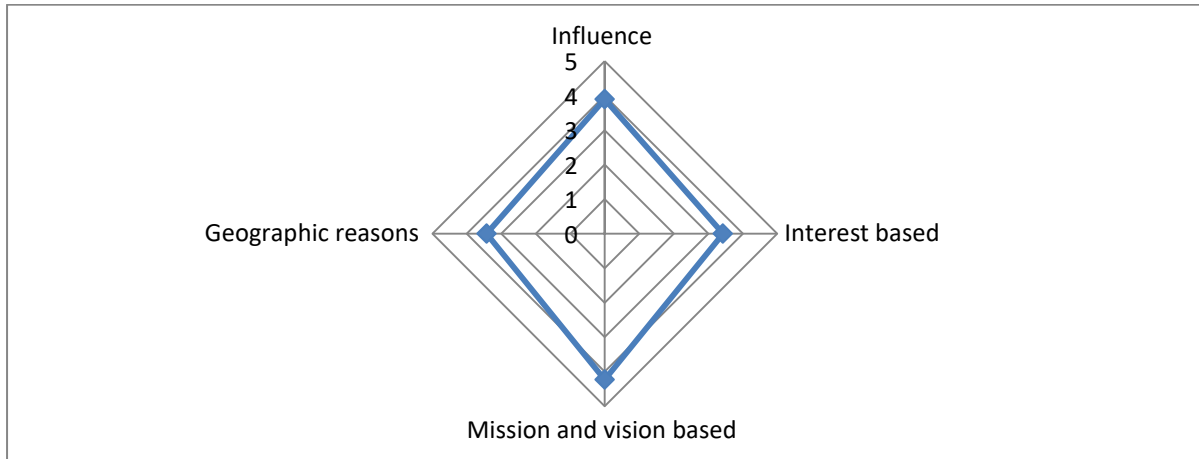
Methods to identify project stakeholders



Note. Brainstorming is used most and snowballing is used least.

Figure 5

Bases for stakeholder identification



Note. Mission and vision are pursued the most and interest is pursued the least.

4.2.4 Stakeholder mapping practice

Figure 6

Bases for stakeholder identification

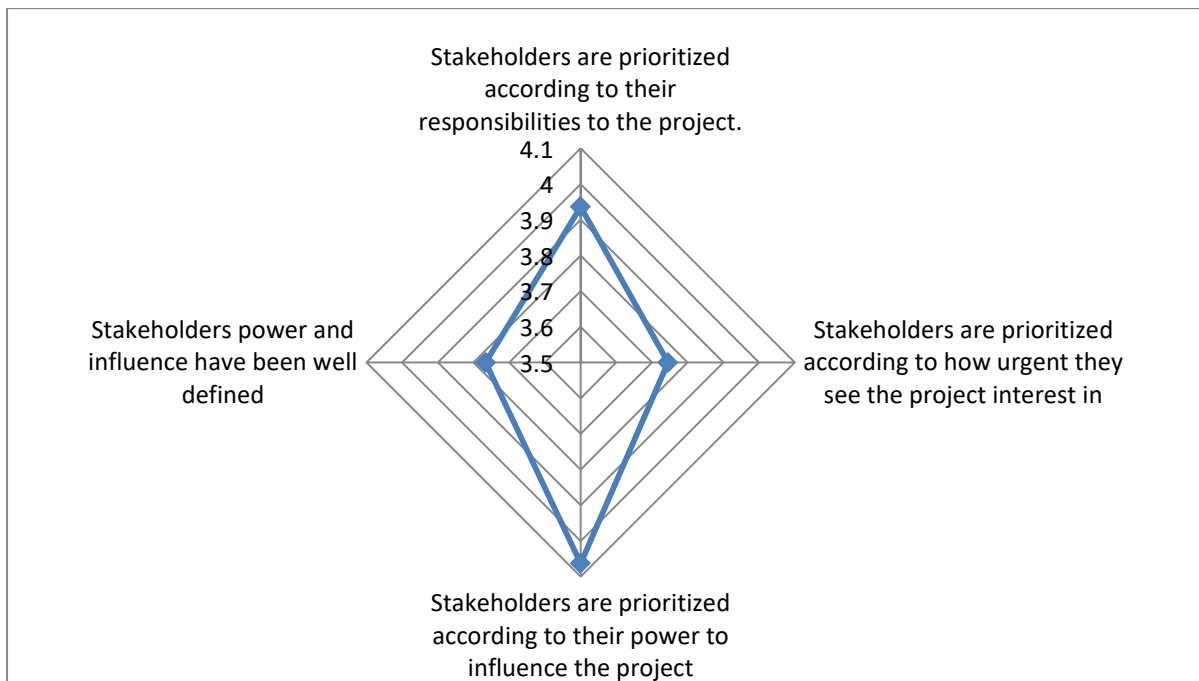
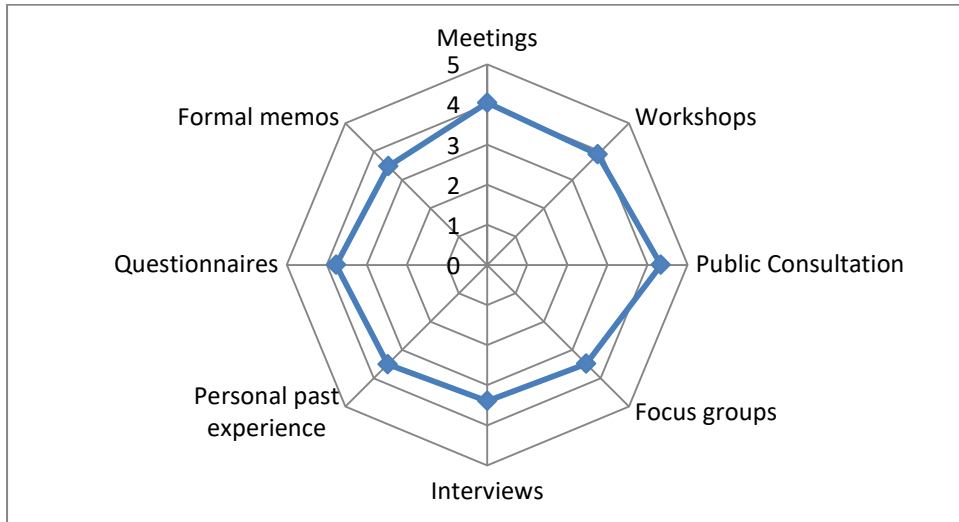


Figure 7

The extent methods used to analyze project stakeholders' information and interest.

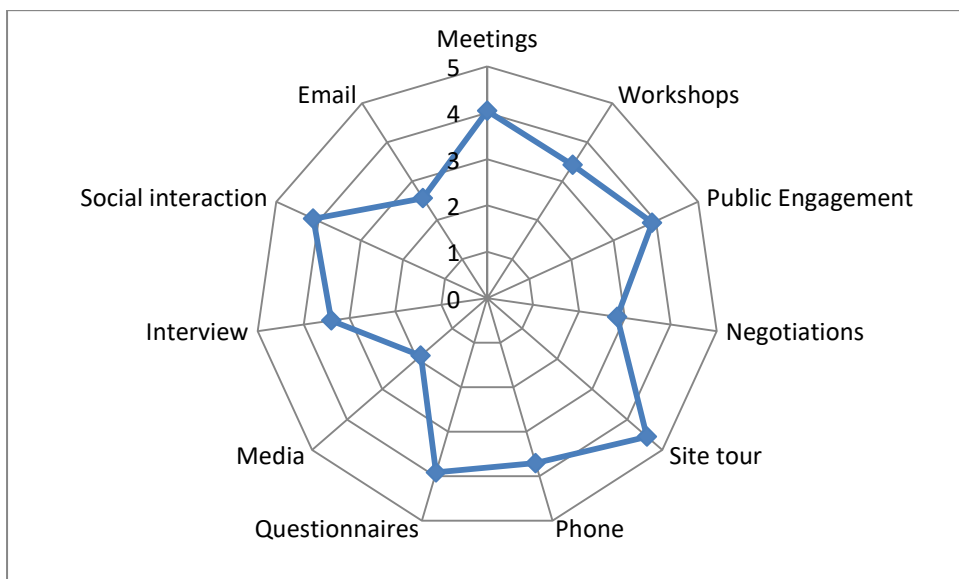


Note. Public conversation is used the most and formal memos are used the least.

4.2.5 Stakeholder engagement practice

Figure 8

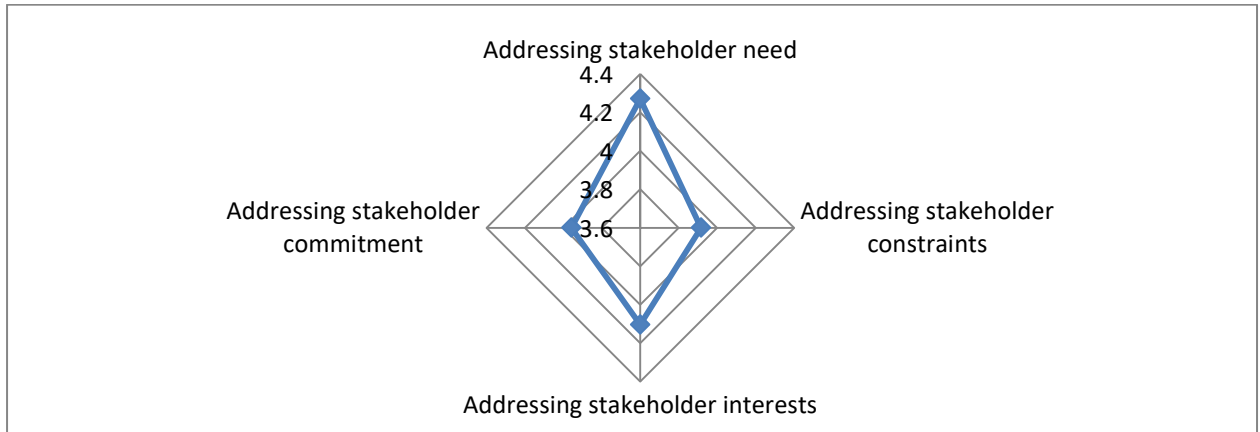
The extent methods are used to engage project stakeholders of the LDP.



Note. Site tour is used the most and media is used the least.

Figure 9

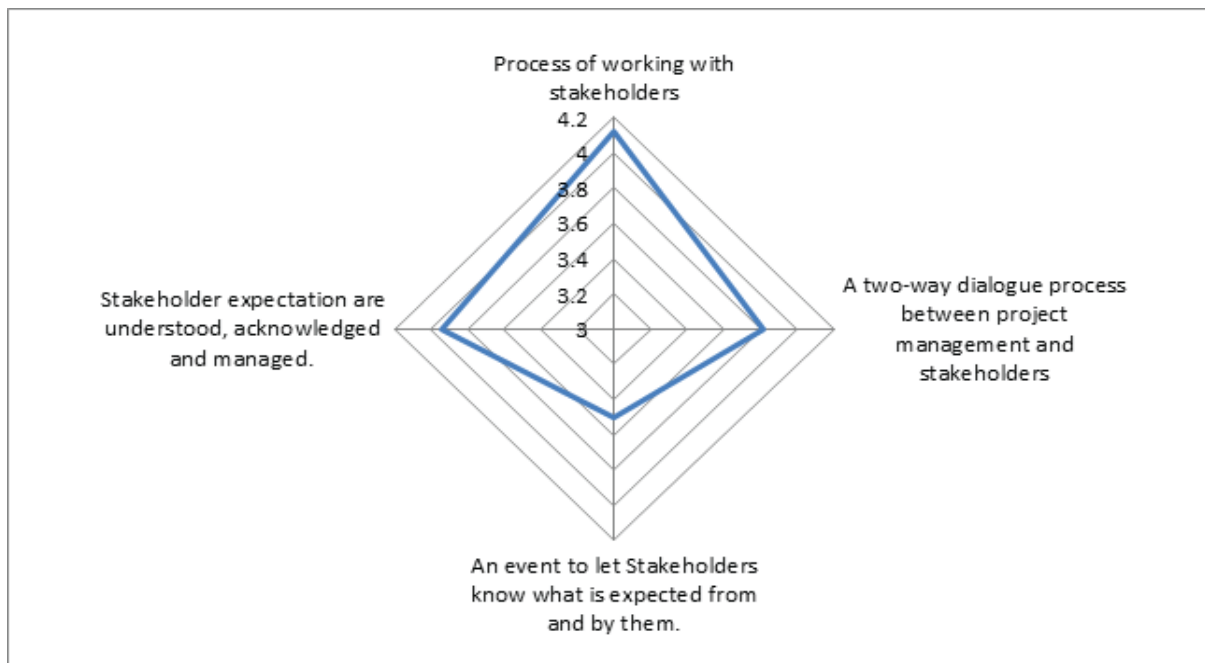
The extent issues relating to the project stakeholders are addressed.



Note. Stakeholder needs are addressed the most and constraints are addressed the least.

Figure 10

The term stakeholder engagement is used in stakeholder management context.

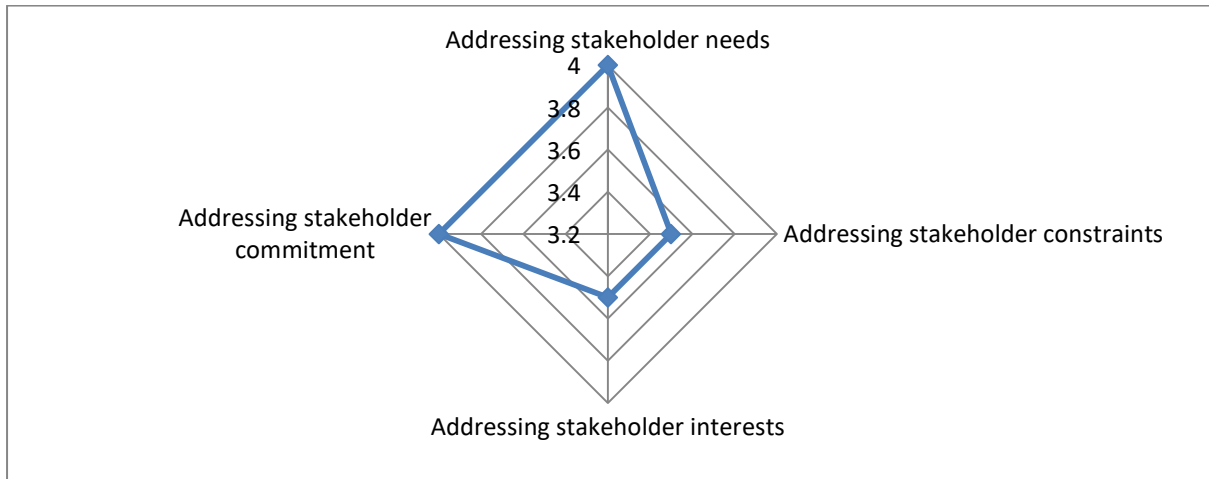


Note. The process of working with stakeholders is the most used and an event to let them know is used the least.

4.2.6 Stakeholder management practice

Figure 11

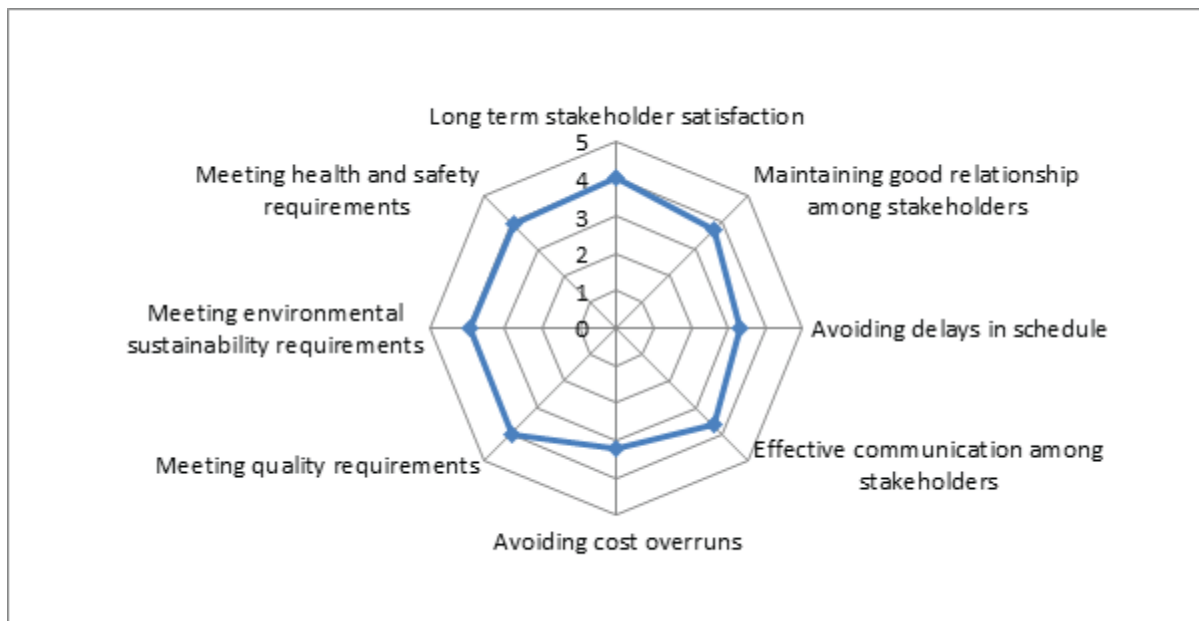
The extent issues about project stakeholders are addressed.



Note. The need is the most addressed and constraint is the least addressed.

Figure 12

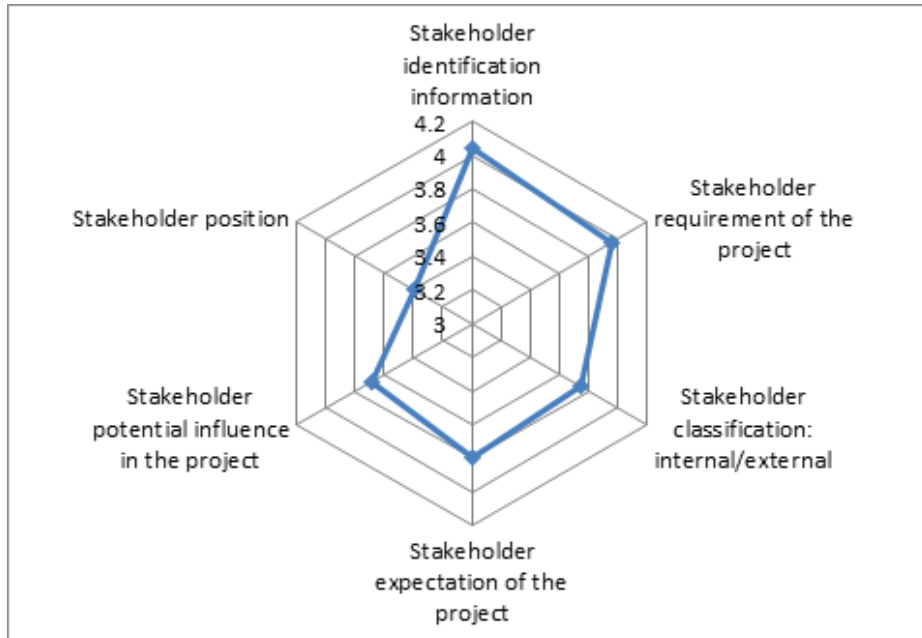
The extent of effective stakeholder management is a critical factor



Note. Stakeholder satisfaction is the most critical and avoiding cost overrun is the least.

Figure 13

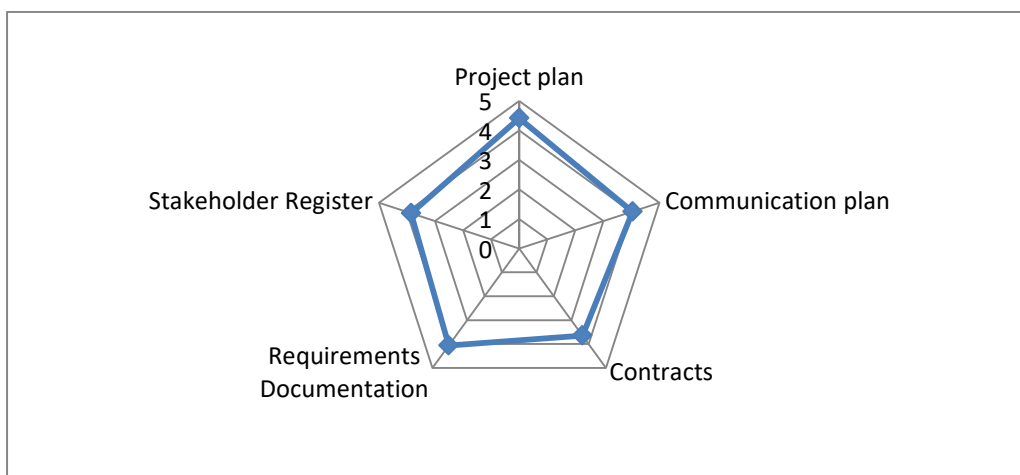
The extent to which project stakeholder information is included in the project stakeholder register.



Note. Stakeholder information is the most included and position is the least included.

Figure 14

The extent tools and techniques for stakeholder management are used in this project.

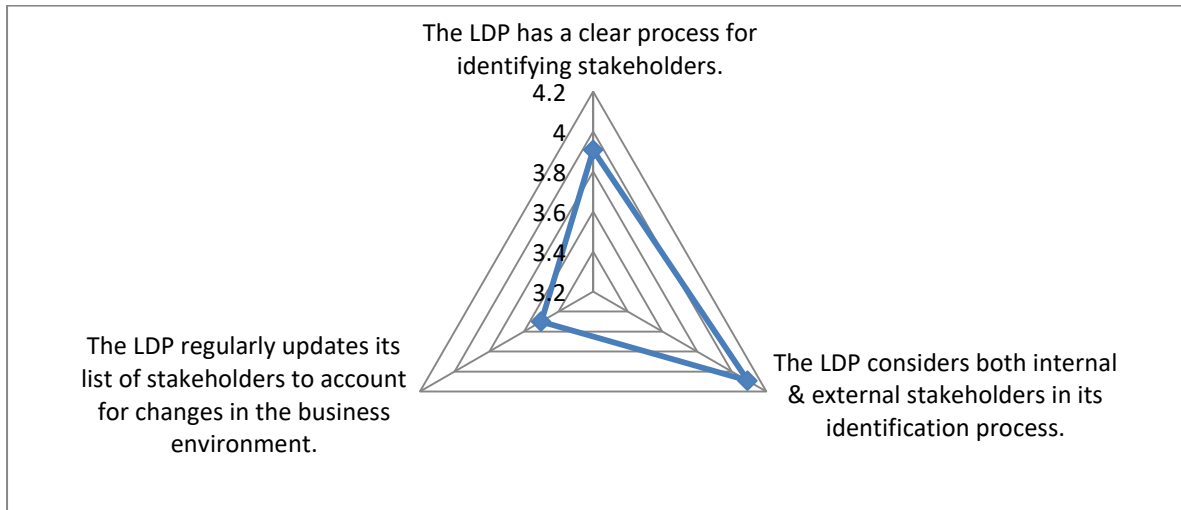


Note. The project plan is the most used and the contract is the least included.

4.2.7 Stakeholder satisfaction

Figure 15

Stakeholder satisfaction on Stakeholder identification



Note. Stakeholder information is the most included and position is the least included.

Figure 16

Stakeholder satisfaction on Stakeholder mapping

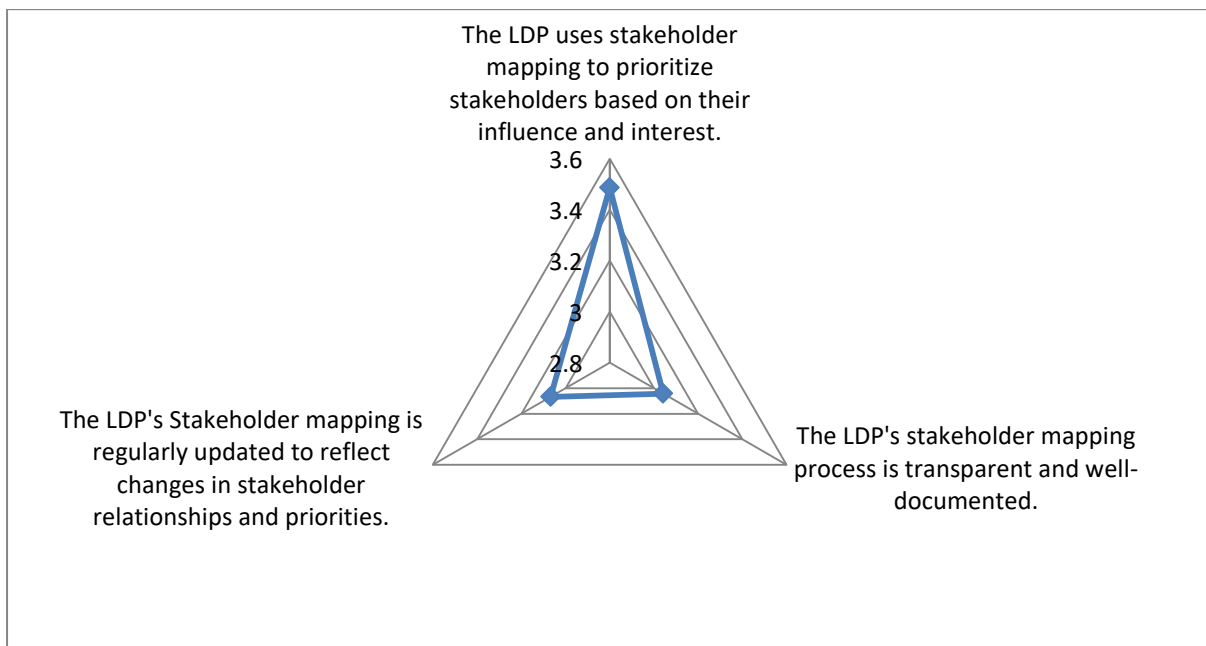


Figure 17

Stakeholder satisfaction on Stakeholder engagement

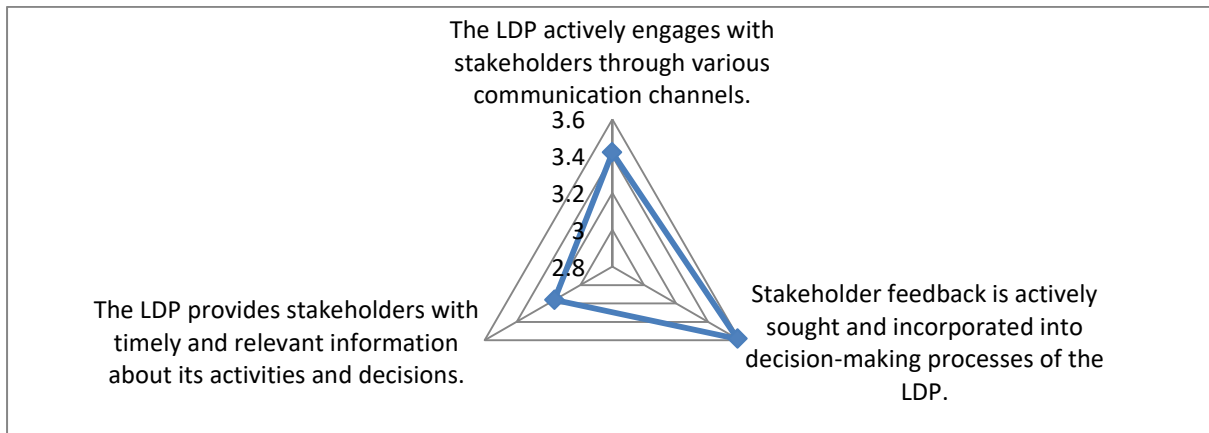
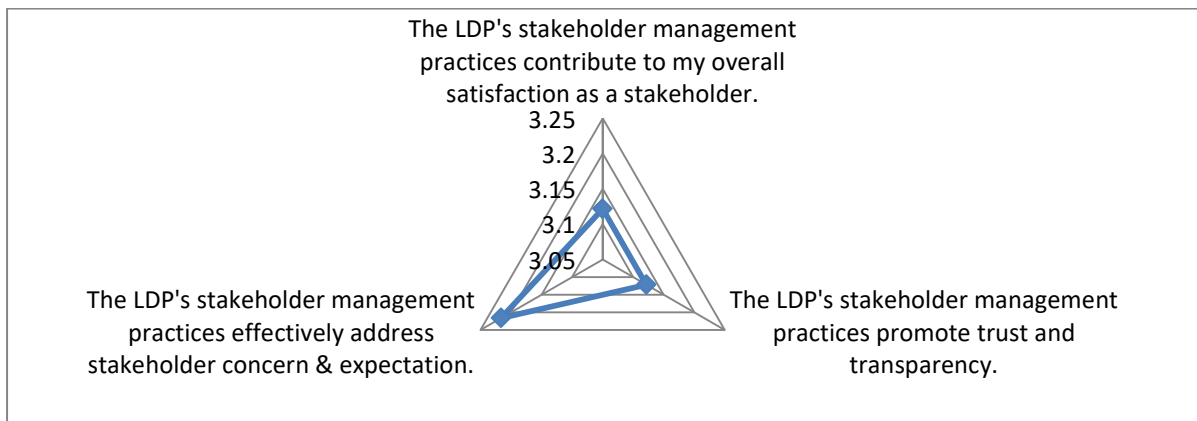


Figure 18

Stakeholder satisfaction with Stakeholder management



4.2.8 Key stakeholders

Sub City Administration executive officers, Area Woreda representatives, Representative of the Business Community, Real estate developers, Resident Communities (Idirs), NGOs, International Community (GIZ), City /sub-city Housing Development Corporation, Beautification, and green, Addis Ababa plan development commission, Other stakeholders, Land development agency, Road Authority, Water and sewerage authority, Education bureau, Sports Commission, Social affairs bureau, Urban agricultural bureau, Cooperative organizing institution, and MSE office.

4.3. Analysis & interpretation

4.3.1. Correlation

Table 1

Correlations

		Stakeholder identification practice	Stakeholder mapping practice	Stakeholder engagement practice	Stakeholder management practice	Stakeholder Satisfaction
Stakeholder identification practice	Pearson Correlation Sig. (2-tailed) N	1 72	.897** .0000 72	.646** .0000 72	.643** .0000 72	.713** .0000 72
Stakeholder mapping practice	Pearson Correlation Sig. (2-tailed) N	.897** .0000 72	1 72	.763** .0000 72	.734** .0000 72	.714** .0000 72
Stakeholder engagement practice	Pearson Correlation Sig. (2-tailed) N	.646** .0000 72	.763** .0000 72	1 72	.852** .0000 72	.667** .0000 72
Stakeholder management practice	Pearson Correlation Sig. (2-tailed) N	.643** .0000 72	.734** .0000 72	.852** .0000 72	1 72	.593** .0000 72
Stakeholder Satisfaction	Pearson Correlation Sig. (2-tailed) N	.713** .0000 72	.714** .0000 72	.667** .0000 72	.593** .0000 72	1 72

** . Correlation is significant at the 0.01 level (2-tailed).

The table shows the Pearson correlations between the five variables: stakeholder identification practice, stakeholder mapping practice, stakeholder engagement practice, stakeholder management practice, and stakeholder satisfaction. A strong positive correlation between stakeholder identification, mapping, engagement, management practices, and stakeholder satisfaction is found. The correlations are, stakeholder identification ($r = 0.713$, $p < .001$), stakeholder mapping ($r = 0.714$, $p < .001$), stakeholder engagement ($r = 0.667$, $p < .001$), and stakeholder management ($r = 0.593$, $p < .001$).

The correlations are strong for stakeholder identification, mapping, and engagement, and moderate for stakeholder management. Organizations that improve their stakeholder identification, mapping, engagement, and management practices can expect to see an increase in stakeholder satisfaction.

Table 2

Correlations

			Stakeholder identification practice	Stakeholder mapping practice	Stakeholder engagement practice	Stakeholder management practice	Stakeholder Satisfaction
Spearman's rho	Stakeholder identification practice	Correlation Coefficient	1.0000	.846**	.722**	.547**	.679**
		Sig. (2-tailed)	.	.0000	.0000	.0000	.0000
		N	72	72	72	72	72
	Stakeholder mapping practice	Correlation Coefficient	.846**	1.0000	.764**	.587**	.696**
		Sig. (2-tailed)	.0000	.	.0000	.0000	.0000
	N	72	72	72	72	72	
	Stakeholder engagement practice	Correlation Coefficient	.722**	.764**	1.0000	.653**	.675**
		Sig. (2-tailed)	.0000	.0000	.	.0000	.0000
		N	72	72	72	72	72
	Stakeholder management practice	Correlation Coefficient	.547**	.587**	.653**	1.0000	.472**
		Sig. (2-tailed)	.0000	.0000	.0000	.	.0000
		N	72	72	72	72	72
	Stakeholder Satisfaction	Correlation Coefficient	.679**	.696**	.675**	.472**	1.0000
		Sig. (2-tailed)	.0000	.0000	.0000	.0000	.
		N	72	72	72	72	72

** . Correlation is significant at the 0.01 level (2-tailed).

Since Spearman rank correlation coefficients (Spearman's rho is a robust correlation method that ignores outliers in both variables it allowed getting a reliable measure of the relationship between the variables, even if there were some outliers in the data.

It shows a strong positive correlation between stakeholder identification practice and stakeholder satisfaction ($r = 0.679, p < 0.001$). This means that as stakeholder identification practice increases, stakeholder satisfaction also increases. A strong positive correlation between stakeholder mapping practice and stakeholder satisfaction ($r = 0.696, p < 0.001$) is seen. This means that as stakeholder mapping practice increases, stakeholder satisfaction also increases. There also is a strong positive correlation between stakeholder engagement practice and stakeholder satisfaction ($r = 0.675, p < 0.001$). This means that as stakeholder engagement practice increases, stakeholder satisfaction also increases. There was a moderate positive correlation between stakeholder management practice and stakeholder satisfaction ($r = 0.472, p < 0.001$). This means that as stakeholder management practice increases, stakeholder satisfaction also increases.

The study found that stakeholder identification practice, stakeholder mapping practice, stakeholder engagement practice, and stakeholder management practice all had significant positive correlations with stakeholder satisfaction. The correlations were strongest for stakeholder identification practice, stakeholder mapping practice, and stakeholder engagement practice, and moderate for stakeholder management practice. These findings suggest that organizations that improve their stakeholder practices can expect to see an increase in stakeholder satisfaction.

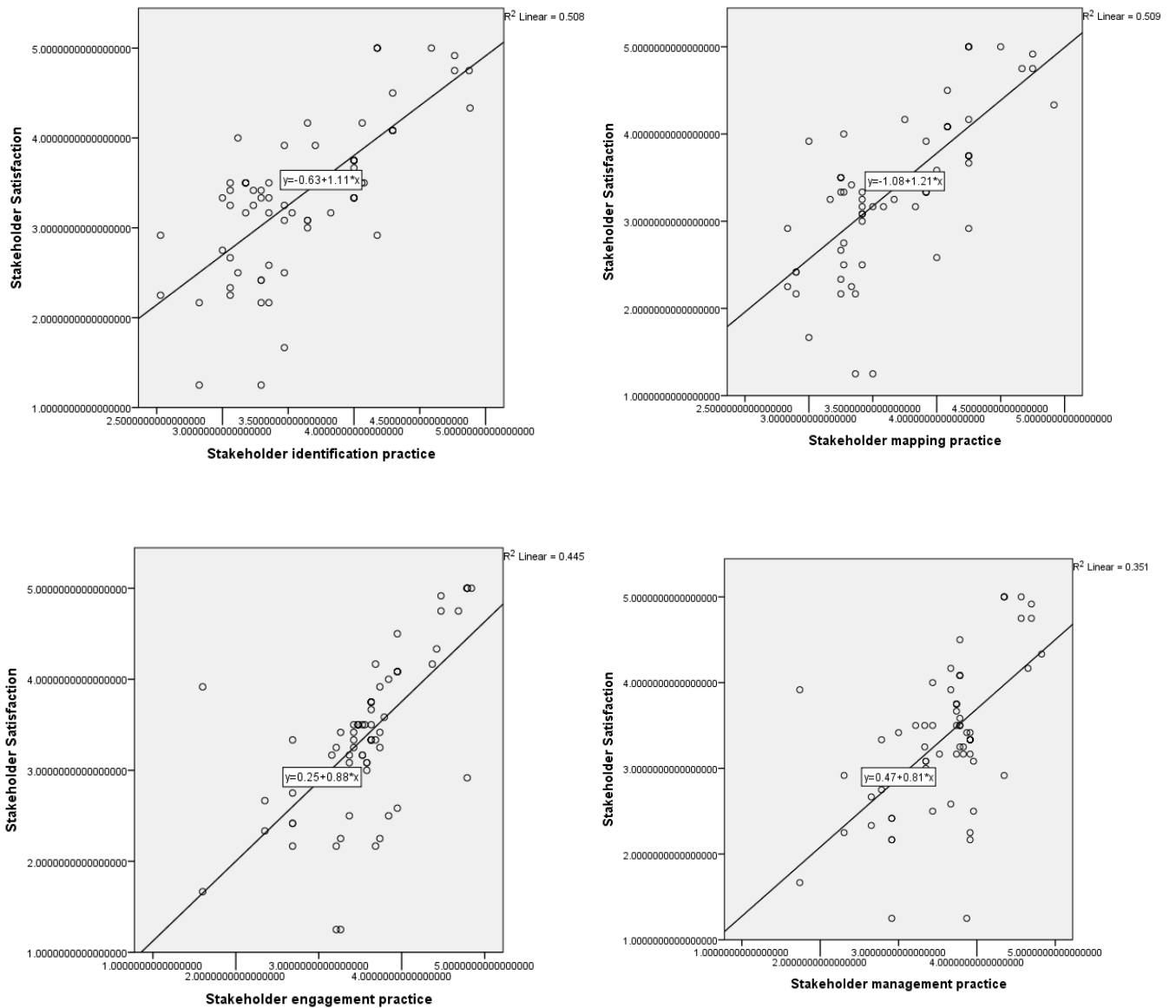
All correlations are significant at the 0.010 level (2 – tailed), explaining as the quality of stakeholder practices increases, stakeholder satisfaction also tends to increase.

4.3.2. Regression

Regression assumption tests, the Regression graphs, and Histogram all show the suitability of the data to do regression.

Figure 19

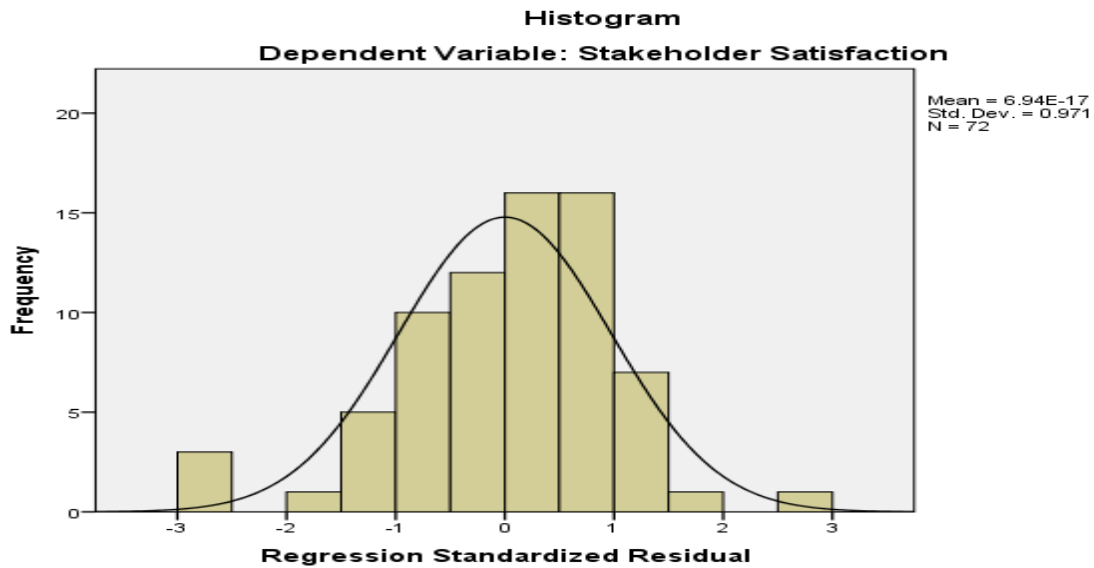
Regression graph



A positive regression graph shows a positive correlation between the two variables. The R2 values are all relatively close to 0.5, which is considered to be a good fit for a linear regression model.

Figure 20

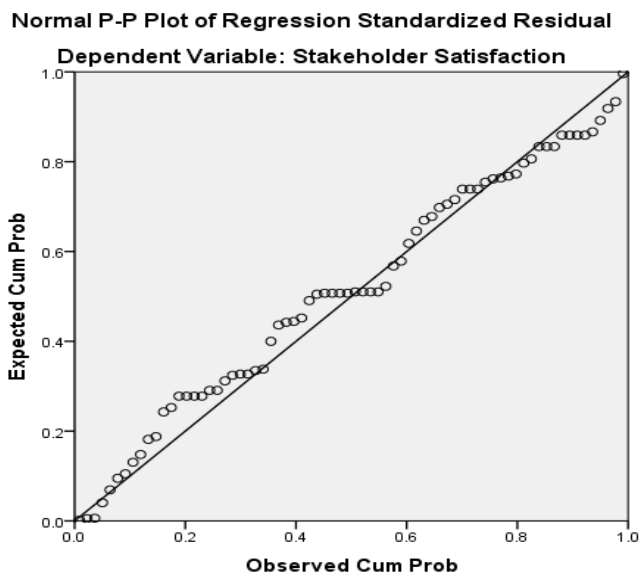
Histogram



Note. The graph shows more or less normally distributed data. In regression analysis, an evenly distributed histogram is a desirable outcome because it indicates that the data is not skewed or clustered in any particular way. This simplifies the process of fitting a regression model, enhancing the potential for obtaining more precise and accurate outcomes.

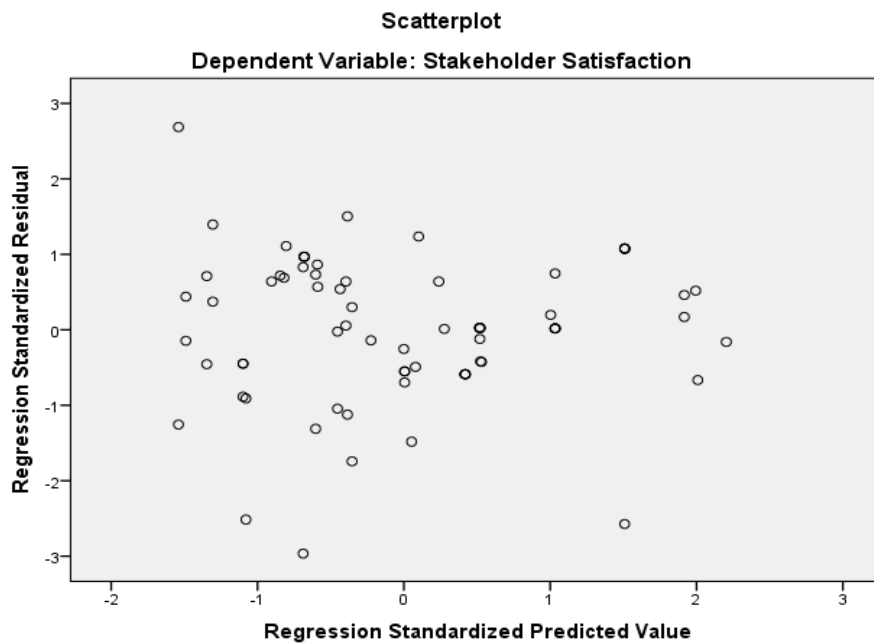
Figure 21

Regression graph



Note. It shows the normality of residuals as the graph is aligning up 45*

Figure 22



Note. This is elliptical and shows no pattern.

Table 3

Descriptive Statistics

	Mean	Std. Deviation	N
Stakeholder Satisfaction	3.394675925925924	.859562916137509	72
Stakeholder identification practice	3.629285287833081	.552849226460951	72
Stakeholder mapping practice	3.682807239057238	.505310471132299	72
Stakeholder engagement practice	3.588929499675113	.653844392214231	72
Stakeholder management practice	3.628220611916265	.631495728555021	72

This table presents the descriptive statistics for stakeholder satisfaction and four stakeholder practices. Descriptive statistics summarize and describe the main features of a dataset. In this case, the table provides the mean, standard deviation, and sample size (N) for each variable.

The survey is conducted to assess their satisfaction with the organization's practices in stakeholder identification, mapping, engagement, and management. The results showed that stakeholders were generally satisfied with the organization's practices, with an average

satisfaction rating of 3.58 out of 5. The highest satisfaction rating was for stakeholder identification, with a mean of 3.63, followed by stakeholder mapping (3.68), stakeholder engagement (3.59), and stakeholder management (3.63). The standard deviation for all five measures was relatively low, indicating that there was a narrow range of responses. These results suggest that the organization is doing a good job of managing its stakeholders.

The mean satisfaction rating of 3.58 indicates that stakeholders are generally satisfied with the organization's practices. The standard deviation of 0.86 indicates that there is a moderate range of responses, with some stakeholders being more satisfied than others. The mean rating of 3.63 indicates that stakeholders are satisfied with the organization's practice of identifying stakeholders. The standard deviation of 0.55 indicates that there is a narrow range of responses, with most stakeholders agreeing. The mean rating of 3.68 indicates that stakeholders are satisfied with the organization's practice of mapping stakeholders. The standard deviation of 0.51 indicates that there is a narrow range of responses, with most stakeholders agreeing. The mean rating of 3.59 indicates that stakeholders are satisfied with the organization's practice of engaging stakeholders. The standard deviation of 0.65 indicates that there is a moderate range of responses, with some stakeholders being more satisfied than others. The mean rating of 3.63 indicates that stakeholders are satisfied with the organization's practice of managing stakeholders. The standard deviation of 0.63 indicates that there is a narrow range of responses, with most stakeholders agreeing.

From the table, we can observe that the mean values for all stakeholder practices and satisfaction are relatively close, ranging from 3.39 to 3.68. The standard deviations for these variables are also relatively similar, ranging from 0.5053 to 0.8596, indicating a comparable degree of variability in the data for each variable. Overall, the results of the survey suggest that stakeholders are generally satisfied with the organization's practices in stakeholder identification, mapping, engagement, and management.

Table 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. error of the Estimate	Durbin-Watson
1	.764a	.584	.559	.570905296243801	1.662

a. Predictors: (Constant), Stakeholder management practice, Stakeholder identification practice, Stakeholder engagement practice, Stakeholder mapping practice

b. Dependent Variable: Stakeholder Satisfaction

This table presents a summary of a multiple linear regression model, where the dependent variable is Stakeholder Satisfaction, and the independent variables (predictors) are Stakeholder Management Practice, Stakeholder Identification Practice, Stakeholder Engagement Practice, and Stakeholder Mapping Practice.

An R-value of 0.764 shows the Stakeholder Satisfaction values in actuality and prediction have a strong positive correlation. An R Square of 0.584 is understood as the model above can explain around 58.4% of the variation in Stakeholder Satisfaction.

Adjusted R Square is 0.559 showing about 55.9% of the variations in Stakeholder Satisfaction can be explained by the model, after the adjustment. This is a revised variety of R Square that takes into account the number of predictors in the model and the sample size. It is a more precise measure of the model's explanatory power, particularly when comparing models with different numbers of predictors.

In this case, the standard error represents the standard deviation of the residuals, of the estimate is 0.5709 which is a lower value and which is an indication of the model being a better fitting for the data collected.

Durbin-Watson is 1.662. This value is a test statistic that checks for autocorrelation in the residuals. A Durbin-Watson value close to 2 indicates no autocorrelation and in this case, the Durbin-Watson value of 1.662 is close to 2.

Table 5*ANOVA*

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	30.621	4	7.655	23.487	.0000b
Residual	21.838	67	.326		
Total	52.458	71			

The ANOVA table shows the results of an ANOVA test, which is a statistical test that is used to compare the means of two or more groups. The very high F-statistic indicates a statistically significant difference between the average Stakeholder Satisfaction scores of the groups formed by the independent variables. The significance level shows that there is less than a 0.01% chance that the difference between the means of the groups is due to chance. The model is a good fit for the data, as indicated by the low residual mean square (0.326) showing that the model can predict Stakeholder Satisfaction with a high degree of accuracy. Therefore, we can conclude that the four independent variables in the model can explain a significant amount of the variation in Stakeholder Satisfaction. This means that the model can be used to predict Stakeholder Satisfaction with a high degree of accuracy.

Table 6*Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	-1.034	.502		-2.059	.043	-2.035	-.032
Stakeholder identification practice	.686	.280	.441	2.451	.017	.127	1.245
Stakeholder mapping practice	.136	.363	.080	.376	.708	-.588	.861
Stakeholder engagement practice	.518	.216	.394	2.394	.019	.086	.950
Stakeholder management practice	-.117	.212	-.086	-.553	.582	-.540	.306

a. Dependent Variable: Stakeholder Satisfaction

This table presents the coefficients of the multiple linear regression model, on Stakeholder Satisfaction, and the predictors are Stakeholder Management Practice, Stakeholder Identification Practice, Stakeholder Engagement Practice, and Stakeholder Mapping Practice.

The intercept of the model is -1.034, which represents the predicted value of Stakeholder Satisfaction when all independent variables are set to zero. When the Stakeholder Identification, Stakeholder Mapping, Stakeholder Engagement, and Practice increase by one unit, Stakeholder Satisfaction is expected to increase by 0.686, 0.136, and 0.518 units respectively holding all other variables constant. On the other hand, for every one-unit increase in Stakeholder Management Practice, Stakeholder Satisfaction is expected to decrease by 0.117 units, holding all other variables constant.

The standardized coefficients (Beta) show Stakeholder Identification Practice has the strongest positive effect on Stakeholder Satisfaction, followed by Stakeholder Engagement Practice. Stakeholder Mapping Practice and Stakeholder Management Practice do not have a statistically significant effect on Stakeholder Satisfaction.

Stakeholder Identification Practice, Stakeholder Engagement Practice, and Stakeholder Management Practice all have p-values < 0.05 , indicating that they are statistically significant. Stakeholder Mapping Practice has a p-value > 0.05 , indicating that it is not statistically significant.

The 95.0% confidence interval for B provides an estimate of the range within which the true population value of the corresponding regression coefficient is likely to fall, with 95% confidence.

In conclusion, the multiple linear regression model shows that Stakeholder Identification Practice and Stakeholder Engagement Practice have a statistically significant positive effect on Stakeholder Satisfaction. Stakeholder Management Practices do not have a

statistically significant effect on Stakeholder Satisfaction. The standardized coefficients suggest that Stakeholder Identification Practice has the strongest positive effect on Stakeholder Satisfaction, followed by Stakeholder Engagement Practice.

Table 7

Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.3830051422	4.8417000770	3.3946759259	.65671756791	72
Residual	11914	56885	25927	9569	72
	-	1.5336614847	.00000000000	.55459033780	72
	1.6926583051	18323	00000	3155	
	68152				
Std. Predicted Value	-1.540	2.203	.0000	1.0000	72
Std. Residual	-2.965	2.686	.0000	.971	72

a. Dependent Variable: Stakeholder Satisfaction

The predicted values of Stakeholder Satisfaction range from 2.38 to 4.84, with a mean of 3.39 and a standard deviation of 0.66 indicating the model's predictions for Stakeholder Satisfaction are spread across this range, with an average value of 3.39. The minimum residual is -1.69, and the maximum residual is 1.53. The mean residual is 0, which indicates that, on average, the model's predictions are unbiased. The standard deviation of the residuals is 0.55, which shows the average deviation of the residuals from the mean. The predicted values have been standardized to have 0 as mean and 1 as standard deviation, creating ease for value comparison. The standardized residuals also have a mean of 0 and a standard deviation of 0.97. This shows that the residuals have been standardized, similar to the predicted values. The minimum standardized residual is -2.97, and the maximum is 2.69.

The results of the residuals statistics table suggest that the model is generally well-fitting, with the residuals being relatively small and evenly distributed around 0. However, there is one outlier, with a standardized residual of 2.686. Overall, the results of the residuals statistics table suggest that the model is a good fit for the data.

4.3.3 Crosstab

Table 8

*Stakeholder Satisfaction * Stakeholder identification practice Crosstabulation*

		Stakeholder identification practice				Total
		Agree	Disagree	Not sure	Strongly Agree	
Stakeholder Satisfaction	Agree	10	0	4	1	15
	Disagree	1	1	10	0	12
	Not sure	9	1	24	0	34
	Strongly Agree	5	0	0	3	8
	Strongly Disagree	0	0	3	0	3
Total		25	2	41	4	72

The cross-tabulation shows that stakeholders who agree that their needs and interests are being identified are more likely to be satisfied with the organization than stakeholders who disagree or are not sure. This suggests that organizations can improve stakeholder satisfaction by identifying and understanding the needs and welfare of their stakeholders.

Table 9

*Stakeholder Satisfaction * Stakeholder mapping practice Cross tabulation*

		Stakeholder mapping practice			Total
		Agree	Not sure	Strongly Agree	
Stakeholder Satisfaction	Agree	12	2	1	15
	Disagree	2	10	0	12
	Not sure	9	25	0	34
	Strongly Agree	6	0	2	8
	Strongly Disagree	0	3	0	3
Total		29	40	3	72

The data shows that there is a positive correlation between stakeholder satisfaction and stakeholder mapping practice. In other words, organizations that practice effective stakeholder mapping are more likely to have satisfied stakeholders. The majority of stakeholders (52%) either "agree" or "strongly agree" with the statement that their organization practices effective stakeholder mapping. However, there is still room for improvement in some organizations, as 14% of stakeholders "disagree" or "strongly disagree" with this statement. Overall, the data suggest that stakeholder mapping is a valuable practice that can lead to improved stakeholder satisfaction. Organizations that are looking to improve their stakeholder relationships should consider implementing effective stakeholder mapping practices.

Table 10

*Stakeholder Satisfaction * Stakeholder engagement practice Crosstabulation*

	Stakeholder engagement practice					Total
	Agree	Disagree	Not sure	Strongly Agree	Strongly Disagree	
Stakeholder Agree	8	0	6	0	1	15
Satisfaction Disagree	2	4	5	1	0	12
Not sure	1	2	30	1	0	34
Strongly Agree	3	0	0	5	0	8
Strongly Disagree	0	0	2	0	1	3
Total	14	6	43	7	2	72

The data shows that there is a strong positive correlation between stakeholder satisfaction and stakeholder engagement practice. In other words, organizations that practice effective stakeholder engagement are more likely to have satisfied stakeholders. Of the 72 stakeholders surveyed, 83% either agreed or strongly agreed that their organization practices effective stakeholder engagement. However, 17% of stakeholders either disagreed or strongly

disagreed with this statement. These results suggest that stakeholder engagement is a valuable practice that can lead to significantly improved stakeholder satisfaction. Organizations that are looking to improve their stakeholder relationships should consider implementing effective stakeholder engagement practices.

Table 11

*Stakeholder Satisfaction * Stakeholder management practice Crosstabulation*

		Stakeholder management practice					Total
		Agree	Disagree	Not sure	Strongly Agree	Strongly Disagree	
Stakeholder Satisfaction	Agree	6	0	7	1	1	15
	Disagree	4	3	5	0	0	12
	Not sure	19	1	14	0	0	34
	Strongly Agree	8	0	0	0	0	8
	Strongly Disagree	1	0	1	0	1	3
Total		38	4	27	1	2	72

The data shows that there is a positive correlation between stakeholder satisfaction and stakeholder management practice. In other words, organizations that practice effective stakeholder management are more likely to have satisfied stakeholders. Of the 72 stakeholders surveyed, 67% either agreed or strongly agreed that their organization practices effective stakeholder management. However, 19% of stakeholders either disagreed or strongly disagreed with this statement. These results suggest that stakeholder management is a valuable practice that can lead to improved stakeholder satisfaction. Organizations that are looking to improve their stakeholder relationships should consider implementing effective stakeholder management practices.

4.3 Discussion

This research focuses on the relationship between stakeholder practices and stakeholder satisfaction in the current LDP of Addis Ababa City. To answer research question no1, Who should participate in the planning of the spatial local development plan (LDP) of Addis Ababa city?, Key stakeholders are found to be the area's executive officers, representatives of administrations, business communities, real estate developers, NGOs, and international communities, among others.

To answer Q no. 2, How is stakeholder management being practiced when planning the spatial local development plan of Addis Ababa city?, it was found to do identification Brain storming is used most and snow balling is used least, Mission and vision are pursued the most, and interest is pursued the least, Public conversation is used the most and formal memos are used the least. To do mapping Stakeholders are prioritized according to there power, Public conversation is used the most, and formal memos are used the least. To do an Engagement Site tour is used the most and media is used the least, Stakeholder needs are addressed the most and constraints are addressed the least, and The process of working with stakeholders is the most agreed and an event to let them know is agreed the least. To do Management The need is the most addressed and constraint is the least addressed, Stakeholder satisfaction is the most critical and avoiding cost overrun is the least, Stakeholder information is the most included and position is the least included on stakeholder registered. And also the mean of stakeholder management practice is 3.6/5, Stakeholder engagement is 3.59/5, Stakeholder mapping is 3.68/5 and Stakeholder management is 3.4/5.

To answer Q no. 3, How satisfied are the internal stakeholder with the stakeholder management practice? correlations, regression, and crosstabulation are done. Strong positive correlations between stakeholder identification, mapping, and engagement practices, and moderate correlations for stakeholder management practices, with stakeholder satisfaction,

are found. All correlations were significant at the 0.010 level (2-tailed), indicating that organizations that improve their stakeholder practices can expect to see an increase in stakeholder satisfaction.

The linear regression model used in the study had R^2 values close to 0.5, suggesting a good fit for the data. The model summary showed an R square of 0.584 and an adjusted R square of 0.559, indicating that the model explains about 58.4% of the variance in stakeholder satisfaction. The model has a good fit for the data, as indicated by the R^2 values and a relatively low standard error of the estimate.

Overall, the results indicate that stakeholders are generally satisfied with the organization's practices in stakeholder identification, mapping, engagement, and management. The descriptive statistics show mean satisfaction ratings ranging from 3.39 to 3.68, indicating a generally positive perception of these practices. The ANOVA test confirms the significance of the regression model in explaining the variation in stakeholder satisfaction.

The cross-tabulation results showed the distribution of stakeholder satisfaction across different stakeholder practices. Overall, the findings suggest that organizations should focus on improving their stakeholder management practices to enhance stakeholder satisfaction.

CHAPTER 5

5. Summary, Conclusion, Recommendation

5.1 Conclusion

This study wanted to investigate the stakeholder management practice of the currently developing spatial local development plan of Addis Ababa city and the stakeholder satisfaction by the process. Some key stakeholders were identified through primary and secondary sources of data, and they are Executive officers of Sub City Administration, Representative of the Business Community, Representative of Woreda administrations affected by the project, NGOs, Real estate developers, International Community (GIZ), Resident Communities (Idirs), City /sub city Housing Development Corporation, Beautification and green and Addis Ababa plan development commission. Engaging and managing these stakeholders is essential to get stakeholder buy-in on the project.

The stakeholder management practice is assessed by analyzing the practice of stakeholder identification, stakeholder mapping, stakeholder engagement, and stakeholder management. The research findings indicate a strong positive correlation between stakeholder satisfaction and various stakeholder practices, including stakeholder identification, mapping, engagement, and management. Organizations that effectively implement these practices are more likely to have satisfied stakeholders.

The data suggests that organizations can improve stakeholder satisfaction by taking steps to identify and understand the needs and interests of their stakeholders. Furthermore, stakeholder mapping and engagement practices are valuable in fostering improved stakeholder satisfaction. Lastly, effective stakeholder management practices also contribute to higher levels of satisfaction among stakeholders, although the relationship is not as strong as with the other practices.

It is worth noting that the descriptive statistics indicate stakeholders' generally positive perceptions of the organization's practices, with satisfaction ratings ranging from 3.39 to 3.68 out of 5. The relatively low standard deviations suggest a narrow range of responses, indicating a consistent level of satisfaction among stakeholders.

Overall, this analysis underscores the significance of effective stakeholder practices in achieving stakeholder satisfaction and provides valuable insights for organizations aiming to strengthen their stakeholder management approaches. By implementing strategies to enhance stakeholder identification, mapping, engagement, and management, organizations can foster positive relationships with stakeholders and promote overall satisfaction, ultimately contributing to their long-term success.

5.2 Limitations of the study

The findings of the study would not apply to other cities or regions, as the research is focused on a specific context in Addis Ababa. The study only examines five cases, which would not be representative of all spatial local development plan stakeholder management practices in Addis Ababa. The data collected for the study may be subject to bias, as it relies on self-reported information from internal stakeholders and planners. The study only provides stakeholder management practices at the planning time and does not track changes or developments over time. The study only accesses internal stakeholders. The study only focuses on stakeholder management practices and does not examine other factors that may influence the success of spatial local development plans.

5.3 Recommendation

The study investigated the stakeholder management practice of the current in-development spatial local development plan of Addis Ababa city and the stakeholder satisfaction with the process. Based on this research's findings, I recommend the following actions for organizations looking to improve stakeholder satisfaction

1. **Strengthen Stakeholder Identification:** The study found a strong positive correlation between stakeholder identification practice and stakeholder satisfaction. To improve stakeholder satisfaction, it is recommended to enhance the organization's stakeholder identification process. This can be achieved by conducting a comprehensive stakeholder analysis, actively involving key stakeholders in decision-making processes, and regularly updating stakeholder databases.
2. **Enhance Stakeholder Mapping:** Stakeholder mapping practice also showed a strong positive correlation with stakeholder satisfaction. To further improve stakeholder satisfaction, it is recommended to enhance the organization's stakeholder mapping process. This information can then be used to tailor communication and engagement strategies for different stakeholder groups.
3. **Stakeholder Engagement:** The study revealed a strong positive correlation between stakeholder engagement practice and stakeholder satisfaction. To increase stakeholder satisfaction, it is recommended to foster active and meaningful engagement with stakeholders. This can be achieved through regular communication, consultation, and collaboration with stakeholders at various stages of decision-making and project implementation. Engaging stakeholders early on and involving them in the planning and design processes can help address their concerns and incorporate their inputs effectively.

4. **Improve Stakeholder Management:** Stakeholder management practice showed a moderate positive correlation with stakeholder satisfaction. To further enhance stakeholder satisfaction, it is recommended to improve stakeholder management processes. This involves developing clear and transparent mechanisms for addressing stakeholder concerns, establishing effective channels of communication, and proactively managing stakeholder relationships. Regular feedback collection and responsiveness to stakeholder needs and expectations can contribute to building trust and enhancing stakeholder satisfaction.
5. **Continuous Monitoring and Evaluation:** Regularly collecting feedback from stakeholders, conducting surveys, and analyzing the data can provide valuable insights for identifying areas of improvement and fine-tuning stakeholder management strategies.
6. **Capacity Building:** Providing training and capacity-building initiatives to staff members involved in stakeholder engagement and management can contribute to improving stakeholder practices. Enhancing their skills in stakeholder identification, mapping, engagement, and management can enable them to better understand and respond to stakeholder needs, ultimately leading to increased stakeholder satisfaction.
7. **Collaboration and Partnerships:** Actively collaborating with key stakeholders, such as Sub City Administration executive officers, Area Woreda representatives, NGOs, and international community organizations, can foster shared ownership and collective decision-making. Building partnerships and involving stakeholders from diverse sectors can bring in different perspectives, resources, and expertise, leading to more effective stakeholder practices and higher levels of stakeholder satisfaction.
8. **Regular Stakeholder Satisfaction Assessment:** Conducting periodic assessments of stakeholder satisfaction can provide valuable feedback on the effectiveness of

stakeholder practices and help identify areas for improvement. Using tools such as surveys, interviews, and focus groups can help gather stakeholders' perspectives and opinions, allowing organizations to adapt their strategies and actions accordingly. 3.

Enhance transparency and accountability: Ensure that stakeholders are knowledgeable about the organization's activities and decisions and that the organization is accountable for its actions.

9. Foster trust and responsiveness: Build trust with stakeholders by being honest, ethical, and responsive to their concerns and feedback.

By implementing these recommendations, organizations can enhance stakeholder satisfaction, leading to stronger relationships with stakeholders.

Further studies can be conducted in the following areas:

1. Investigate the impact of different stakeholder communication strategies on stakeholder satisfaction. This can help organizations understand the most effective ways to communicate with their stakeholders and improve satisfaction levels.

2. Examine the role of organizational culture and leadership in stakeholder management practices. This can provide insights into how organizational factors influence stakeholder practices and satisfaction.

3. Conduct a longitudinal study to assess the long-term effects of improved stakeholder practices on stakeholder satisfaction and project outcomes. This can help organizations understand the lasting impact of their stakeholder management efforts.

4. Explore the relationship between stakeholder satisfaction and project success, including factors such as project completion, budget adherence, and achievement of project objectives. This can help organizations understand the importance of stakeholder satisfaction in achieving project success.

5. Conduct comparative studies across different industries or sectors to identify best practices in stakeholder management and understand the unique challenges faced by organizations in different contexts.

6. Investigate the role of technology in enhancing stakeholder management practices, such as using digital tools for stakeholder identification, mapping, engagement, and management. This can help organizations leverage technology to improve their stakeholder practices and satisfaction levels.

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ANNEX

Questionnaire

As part of the requirements for the Master's program in Project Management at Addis Ababa University, School of Commerce, I am conducting a research study on "An assessment of stakeholder management practices in 5 cases in Addis Ababa." I am seeking your assistance in completing the attached questionnaire. The research is for academic purposes only, and your honest input will help me to understand the day-to-day practice of stakeholder engagement in a real project scenario.

Please indicate your level of agreement or disagreement with each of the statements using the given scale by placing an [x] in the provided space. Please answer all of the questions to enhance the objectivity of the research. Thank you for taking the time to complete this questionnaire. If you have any questions or comments, please do not hesitate to contact me.

Part I: Demographic characteristics of the respondents and general background

1. Please indicate your gender

A. Male B. Female

2. Please indicate your age from the categories below

A. 20-30 years B. 31-40 years C. 41-50 years D. above 50 years

3. Kindly indicate your highest academic qualification.

A. Diploma B. Degree C. Masters D. Ph. D

4. How long is your work experience?

A. less than 3 years B. 3 to 5 years C. 5 to 10 years D. above 10 years

5. What is your current responsibility for the LDP design?

A. Process Owner B. Team Leader C. Expert D. Other

Part II: Stakeholder Management practice-general

1. Project Stakeholder Management is an important and priority activity for me.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

2. There is a standardized stakeholder management practice in your team.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

3. There is a fully operational and separate unit in your team that is responsible for stakeholder management?

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

4. Your team allocates enough funds, technical tools, experts, and skilled personnel for improving project stakeholder management.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

5. Efforts were made to involve project stakeholders in project planning.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

Part III: Stakeholder identification practice

1. All key stakeholders are identified properly at the planning stage of the project.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

2. Do you think there are missing stakeholders, having a significant impact?

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

3. Stakeholder identification helped to find out who has unique knowledge related to any aspect of the project.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

4. To what extent do you use the following methods to identify project stakeholders?

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
experience					
Asking other stakeholders					
Public engagement method					
Directed by higher authorities					
Guidelines in the organization					
Professional services					
Social contacts					
Project team brainstorming					
Stakeholder forums					
Expert Judgments					
Snowballing					

5. To what extent do these bases for your stakeholder identification?

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
Influence					
Interest-based					
Mission and vision based					
Geographic reasons					

Part IV: Stakeholder mapping practice

1. Stakeholder analysis is used to ensure the quality of the decision-making processes.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

2. To what extent do you think the following methods are used to analyze project stakeholders' information and interest?

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
Meetings					
Workshops					
Public Consultation					
Focus groups					
Interviews					
Personal experience					
Questionnaires					
Formal memos					

3. Stakeholders are prioritized according to their responsibilities to the project.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

4. Stakeholders are prioritized according to how urgent they see the project's interest in

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

5. Stakeholders are prioritized according to their power to influence the project outcome

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

6. Stakeholders' power and influence have been well defined

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

Part V: Stakeholder engagement practice

1. To what extent do you use the following methods to engage project stakeholders of the LDP?

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
Meetings					
Workshops					
Public Engagement					
Negotiations					
Site tour					
Phone					
Questionnaires					
Media					
Interview					
Social interaction					
Email					

2. To what extent do you think the following issues related to project stakeholders are addressed?

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
Addressing stakeholder need					
Addressing stakeholder constraints					
Addressing stakeholder interests					
Addressing stakeholder commitment					

3. To what extent do you think the following types of strategies are used to deal with the project stakeholders?

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
Compromise					
Concession					
Defense					
Holding					

4. How is the term stakeholder engagement used in the context of stakeholder management in your team?

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
Process of working with stakeholders					
A two-way dialogue process between					
An event to let Stakeholders know what is expected from and by them.					

5. Stakeholder expectations are understood, acknowledged, and managed.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

Part VI: Stakeholder management practice

1. To what extent do you think effective stakeholder management is a critical factor in the achievement of the following

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
Long-term stakeholder satisfaction					
Maintaining good relationships among stakeholders					
Avoiding delays in the schedule					
Effective communication among stakeholders					
Avoiding cost overruns					
Meeting quality requirements					
Meeting environmental sustainability requirements					
Meeting health and safety requirements					

2. To what extent do you think the following information about project stakeholders is included in the project stakeholder register?

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
Stakeholder identification information					
Stakeholder requirement of the project					
Stakeholder classification: internal/external					
Stakeholder expectations of the project					
Stakeholder potential influence in the project					
Stakeholder position					

3. To what extent do you think the tools and techniques for stakeholder management on the projects are used?

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
Project Plan					
Communication plan					
Contracts					
Requirements Documentation					
Stakeholder Register					

4. Who performs the stakeholder management function in your organization?

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
The CEO					
Program Manager					
Project Manager					
All team members					
A responsible unit					

5. Formal stakeholder management (the interaction among each stakeholder) is sufficient enough to achieve the objectives.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

Part VII: Stakeholder Satisfaction

1. The LDP has a clear process for identifying stakeholders.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

2. The LDP considers both internal & external stakeholders in its identification process.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

3. The LDP regularly updates its list of stakeholders to account for changes in the business environment.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

4. The LDP uses stakeholder mapping to prioritize stakeholders based on their influence and interest.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

5. The LDP's stakeholder mapping process is transparent and well-documented.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

6. Stakeholder mapping is regularly updated to reflect changes in stakeholder relationships & priorities.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

7. The LDP actively engages with stakeholders through various communication channels.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

8. Stakeholder feedback is actively sought and incorporated into decision-making processes.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

9. The LDP provides stakeholders with timely and relevant information about its activities and decisions.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

10. The LDP's stakeholder management practices contribute to my overall satisfaction as a stakeholder.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

11. The LDP's stakeholder management practices promote trust and transparency.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]

12. The LDP's stakeholder management practices effectively address stakeholder concerns & expectations.

Strongly Disagree [1] Disagree [2] Neither [3] Agree [4] Strongly Agree [5]