



**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE**

**Assessment of Stakeholder Management Practices: The Case of the Civil
Society Support Programme Phase 2 (CSSP2)**

**A Research Project Work Submitted to the School of Graduate Studies of
AAU in Partial Fulfilment of the Requirements for the Degree of Master of Arts
in Project Managementl**

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**Date: June 2024
Addis Ababa, Ethiopia**

STATEMENT OF DECLARATION

I, declare that this study entitled — **Assessment of Stakeholder Management Practices: The case of the Civil Society Support Programme Phase 2 (CSSP2)**. This is submitted in partial fulfilment of the requirement for Degree of Master's in project management with the guidance and support of the thesis advisor. This study is my original work, and it has not been presented for any degree or diploma program in this or any other university/institution, and that all source of materials used have been dully acknowledged.

Declared by: Mussie Dessalegn

Signature _____

Date _____

LETTER OF CERTIFICATE

This is to certify that this research project, undertaken by Mussie Dessalegn — Assessment of Stakeholder Management Practices: The case of the Civil Society Support Programme Phase 2 (CSSP2). is his own original work and it has not been submitted to any institution.

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This is to Certify that the thesis prepared by Mussie Dessalegn, entitled: Assessment of Stakeholder Management Practices: The case of the Civil Society Support Programme Phase 2 (CSSP2) submitted in partial fulfilment of the requirements for the Degree of Master of Arts in Project Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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ABSTRACT

Effective administration and synchronization of various project stakeholders are crucial for achieving successful project outcomes. This study examines the impact of stakeholder management practices on project performance within the Civil Society Support Programme Phase 2 (CSSP2) in Ethiopia. The research investigates four key aspects of stakeholder management: identification, engagement planning, engagement management, and engagement monitoring. Primary data is collected through questionnaires and it was analyzed by using SPSS version 27, the analyzed data results found from the SPSS software are provided through tables. The secondary data is collected from the internet, magazines, and books. Data was collected through a questionnaire survey of 156 participants, representing a broad range of stakeholders involved in CSSP2. The findings suggest that a strong focus on stakeholder management, encompassing all four key aspects, significantly contributes to improved project performance, as perceived by the respondents. The study emphasizes the importance of proactive and systematic stakeholder engagement throughout the project lifecycle, highlighting its role in fostering collaboration, ensuring alignment with stakeholders' needs, and ultimately contributing to successful project outcomes.

Key Words: Stakeholder Management, Project Performance, Stakeholder Identification, Engagement Planning, Engagement Management, Engagement Monitoring, Capacity Development, Multi-Donor Project

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List of Abbreviations and Acronyms

CSO	Civil society organization
CSSP1	Civil Society Support Programme Phase 1
CSSP2	Civil Society Support Programme Phase 2
PMI	Project Management Institute
UNDP	United Nations Development Programme

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Stakeholders can be individuals, groups, or organizations that may affect, be affected by, or perceive themselves to be affected by a decision, activity, or outcome of a portfolio, program, or project. (PMI, 2021). UNDP (2017) stated that stakeholders are people with an interest in the project, and they can have a favourable or negative impact on it.. Therefore, a project could essentially involve a wide range of stakeholders that may directly or indirectly affect or be affected by the project. The customer, subcontractors, suppliers, the consultants, the beneficiary groups, the affected communities, non-governmental organizations, private sector entities, donors, international institutions and some-times even the government are stakeholders.

Stakeholder identifications at the early phase of the project and to analyse their interest, Stakeholders may come and go throughout the life cycle of the project. Additionally, the degree of a stakeholder's interest, influence, or impact may change over time. (PMI, 2021).

A project's goal is to benefit all of its stakeholders. Benefits to the stakeholders drive the project, and achieving the goals of the stakeholders drives the success of the project (Rajablu, Marthandan, & Yusoff, 2014). According to Magassouba, Tambi, Alkhlaifat, and Abdullah (2019), involving stakeholders in the identification, planning, implementation, and monitoring phases of a project increases its likelihood of success and is a suitable approach to achieving objectives. Effective management of the relationship between the project and its stakeholders is crucial to its success, according to Karlsen (2002).

One of the project management knowledge areas is stakeholder management. Cleland (1986) asserts that a stakeholder management process is necessary to ascertain how the various project stakeholders will respond to the decisions made, to comprehend the rationale behind a particular reaction, and to ascertain how various stakeholder groups will interact with one another to influence the project's outcome (Chinyio and Olomolaiye, 2010).

Hailemariam (2020) on his paper explores the stakeholder management practices and challenges of Plan International Ethiopia (PIE) within its WASH project, paper highlights the importance of considering local context and cultural nuances when managing stakeholders in a development project setting. The findings provide valuable insights for the organization and for other development organizations working in similar contexts. Groom (2021) emphasizes

the crucial role of stakeholder management in achieving successful project outcomes, highlighting the importance of the four key areas of stakeholder management: identification, planning, engagement, and monitoring. The research contributes valuable insights into stakeholder management practices in Ethiopia, specifically within the context of GIZ-QEP.

The performance of a multi-stakeholder project is measure by several dimensions. Accordingly, the subject of this study focuses on empirically assessing the project stakeholder management practices of the Civil Society Support Programme Phase 2 (CSSP2) which is a multi-doner programme in the performance of the project on the parameters of time and communication.

1.2 Background of the organization

CSSP2 is a capacity development program designed to support Ethiopia's civil society capacity to "contribute to inclusive and accountable governance; and an improved environment for the promotion and protection of the human rights of all Ethiopians". To achieve this grand objective, the programme identified three themes (gender transformation, young people, and citizen-state engagement) and has taken human rights-based approach as its key strategic approach. In addition to channelling fund to local CSOs, the programme has been providing technical and capacity development supports through various means. In addition, the programme has been working with relevant government stakeholders to build their capacity and create space and platforms for effective civic engagement and learnings. The programme has been under implementation since August 2018. The Civil Society Support Programme 2 (CSSP2) began in 2018, following its first phase, CSSP1, which ran highly successfully from 2011-2017. (British Council, 2024)

The Civil Society Support Programme 2 (CSSP2) is a £24 million capacity development programme designed to support Ethiopia's civil society and its contribution to the country's national development, poverty reduction and advancement of good governance. The programme has a strong emphasis on 'hard-to-reach' civil society and citizens, through regionally led programming and right based approach. CSSP2 has identified four strategic themes for engagement and support, based on contextual analysis and needs: Gender transformation, Young people, Conflict response and Peace building and Citizen-state engagement. These focus areas have been chosen to respond to the needs of the context in which CSSP2 is operating, and they may evolve in time in line with contextual changes. CSSP2's capacity development and grant-making has reached 173 civil society organizations

(CSO) have equipped CSOs with the required resources and technical capacities to influence policy and improved practices on various thematic areas. CSSP2 also supported its CSO partners to promote and protect human rights of citizens, the CSOs reached about 6,854,536 citizens with 191 projects. (British Council, 2024)

CSSP2 is led by the British Council in consortium with Social Development Direct and Pact Inc., and is supported by multiple donors Ireland, Sweden, Norway led by the United Kingdom Foreign, Commonwealth & Development Office (FCDO). CSSP2 is delivered mainly through a central programme office and a regional hub. The programme works to build effective relationships that foster collaboration between civil society actors, citizens and the government in order to support hard to reach communities and often overlooked development issues. Ultimately, government, CSO and public trust and confidence in each other will help to create an enabling environment in which there is increasing space for constructive dialogue and requisite action on issues of concern. (British Council, 2024)

CSSP2 is an adaptive and flexible programme operating in a progressing and evolving context: socially and politically, and for the Ethiopian civil society sector in particular. With recent developments in the country including the approval for the revised CSO law, CSSP2 is in a unique position of opportunity to adapt programming in response to the changes in the context, and advance in an innovative direction. The programme needs to carefully consider latest developments in the sector and legal environment in its effort to further identify, develop and support CSOs. (British Council, 2024)

1.3 Statement of the problem

Projects are performed within an organization usually involve a wide range of people, interested parties and organizational entities with different concerns, needs, expectations and sometimes conflicting interests that could in turn may have significant influence over the eventual success or failure of the project (PMI, 2017). It is, therefore, project management challenges to set out techniques that harness stakeholders’ potential positive impact, find a way to minimize the effect of their negative influences, manage the process of influencing those trade-offs, enhance area of support and negotiate area of concerns. Stakeholder management focuses on continuous communication with the stakeholders in order to understand their need and expectation, addressing issues as they occur, managing conflicting interest and fostering appropriate stakeholder engagement in project decision and activities. (PMI, 2017)

Lutchman (2011) asserts that it is important to recognize the impact that different stakeholders have on project execution because, if their expectations and interests are not well managed, they may stop the project from moving forward. According to Bourne and Walker (2005), projects fail because the project manager is unable to adequately handle the sometimes conflicting and concealed interests of the many project stakeholders.

According to Jepsen et. al. (2009). achieving project success goes beyond the conventional factors of cost, time, and quality. It also entails effectively managing the stakeholders involved. Successful organizations recognize that efficient stakeholder relationship management is a crucial necessity. It plays a pivotal role and directly influences the overall environment and profitability of the organization. (Rajhans, 2018)

Stakeholder management is crucial to ensuring that problems or disagreements are quickly resolved and that the project succeeds. It involves identifying important stakeholders, learning about their interests, and developing strategies for involving them at every stage of the project. Hence, understanding the purposes of stakeholder management is necessary for the project success. In the context of CSSP2, its stakeholders, including donors, managing organizations, civil society organizations, government regulatory bodies, the project team members, and society at large, play crucial roles in its decision-making processes and have an interest in its success. This evidence, along with various studies, demonstrate the significance of stakeholder management plays for projects in all contexts (Ika L. A., Diallo A., & Thuillier D. 2012). Although the theoretical aspect of stakeholder management has been extensively studied in the literature, the practical aspect stakeholder's management in multi- stakeholder (multi-doner) projects has received little attention (Ackermann & Eden, 2011).

This suggests that the body of empirical research on stakeholder management in multi-stakeholder initiatives is lacking. Therefore, an analysis of the difficulties and strategies multi-stakeholder projects have in obtaining significant stakeholder participations is required in order to determine the effect of guaranteeing stakeholder participations on CSSP2 performance.

1.4 Research Questions

The following research questions have been developed to address the purpose and objectives of the study by focusing on the CSSP2 the study will cover. Now the basic questions are:

- What is the stakeholder identification practice used in CSSP2?
- What is the planning stakeholder engagement practice used in CSSP2.
- What is the managing stakeholder engagement practice used in CSSP2.
- What is the monitoring stakeholder engagement practice used in CSSP2.

1.5 Research Objective

1.5.1 General Research Objective

The general objective of this research is to assess the stakeholder's management practices of CSSP2 in ensuring meaningful stakeholder participation during its operation.

1.5.2 Specific research Objective

The specific objectives are formulated.

- To assess the stakeholder identification practice used in CSSP2.
- To assess the planning stakeholder engagement practice used in CSSP2.
- To assess the managing stakeholder engagement practice used in CSSP2.
- To assess the monitoring stakeholder engagement practice used in CSSP2.

1.6 Scope of the Study

The conceptual scope of the study is only on one of the project management knowledge area which is stakeholders management. This study particularly tries to examine how project stakeholder management is being generally practiced in CSSP2 which is a doner-funded project. This study emphasizes on examining the practices of project stakeholder identification, project stakeholder management planning, and the practice of engagement and communication with project stakeholders in the case of CSSP2.

1.7 Limitation of the Study

The limitation of the study is that there various other local and international development programmes operating in Ethiopia but only CSSP2 has been selected.

This study considers the relationship that stakeholder management has and the important role it plays in determining project performance. Studies show that successful identification and engagement of stakeholders paves the way for successful project performance. Therefore,

studying on this topic definitely helps to further add to valuable knowledge, especially within the context of Ethiopia.

1.8 Significance of the Study

The study tried to assess the stakeholder management practice in CSSP2. The finding of this study will attempt to contribute through the increasing empirical understand of stakeholder management practice in the context of multi-stakeholder projects. On the other hand, this study may help other researchers as a stepping stone for further in-depth research in the areas of project stakeholder management in multi-stakeholder development projects.

1.9 Organization of the Study

The research paper will contain five chapters. Chapter one contains background of the study, background of the organization, statement of the problem, research questions, objectives of the study, scope, limitation and significance of the study. Chapter two is dedicated to review related theoretical and empirical literatures on the topic. Chapter three is about the research design and methodology that includes research design and approach, sources of data and method of data collection, population of the study, method of data analysis, validity and reliability analysis, and the ethical consideration of the research. Chapter four provides data presentation, analysis and discussion of the study results. Chapter five consists of conclusion and recommendation on the basis of the research findings and suggestion for further research.

CHAPTER TWO: Literature Review

2.1 Theoretical Review

Introduction:

Stakeholder management is a crucial aspect of project management that involves identifying, analyzing, and engaging individuals or groups who have an interest or are affected by a project. This literature review aims to explore the key concepts and components of stakeholder management, its significance, challenges, and factors contributing to its success.

2.1.1. Stakeholder definition

Individuals, people, or organizations that may influence, be affected by, or believe they will be influenced by a decision, action, or result of a portfolio, program, or project are considered stakeholders, according to PMI (2021). Stakeholders can have a positive or negative impact on a project's performance or outcome, either directly or indirectly. The scope, timing, budget, plan, quality, risk, and success of a project are just a few of the numerous variables that stakeholders can influence.

Stakeholders are individuals, organizations, or groups that have a vested interest in a project and can influence or be influenced by its outcomes (Bakkah, 2024). Freeman (1984) defines stakeholders as "any group or individual who can affect or is affected by the achievement of an organization's objectives." Stakeholders can be categorized into internal stakeholders (directly involved in the project) and external stakeholders (indirectly affected by the project) (Mitchell et al., 1997).

2.1.2 Stakeholder Classification

Classifying stakeholders according to their degree of influence, area of interest, or other pertinent factors is a crucial step in the project management process. To effectively prioritize and involve stakeholders throughout the project lifecycle, project managers must have a thorough understanding of the literature on stakeholder classification.

2.1.3 Importance of Stakeholder Classification:

Stakeholder classification helps project managers identify and understand the diverse range of stakeholders involved in a project. It aids in determining the appropriate level of engagement, allocation of resources, and management of stakeholder relationships. Effective stakeholder classification ensures that project managers can focus their efforts and resources

on key stakeholders who have the most significant impact on the project (Bryson, 2004; Mitchell et al., 1997).

2.1.4 Approaches to Stakeholder Classification:

Several approaches and frameworks have been proposed in the literature for stakeholder classification. These approaches consider various factors to categorize stakeholders based on their characteristics, interests, and influence.

Power-Interest Grid: The power-interest grid, also known as the influence-interest matrix, is a commonly used framework for stakeholder classification. It classifies stakeholders based on their level of power or influence and their level of interest in the project. This classification helps project managers identify key stakeholders who require high levels of attention and engagement (Mitchell et al., 1997).

Salience Model: The salience model suggests that stakeholders can be classified based on their power, legitimacy, and urgency. Power refers to the ability of stakeholders to impose their will on the project, legitimacy relates to the perceived appropriateness of stakeholders' involvement, and urgency represents the time sensitivity of stakeholder concerns. This classification framework helps project managers prioritize stakeholders based on their salience (Mitchell et al., 1997).

Categorization by Influence: Stakeholders can also be classified based on their level of influence on the project. This approach considers stakeholders' ability to affect project decisions, resources, or outcomes. The classification can range from high influence stakeholders, such as executives or regulatory bodies, to low influence stakeholders, such as community members or individual users (Bryson, 2004).

A project can have a small group of stakeholders or potentially millions of stakeholders. There may be different stakeholders in different phases of the project, and the influence, power, or interests of stakeholders may change as the project unfolds. (Quizlet Inc, 2024)

2.1.5 What is Stakeholder Management?

Stakeholder management is the processes required to identify the people, groups, or organizations that could impact or be impacted by the project. Analyse stakeholder expectations and their impact on the project. Develop appropriate management strategies for effectively engaging stakeholders in the project decision and execution. (Jainendrakumar, 2016)

Stakeholder management is a critical component to the successful delivery of any project, programme or activity. Effective Stakeholder Management creates positive relationships with stakeholders through the appropriate management of their expectations and agreed objectives. Stakeholder management is a process and control that must be planned and guided by underlying principles. Stakeholder management within businesses, organizations, or projects prepares a strategy utilising information (or intelligence) gathered during the various processes. (Stakeholder management, 2024)

There is more than one major stakeholder in the project. Growing the number of stakeholders increases the project's complexity level and causes additional stress. The business or emotional investment of the stakeholder in the project and the ability of the stakeholder to influence the project outcomes or execution approach will also influence the stakeholder complexity of the project. (Watt, 2014). The degree to which project stakeholders agree or disagree affects the project's complexity in addition to the number of stakeholders and their amount of investment. (Watt, 2014).

2.1.6 Advantages of Stakeholder Management

Enhanced Project Understanding: Stakeholder management facilitates a comprehensive understanding of project requirements, needs, and expectations. Engaging stakeholders early in the project allows project managers to gather valuable insights and incorporate them into project planning and decision-making processes (Freeman, 1984; PMI, 2017).

Improved Stakeholder Relationships: Effective stakeholder management contributes to positive stakeholder relationships. By actively involving stakeholders, addressing their concerns, and communicating transparently, project managers can build trust, foster collaboration, and gain stakeholder support. Strong stakeholder relationships lead to increased stakeholder satisfaction and reduced resistance (Freeman, 1984; PMI, 2017).

Mitigation of Risks and Issues: Stakeholder management helps identify and mitigate potential risks and issues. By involving stakeholders in risk identification and analysis, project managers can proactively address stakeholder concerns, minimize negative impacts, and prevent possible conflicts. This enhances project outcomes and reduces the likelihood of project failure (Freeman, 1984; PMI, 2017).

2.1.7 Disadvantages of Stakeholder Management

Time and Resource Intensive: Stakeholder management requires significant time and resources. Identifying and engaging stakeholders, conducting stakeholder analysis, and maintaining ongoing communication can be demanding, especially in complex projects or when dealing with a large number of stakeholders. This may increase project costs and impact project timelines (Bourne et al., 2003; Love et al., 2018).

Diverse Stakeholder Interests: Stakeholders often have diverse and sometimes conflicting interests. Balancing these interests and finding common ground can be challenging for project managers. Stakeholder management requires careful navigation of varying expectations, which may result in compromises or trade-offs that may not satisfy all stakeholders (Bourne et al., 2003; Freeman, 1984).

Stakeholder Resistance: Despite efforts to engage stakeholders, resistance or opposition from certain stakeholders may arise. Stakeholders may resist project changes, challenge project decisions, or have conflicting agendas. Managing stakeholder resistance requires effective communication, negotiation, and conflict resolution skills (Bourne et al., 2003; Freeman, 1984).

2.1.8 Significance of Project Stakeholder Management

Effective stakeholder management is crucial for project success. Engaging stakeholders throughout the project lifecycle fosters their support, reduces resistance, and enhances collaboration (Jiang et al., 2018). It leads to improved decision-making, increased project acceptance, and reduced conflicts, ultimately contributing to project outcomes (Freeman et al., 2004). Research suggests that projects with strong stakeholder management practices are more likely to achieve their objectives and deliver sustainable results (Turner et al., 2019).

2.1.9 Project Stakeholder Management Process

It is necessary to identify the individuals, groups, or organizations that could have an impact on or be affected by the project. It is also necessary to analyze stakeholder expectations and

their impact on the project. Project Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. (PMI, 2017).

Project stakeholder management is often depicted as a set of process that relate to the different project management processes. The ISO 21500 standard, for instance, classifies the procedures "manage stakeholders" as belonging to the implementation processes and "identify stakeholders" as belonging to the initiating processes. By separating out four processes—identify stakeholders, plan stakeholder engagement, manage stakeholder engagement, and monitor stakeholder engagement—the PMBOK offers a more thorough explanation (PMI, 2017). According to Erkul et al. (2016), stakeholder engagement is "the practice to determine and include stakeholder concerns, needs, and values."

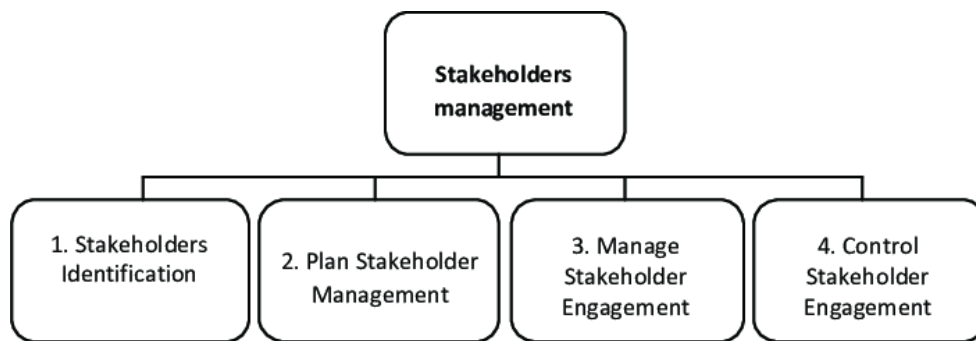


Figure 2.1 Project Stakeholder Management processes

Source PMI 2013

Identify Stakeholder - This is the first process in this knowledge area coming under the initiation process group to identify all the people or organizations impacted by the project: e.g., customers, sponsors, team members, suppliers (internal & external), and etc. (Jainendrakumar, 2016). The process of identifying project stakeholders regularly and analyzing and documenting their interests, involvement, interdependencies, influence, and potential impact on project success. (PMI, 2017)

Plan Stakeholder Engagement—The process of developing approaches to involve project stakeholders based on their needs, expectation, interests, and potential impact on the project.

This is the second process in this knowledge area which comes under planning process group for developing appropriate management strategies to effectively engage stakeholders throughout the project lifecycle. Provide clear, actionable plan to interact with project stakeholders to support the project's interests. (PMI, 2017)

Manage Stakeholder Engagement—The process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder engagement involvement. (PMI, 2017). Managing stakeholder engagement entails carrying out the stakeholder management plan that was developed in the plan stakeholder management process. This process seeks to influence and manage expectations and the engagement of groups of stakeholders and individual stakeholders. For example, it might seek to influence end users of the product, or it might look to influence the customer. The desired outcomes are: increased support and decreased resistance from stakeholders realistic expectations for the product and project addressing pending and existing issues proactive communication. (PMI, 2012)

Monitor Stakeholder Engagement—The process monitoring stakeholder engagement is the process of closely observing project stakeholder relationships and adapting strategies for engaging stakeholders through modification of engagement strategies and plans. (PMI, 2017). The key benefit of this process is that it maintains or increases the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes. (PMI, 2017)

According to Bourne, (2005) continuous relationships in the form of active communication with stakeholders will provide project managers with the necessary early warning systems to recognize the possibility of trouble that exists among senior stakeholders. These danger signals can take the form, such as interfering in the business of the project without consultation, not providing support when needed, poor communication links caused by too many reporting levels between the project manager and the senior stakeholder, and unfounded promises or commitments.

2.1.10 Project Performance

Project performance is the capability of a project to achieve its objectives within specified time, cost, and quality constraints. It encompasses multiple dimensions, including meeting project deliverables, adhering to the project schedule, staying within budget, and delivering the desired quality outcomes. (Turner and Cochrane, 1993)

Project scope, time and cost comprise the three key variables for measuring project performance. Time deals with to what extent is the project on schedule. Cost is the budget that has been allocated to the project, it includes all estimates of costs broken down into more detailed predictions of expenditure. Scope deals with to what extent the project meets the objectives, specification of requirements and functionality and features (Bronte-Stewart, 2015).

According to Kerzner (2017) effective project planning is important in achieving project performance. Thorough project planning involves defining clear objectives, developing a realistic schedule, allocating resources appropriately, and identifying potential risks and mitigation strategies. A well-planned project sets the foundation for successful performance.

Effective project leaders possess strong communication skills, the ability to motivate team members, and the capacity to make informed decisions. Leadership plays a crucial role in aligning project goals, managing conflicts, and ensuring the timely completion of project tasks. (Liu and Walker, 2016)

Gareis and Huemann (2013) emphasize the significance of stakeholder management in project performance. Engaging stakeholders throughout the project lifecycle, addressing their concerns, and managing their expectations can contribute to successful project outcomes. Effective stakeholder management fosters collaboration, reduces conflicts, and enhances project performance.

Salamzadeh, Jafarzadeh, and Olfat (2016) highlight the importance of effective project governance structures in multi-donor projects. Clear governance mechanisms and coordination frameworks are essential to ensure accountability, decision-making, and alignment among the various donors. Well-defined roles, responsibilities, and decision-making processes contribute to improved project performance.

Bovens, Goodin, and Schillemans (2014) emphasize the importance of stakeholder engagement in multi-donor projects. Engaging stakeholders throughout the project lifecycle, including donors, implementing agencies, local communities, and beneficiaries, fosters collaboration and ensures that project outcomes align with their needs. Active stakeholder involvement contributes to improved project performance.

Research by Salamzadeh, Jafarzadeh, and Olfat (2016) suggests that effective communication among project stakeholders is crucial for project performance in multi-donor projects.

Establishing clear communication channels, facilitating information exchange, and addressing potential communication barriers help ensure that stakeholders are well-informed and can make timely decisions. Communication plays a vital role in enhancing coordination and overall project performance.

2.1.11 Project Stakeholder Management Challenges

Managing stakeholders poses several challenges. One challenge is stakeholder complexity, as projects involve diverse stakeholders with varying interests, power dynamics, and expectations (Bryde et al., 2013). Additionally, stakeholder resistance, lack of stakeholder commitment, and conflicting stakeholder interests can hinder effective management (Jiang et al., 2018). Communication barriers, insufficient stakeholder analysis, and a lack of stakeholder engagement strategies also contribute to challenges in stakeholder management (Freeman et al., 2004).

Project stakeholders are influential and important to any project by definition, but sometimes they can also introduce challenges into projects. No two stakeholders are the same, so the issues they may introduce into a project can also differ tremendously. For project managers, this means there can be many different reasons why a project encounters resistance from stakeholders or why the project team struggles to gain traction. Identifying the stakeholder issues happening in a project can help plan ahead and prepare an appropriate response. (Lucidchart, 2024).

- Trying to align many different stakeholders
- Competing priorities between stakeholders
- Resource constraints
- Breakdowns in communication
- Stakeholders resistant to share information

Kastner (2010) outlined three major sources of stakeholder management challenges. These are

- Unclear Stakeholders-These stakeholders don't articulate their interest, intentionally or unintentionally are not open and honest about their interest and expectations
- Unidentified Stakeholders- These are stakeholders the project missed to identify in time.

- Unreasonable Stakeholders- Those stakeholders that don't even abide by to simple common sense

Research by Gray and Larson (2014) highlights the challenge of stakeholder power dynamics. Stakeholders with higher power and influence can exert significant control over project outcomes and decisions. Balancing stakeholder power dynamics requires careful negotiation, collaboration, and proactive engagement strategies to ensure equitable representation and minimize conflicts.

Project stakeholder management in multi-donor projects presents unique challenges due to the involvement of multiple funding sources and diverse stakeholders. Managing stakeholders in multi-donor projects is a complex and multifaceted process, encompassing coordination among donors, stakeholder identification and engagement, communication, conflict resolution, and sustainability planning. Addressing these challenges requires proactive measures, including effective coordination mechanisms, stakeholder engagement strategies, transparent communication channels, conflict resolution mechanisms, and sustainable exit strategies. By understanding and mitigating these challenges, project managers can enhance the effectiveness and sustainability of multi-donor projects. (Mosley & Mackay, 2007).

2.2 Empirical Review

As revealed by plentiful related literatures; similar researches have been carried out on the stakeholder management in projects. Accordingly, in this part of the literature review, the empirical evidences on the stakeholder management of joint projects are discussed.

Worku (2018) has conducted a survey on the relationship between stakeholder engagement practices and project performance in the case of Ethiopian Road Authority. The study results revealed that, project performance were found to have statistically significant association with the development of stakeholder identification and analysis, the practice of disclosing information to stakeholders, undertaking stakeholders' consultations, grievance management, reporting to stakeholders, engagement with stakeholders in negotiation and partnerships, and involving management in the stakeholder engagement.

Yehualashet (2017) on his research to assessment of stakeholders management practices on joint projects in Ethiopia recommended stakeholder involvement and management should be given priority right from project conception, and project designers should make sure that

there is adequate budgetary provision in order to ensure enhanced stakeholder management practices, He also recommended relevant stakeholders should always be identified from project inception so that the maximum possible benefit can be achieved from these stakeholders.

Amanuel (2020) researched the project stakeholder management practices Addis Ababa Water and Sewerage Authority, his study investigates the practices of project stakeholder identification, project stakeholder management planning, and the practice of engagement and communication with project stakeholders, and the associated challenges in project stakeholders management. The study result revealed that the main challenges encountered in project stakeholder management were conflicting requirements of stakeholders, late identification of stakeholders' interest, procedural issues, and communication gaps.

Groom (2021) conducted a research titled Effect of Stakeholder Management on Project Performance in the Case of GIZ demonstrates the following factors—stakeholder identification, planning, management, and monitoring—have a statistically significant and advantageous impact on the success of projects..

Hailemariam (2020) identified effective communication and engagement with appropriately identified stakeholders, as well as maintaining and fostering positive relationships, as essential success factors in her assessment of Plan International Ethiopia's stakeholder management practices and problems. His research focused on the WASH project.

Hilina (2023), examining Three Roots International as an example of the practice and difficulty of stakeholder management in Ethiopian non-governmental organizations. Based on their influence on the project and the community, the findings show that three Roots International has a variety of stakeholders. According to the research, in order for the NGO to address various social and environmental issues that affect or are affected by its initiative, important stakeholders should actively participate in it.

Shopia (2021) assessment the stakeholders management practices and challenges of the Food and Agriculture Organization recommended that all stakeholders work together to understand project goals and objectives, maintain collaboration, identify and engage relevant stakeholders from the planning to implementation stages.

Githinji et al, (2020) studied the influence of stakeholder's involvement on project performance. Regression the study resulted involvement of stakeholders in project identification was found to significantly and positively relate to project performance

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This section of the paper is devoted to outlining the procedures and research methods that will be employed in order to gather and examine the data needed in order to respond to the research questions. As a result, this section covers the research design and methodology, data sources and collection techniques, study population, data analysis methodology, validity and reliability analysis, and study-related ethical issues. The study's conclusions are also discussed and provided in the ensuing chapters.

3.2 Research Design and Approach

Research design refers to the overall strategy or plan that outlines how researchers will collect and analyze data to address their research questions or hypotheses (Creswell & Creswell, 2017). It encompasses various elements such as the research approach, data collection methods, sampling techniques, and data analysis procedures.

As stated in the previous section, this study is aimed to test and describe the project stakeholder management practices. To achieve this objective, this study employ descriptive research design framework. According to Saunders et al. (2009), descriptive study is useful to produce an accurate representation of the situations under consideration. Descriptive study is a research method used to systematically observe, describe, and analyze characteristics of a population or phenomenon without manipulating variables or making causal inferences (Creswell & Creswell, 2017). It aims to provide a comprehensive understanding of the subject under investigation by detailing its features, patterns, and relationships.

To carry out the research, the researcher employed a descriptive research design. Because the researcher evaluated the state of stakeholder management in the CSSP2 example, the descriptive design was used. As The goal of descriptive research projects is to characterize the traits of a certain person or group. The primary goal of descriptive research is to describe the current state of circumstances. (Thary, 2004).

3.3 Source of Data and Method of Data Collection

This study used primary data. The primary data is collected through questionnaire. The questionnaire is comprised closed-ended questions. The survey questionnaire is partly constructed on the basis of previously tested work of Zekarias (2017), Hailemariam (2020), Groom (2021) and the reviewed literature from PMI (2013).

Close ended questions were used to measure the variables of the study using five-point Likert Scale where 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; and 5 = strongly agree.

3.4 Population of the Study

The population of the study is the 4 doners, the 3 managing organizations, the 173 civil Society organizations (grantee) and 10 CSSP2 staff. The targeted population consists of project personnel that are executive directors, project managers, project coordinators, technical specialists, project team members and administration staffs. The project office is comprised of different departments managing a number of projects. This study considers the data collected from the entire project personnel who are currently directly engaged in the responsibility of planning, executing, coordinating, managing, and monitoring projects implementation.

In order to obtain the essential data about the project stakeholder management procedure of the case under research, this study made an effort to contact CSSP2 project staff who are currently engaged in the stakeholder management process and asked them to complete a survey.

To conduct the research; the researcher has used a purposive sampling technique. Purposive sampling is deemed most appropriate because it allows for the selection of participants who works closely with CSSP2. This sampling strategy prioritizes selecting individuals who can provide valuable insights into the research questions.

3.5 Method of Data Analysis

The data collected were analysed using various statistical methods. Descriptive data analysis was utilized to depict the behaviours of the variables as rated on the Likert scale. For conducting these statistical analyses, SPSS version 27, a statistical software, was used.

3.6 Validity and Reliability Analysis

Reliability and validity are needed to present in research methodology chapter in a concise but precise manner. These are appropriate concepts for introducing a remarkable setting in research.

Reliability is referred to the stability of findings, whereas validity is represented the truthfulness of findings (Altheide & Johnson, 1994). The validity of the research was considered by developing the questionnaire using construct scales and items from previous studies and related literature. Before beginning the data collection process, discussion with

the adviser and input from colleagues to make sure the study instrument was clear and understandable. This helped to confirm its validity.

In the research, reliability of the instrument has been tested using Cronbach’s alpha coefficient. According to DeVellis (2017) suggests that Cronbach's alpha values above 0.70 are generally considered acceptable for research purposes, although values as low as 0.60 may be acceptable in exploratory studies.

Furthermore, the researcher conducted Cronbach’s Alpha test to examine the reliability of the questionnaire of each variable. As indicted in the table alpha values for each variable 0.7 indicating that the designed instrument was acceptable.

Table 3. 1 Reliability Test for Pilot Study

Scale	No. of items	Cronbach ‘s Alpha
Stakeholder Identification	12	0.981
Planning Stakeholder Engagement	11	0.925
Managing Stakeholder Engagement	13	0.942
Monitoring Stakeholder Engagement	12	0.945

Source: Survey SPSS Result

3.7 Ethical Consideration

The researcher maintained ethical standards to safeguard against data fabrication or falsification, prioritizing the pursuit of knowledge and truth, fundamental to research. Adherence to acceptable guidelines encompassed human rights, animal welfare, legal compliance, conflict of interest, safety, and health standards. Ethical conduct extended to appropriately crediting fellow researchers in citing relevant literature, recognizing the pivotal role ethical handling plays in upholding the integrity of the research endeavour.

CHAPTER FOUR DATA PRESENTATION AND ANALYSIS

This chapter presents results and analysis of the findings. It has sections presenting the tests for assumptions of the linear regression model, descriptive statistics and correlation results and regression results.

4.1. Introduction

190 questionnaires were distributed to the selected sample of respondents. 156 of them were returned, thus, resulting in 80.2% of response rate. The collected data were statistically analysed using correlation and multiple regression analysis to determine the degree of association and to determine a causal relationship between the dependent and independent variables. The data were analysed using SPSS version 27.

4.2. Demographic Profile

The demographic profile of the respondents is presented in the section.

Table 4. 1 Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Female	132	84.6	84.6	84.6
	Male	24	15.4	15.4	100.0
	Total	156	100.0	100.0	
Age	20-30	10	6.4	6.4	6.4
	31-40	50	32.1	32.1	38.5
	41-50	64	41.0	41.0	79.5
	Above 51	32	20.5	20.5	100.0
	Total	156	100.0	100.0	
Work Experience	Below 5 years	24	15.4	15.4	15.4
	Between 6 and 10 years	24	15.4	15.4	30.8
	Between 11 and 15 years	36	23.1	23.1	53.8
	16 years and above	72	46.2	46.2	100.0
	Total	156	100.0	100.0	
Education Level	Diploma	4	2.6	2.6	2.6
	Bachelor of Arts (BA)/ Bachelor of Science (BSc)	28	17.9	17.9	20.5
	Master of Arts (MA)/ Master of Science (MSc)	116	74.4	74.4	94.9
	Doctor of Philosophy (PhD)	8	5.1	5.1	100.0
	Total	156	100.0	100.0	
Working Position	Project Manager	80	51.3	51.3	51.3
	Project Coordinator	12	7.7	7.7	59.0
	Project Team member	6	3.8	3.8	62.8
	Technical specialist	2	1.3	1.3	64.1
	Project Administration	14	9.0	9.0	73.1
	Executive Director	42	26.9	26.9	100.0
	Total	156	100.0	100.0	

Source: Survey SPSS Result

4.2.1 Distribution of Respondents by Gender

The provided demographic data presents the distribution of gender within a sample population. The data indicates that out of a total of 156 individuals, 24 were female (15.4%) and 132 were male (85.6%). This information can be interpreted to understand the gender composition of the sample group.

Analysis:

The data shows a slightly higher representation of males (85.6%) compared to females (15.4%) in the sample population. This suggests that there is a relatively balanced gender distribution within the group, with a slight skew towards males. It is important to note that the total percentage adds up to 100%, indicating that all individuals in the sample were categorized as either male or female.

4.2.2 Distribution of Respondents by Age

The provided demographic data presents information on the distribution of individuals based on age groups. The table displays the frequency, percentage, valid percentage, and cumulative percentage for each age category.

- 20-30: This age group comprises 10 individuals, representing 6.4% of the total sample. This group represents a smaller segment of the population under study.
- 31-40: The age group comprises 50 individuals, accounting for 32.1% of the total sample. This is the second largest group in terms of frequency and percentage,
- 41-50: Individuals aged between 41 and 50 years old make up a highest proportion of the sample, with 41% (64 individuals) falling into this category. This indicating a substantial presence of individuals in their forties
- Above 51: The age group above 51 consists of 32 individuals, representing 20.5% of the total sample.

This demographic breakdown can have implications for various analyses or interpretations within your thesis, depending on the context and subject matter being studied. Understanding the age distribution of your sample can help provide insights into generational differences, preferences, behaviours, or responses to certain variables under investigation.

4.2.3 Distribution of Respondents by Years of Experience in Project Work

The demographic data provided in the table represents the distribution of individuals based on their years of experience. The table shows the frequency, percentage, valid percentage, and cumulative percentage for each category of experience level.

- Between 0 and 5 years: This category comprises 15.4% of the total sample, indicating that a small proportion of individuals have up to 5 years of experience.
- Between 6 and 10 years: The largest group falls within this range, accounting for 15.4% of the sample.
- Between 11 and 15 years: Approximately 23.1% of the sample falls into this category.
- 16 years and above: The highest level of experience is seen in this category, with 46.2% of the sample having 16 years and above experience. This suggests that a significant portion of individuals have above 16 years of experience.

The data indicates a diverse distribution of experience levels among the sample population. The majority fall above 16 years, suggesting a more seasoned individual, it also suggests the depth of knowledge and industry understanding of the individuals. The distribution across these categories provides insight into the composition and expertise levels within the studied group.

4.2.4 Distribution of Respondents by Education Level

The provided demographic data pertains to the distribution of education levels among a sample population. The data is presented in a tabular format showing the frequency, percentage, valid percentage, and cumulative percentage for each education level category.

- Diploma: This category represents 2.6% of the sample population, indicating that a small proportion of individuals have education at the diploma level.
- Degree Level: The data shows that 17.9% of the sample population holds education at the degree level.
- Post Graduate Level: A larger proportion of individuals, 74.4%, have attained education at the postgraduate level in this sample.
- Doctor of Philosophy (PhD): The data shows that 5.1% of the sample population holds education at PhD level.

From this data, it can be inferred that the majority of individuals in the sample have education level of postgraduate, followed by those with degrees. This breakdown provides insights into the educational attainment levels within this specific group and can be used to analyze trends or make comparisons based on different educational categories.

4.2.5 Distribution of Respondents by Position

The provided demographic data seems to represent the distribution of different positions within a certain context, possibly related to a project or organization. The data is presented in a tabular format showing the position categories, their frequencies, and the corresponding percentages.

- Project Manager: This category has a frequency of 80, accounting for 51.3% of the total sample. This indicates that project managers make up a relatively larger portion of the group.
- Project Coordinator: With a frequency of 12 and a percentage of 7.7%,
- Project Team Member: This category has the second lowest frequency at 6, representing 3.8% of the total sample.
- Technical Specialist: The data shows that there are 2 individuals classified as technical specialists, making up 1.3% of the sample. This position seems to be less common compared to others in this dataset.
- Project Administration: there are 14 in the dataset, accounting for 9% of the total sample.
- Executive Director: there are 42 in the dataset, accounting for 26.9% of the total sample.

4.3. Descriptive Results and Analysis

Descriptive statistics was used to describe the responses of the study participants. Summary results and interpretations is presented herein.

4.3.1. Responses for Stakeholder Identification

The descriptive result for the response on the variable of stakeholder identification indicate that the responses for the items are inclined to agree under the Likert scale. This indicates that the respondents believe that stakeholder identification and steps leading to stakeholder identification is important in project management.

Table 4. 2 Descriptive Statistics for Stakeholder Identification

Questions	N	Minimum	Maximum	Mean	Std. Deviation
All stakeholders with interests have been identified in the project	156	2.00	5.00	4.1667	0.70787
The process of identifying stakeholders was inclusive of all relevant groups.	156	2.00	5.00	4.2051	0.72484
Effective stakeholder identification contributed significantly to meeting the project's objectives.	156	1.00	5.00	4.4744	0.73132
The project's risk management was improved by accurate stakeholder identification.	156	2.00	5.00	4.0641	0.72450
Stakeholder ideas are contributed in the project	156	1.00	5.00	4.1795	0.84615
Stakeholders get a chance to select a project that is realistic and meet their needs	156	1.00	5.00	3.8590	0.97351
Early identification of stakeholders facilitated better resource allocation.	156	1.00	5.00	4.1410	0.74875
Stakeholder needs and expectations were identified before the project begins	156	2.00	5.00	4.1410	0.83046
The project adapted its approaches based on the needs and inputs of identified stakeholders.	156	1.00	5.00	4.1282	0.91382
An appropriate stakeholder register is developed and continuously monitored and updated	156	2.00	5.00	3.8333	0.82566
The initial identification of stakeholders helped in achieving project goals.	156	1.00	5.00	4.1410	0.87583
Stakeholder identification was critical to the overall success of the project.	156	2.00	5.00	4.4872	0.73165
Overall score	156			4.1517	0.58

Source: Survey SPSS result

- All stakeholders having interests have been identified in the project: The mean response was 4.1667 (SD 0.70), indicating that the majority of respondents felt that all interested stakeholders were identified. In addition, standard deviation suggests consensus among the respondents with regard to this aspect of the project. This will mean that, in general, the identification of stakeholders was performed to a large

extent successfully, something very important for inclusive project planning and implementation.

- Identification of stakeholders was an inclusive process involving all relevant groups: With a mean response of 4.2051 (SD 0.72), mean suggests that the project was perceived as considering all relevant groups during stakeholder identification, a critical factor in ensuring broad-based support and input in project activities. The standard deviation shows that the process was felt to be quite inclusive.
- Effective identification of stakeholders significantly contributed to meeting the project's objectives: This mean score of 4.4744 (SD 0.73) meaning that respondents strongly agree that the effectiveness of the identification of stakeholders was key to achieving project objectives. This highlights the importance of understanding stakeholder dynamics and integrating their feedback effectively throughout the lifecycle of the project.
- The project's risk management was improved by accurate stakeholder identification: The mean score of 4.0641 (SD 0.72) shows that the respondents generally agreed that identifying stakeholders improved risk management. This shows knowing who the stakeholders are can help anticipate and mitigate potential risks related to their interests and interactions.
- Stakeholder ideas are contributed in the project: The mean score of 4.1795 (SD 0.84) shows that, as perceived by the respondents, stakeholders' ideas were generally well-integrated into the project.
- Stakeholders get a chance to select a project that is realistic and meet their needs: The lowest mean score is 3.8590 (SD 0.97), indicating that this question has the most mixed responses. While some stakeholders may feel that there is an opportunity to participate in selecting realistic projects, others might feel that the process is less effective in meeting their specific needs.
- Early identification of stakeholders facilitated better resource allocation: The mean score is 4.1410 (SD 0.74), showing a high degree of agreement with the idea that the early identification of stakeholders helped in better resource management. This is important for efficient and effective projects.
- Stakeholder needs and expectations were identified before the project begins: This has the same mean value as the previous one, 4.1410 (SD 0.83), which is an indicator of the high level of agreement with the idea that the needs and expectations of

stakeholders are identified beforehand to ensure a smooth initiation of the project and fewer adjustments later on.

- The project adapted its approaches based on the needs and inputs of identified stakeholders: With a mean of 4.1282 (SD 0.91), it can be concluded that there was general agreement on adaptation according to stakeholder input, but experiences varied on how effectively this adaptation was realized.
- An appropriate stakeholder register is developed and continuously monitored and updated: This question had a mean score of 3.8333 (SD 0.82) and had a moderate level of agreement; hence, it points to potential areas for improvement in maintaining and updating stakeholder information.
- The initial identification of stakeholders helped in achieving project goals: With a mean score of 4.1410 (SD 0.87), this question underscores the importance of stakeholder identification in the project's success, even though respondents have varied experiences.
- Stakeholder identification was critical to the overall success of the project: The mean score of 4.4872 (SD 0.73) suggests a strong consensus on the critical importance of stakeholder identification for the overall success of the project, affirming its foundational role in project management.

In general with an overall mean score 4.1517 (SD 0.58) the lessons learned include the central importance of effective identification and management of stakeholders for the successful completion of a project. It considers the imperative aspects of inclusivity, risk management, and ensuring that project objectives are attained as set out in the project management charter. The responses from the respondents highlighted the strengths and potential weaknesses, which are essential in refining stakeholder management strategies in future projects.

4.3.2. Responses for Planning Stakeholder Engagement

The descriptive result for the response on the variable of planning stakeholder engagement indicate that the responses for the items are inclined to agree under the Likert scale. This indicates that the respondents believe that planning stakeholder engagement and steps planning stakeholder engagement is important in project management.

Table 4. 3 Descriptive Statistics for Planning Stakeholder Engagement

Questions	N	Minimum	Maximum	Mean	Std. Deviation
Stakeholder management plan is prepared as part of the project plan.	156	1.00	5.00	3.9103	0.86786
The stakeholder management plan has obtained agreement and support from all stakeholders.	156	2.00	5.00	3.7949	0.84026
Stakeholder management plan is prepared based on the analysis of stakeholders' needs, interests, and potential impact	156	2.00	5.00	3.9231	0.86164
Efforts were made to involve project stakeholder in project planning	156	2.00	5.00	4.1282	0.72484
The roles and responsibilities of the project stakeholders participating in the stakeholder management plan is clearly established	156	2.00	5.00	3.9744	0.84966
There is a conflict resolution plan in place and communicated among the relevant stakeholders	156	2.00	5.00	3.5641	0.88849
Analysis of the change in stakeholders' influence, reactions and relations was done.	156	1.00	5.00	3.5769	0.95741
The planned frequency of engagement activities was sufficient.	156	1.00	5.00	3.5769	1.05975
The project's engagement activities were well-organized and effectively executed.	156	1.00	5.00	4.0128	0.84233
Adhering to the engagement plan contributed to the project's success.	156	1.00	5.00	4.0769	0.89109
The planning of stakeholder engagement positively impacted project deliverables.	156	1.00	5.00	4.1795	0.87611
Overall score	156			3.8834	0.66

Source: Survey SPSS result, 2021

- Stakeholder management plan is prepared as part of the project plan: The mean score of 3.9103 (SD 0.86) suggests that, generally, projects are seen to include a stakeholder management plan as a standard component of the overall project plan..
- The stakeholder management plan has obtained agreement and support from all stakeholders: Scoring a mean of 3.7949 (SD 0.84), this reflects a moderately positive agreement that stakeholder management plans generally gain support from stakeholders.
- Stakeholder management plan is prepared based on the analysis of stakeholders' needs, interests, and potential impact: With a mean score of 3.9231 (SD 0.86), respondents seem to agree that stakeholder management plans are usually well-founded on thorough analyses of stakeholders' needs and potentials
- Efforts were made to involve project stakeholders in project planning: The mean of 4.1282 (SD 0.72), indicating that efforts to involve stakeholders in planning are generally perceived as effective.
- The roles and responsibilities of the project stakeholders participating in the stakeholder management plan are clearly established: The mean of 3.9744 (SD 0.84) suggests that roles and responsibilities are typically well-defined, which is crucial for effective stakeholder management. The standard deviation points to some inconsistency in how clearly these roles are communicated or understood.
- There is a conflict resolution plan in place and communicated among the relevant stakeholders: With a mean of 3.5641 (SD 0.88), this item scores lower relative to others, indicating less satisfaction or consistency in the availability and communication of conflict resolution plans.
- Analysis of the change in stakeholders' influence, reactions, and relations was done: This received a mean score of 3.5769 (SD 0.95), similar to the conflict resolution plan, indicating moderate satisfaction with the analysis of stakeholders' dynamics. The standard deviation suggests that experiences vary significantly, possibly due to different project scopes or stakeholder complexities.
- The planned frequency of engagement activities was sufficient: Scoring a mean of 3.5769 (SD 1.05) this reflects a wide range of opinions about the sufficiency of engagement frequency. This variability might be due to different stakeholder expectations or project demands.

- The project's engagement activities were well-organized and effectively executed: With a mean score of 4.0128 (SD 0.84), this item reflects a positive view of how engagement activities are managed.
- Adhering to the engagement plan contributed to the project's success: The mean score of 4.0769 (SD 0.89) indicates that sticking to the stakeholder engagement plan is generally seen as beneficial to project success.
- The planning of stakeholder engagement positively impacted project deliverables: A mean of 4.1795 (SD 0.87), the highest in this subset, suggests a strong belief that good stakeholder engagement planning positively affects project deliverables.

In general with a overall mean 3.8834 (SD 0.66) These insights underline the importance of effective stakeholder management, including thorough planning, engagement, and conflict resolution, to enhance project success and stakeholder satisfaction. The data also suggests areas where improvements can be made, particularly in standardizing the implementation of stakeholder management practices across projects.

4.3.3. Responses for Managing Stakeholder Engagement

The descriptive result for the response on the variable of managing stakeholder engagement indicate that the responses for the items are inclined to ‘agree’ under the Likert scale. This indicates that the respondents believe that managing stakeholder engagement and steps involved in managing the engagement is important in project management.

Table 4. 4 Descriptive Statistics for Managing Stakeholder Engagement

Questions	N	Minimum	Maximum	Mean	Std. Deviation
Stakeholder engagement was effectively managed and coordinated by the CSSP2 team.	156	2.00	5.00	4.2949	0.68361
There was continuous engagement with stakeholders throughout the project	156	2.00	5.00	4.2692	0.71253
Relevant stakeholders are included in workshops, events and demos	156	1.00	5.00	4.4359	0.72894
Feedback mechanisms are adequate and appropriate	156	2.00	5.00	4.0769	0.79950
Stakeholder inputs were considered critical and were integrated into project decision-making.	156	1.00	5.00	4.0769	0.87649
Stakeholders are aware of the progress of the project	156	2.00	5.00	4.2436	0.66596
Engagement of stakeholders is driven by proactive and not reactive events	156	1.00	5.00	3.9744	0.83433
Effective management of stakeholder engagement minimized project delays.	156	1.00	5.00	4.1026	0.88849
Change requests are well documented and are handled as per agreements made	156	1.00	5.00	4.0385	0.92899
Our project team responded promptly to stakeholder inquiries and concerns.	156	2.00	5.00	4.1667	0.85635
Stakeholder suggestions were frequently incorporated into the project workflow.	156	2.00	5.00	3.9744	0.84966
Stakeholders were consistently satisfied with their level of involvement.	156	1.00	5.00	3.8718	0.91382
Managing engagement helped in achieving project milestones on time.	156	2.00	5.00	4.1923	0.77139
Overall Score	156			4.1321	0.62

Source: Survey SPSS result

- Stakeholder engagement was properly managed and coordinated by the CSSP2 team: The mean score is 4.2949 (SD 0.68). This then shows a strong agreement that the CSSP2 team managed and coordinated stakeholder engagement properly.

- There were continuous engagements with stakeholders: with a mean score of 4.2692 (SD 0.71), this indicates a positive consensus on continuous engagement of stakeholders, suggesting that ongoing interactions had been maintained, a feature that is core in transparency and inclusivity in project execution.
- Relevant stakeholders are included in workshops, events, and demos: with an even higher mean score at 4.4359 (SD 0.72), it is an indication that the relevant stakeholders were actively engaged in these important activities. This is important for ensuring their input and engagement in the projects.
- The feedback mechanisms are adequate and appropriate: a mean score of 4.0769 (SD 0.79) displays a positive view that the mechanisms used to collect feedback were effective.
- Stakeholder inputs were considered critical and, thus, integrated into project decision-making: mean at 4.0769 (SD 0.87); it reflects the acknowledgment of the importance of stakeholder inputs in decision-making—a fundamental component of inclusive project management. The relatively high standard deviation indicate , varying degrees of integration might depend upon the project's scope or the stakeholders' influence.
- Stakeholders are aware of the project's progress: The mean score of 4.2436 (SD 0.66) means that stakeholders were generally well-informed about project progress, which supports transparency and trust.
- Stakeholders are engaged with proactive events rather than reactive events: A mean score of 3.9744 (SD 0.83) indicates moderately positive feedback with proactive engagement perceived as the norm. The standard deviation points to experiences perhaps where reactive measures were more noticeable, which impacted perceptions of the engagement strategy.
- Stakeholder management has minimized delays to the project: With a mean of 4.1026 (SD 0.88), respondents agree that good stakeholder management helped reduce project delays; an operational benefit of effective engagement.
- Change requests are properly documented and handled in accordance with the agreements made: Scoring a mean of 4.0385 (SD 0.92), this indicates that change requests were generally well managed. The standard deviation suggests a high degree of variability in handling changes, perhaps reflecting differences in stakeholder priorities or project complexities.

- Our project team responded promptly to stakeholder inquiries and concerns: The mean score of 4.1667 (SD 0.85) indicates a good level of responsiveness from the project team.
- Frequent inclusion of stakeholder suggestions into the project workflow: A mean of 3.9744 (SD 0.84) would suggest a generally positive but more varied perception as to the degree of the incorporation of stakeholder suggestions.
- The stakeholders were always satisfied with their level of involvement: With a mean of 3.8718 (SD 0.91), one of the lower scores, this indicates a relatively moderate satisfaction with stakeholder involvement. The standard deviation can be interpreted to mean that there were some satisfaction levels that were high, but others that were low; this implies that the stakeholder engagement approach was not very uniform across all the groups.
- Managing engagement helped in achieving project milestones on time: With the highest score of 4.1923 (SD 0.77), this suggests that effective stakeholder management really helped deliver against the project plan and therefore reflects the strategic value of timely and effective engagement.

In general, with the overall mean 4.1321 (SD 0.62) the results signify that active and inclusive management of stakeholders is of great importance for promoting better project success, denoting strengths in continued engagement and responsiveness. They also highlight the areas for better performance, for example, in dealing with change requests and bringing satisfaction in stakeholders uniformly across all projects.

4.3.4. Responses for Monitoring Stakeholder Engagement

The descriptive result for the response on the variable of monitoring stakeholder engagement indicate that the responses for the items are inclined to agree under the Likert scale. This indicates that the respondents believe that monitoring stakeholder engagement and steps involved is important in project management.

Table 4. 5 Descriptive Statistics for Monitoring Stakeholder Engagement

Questions	N	Minimum	Maximum	Mean	Std. Deviation
There is identification of knowledge gap in each stakeholder group	156	1.00	5.00	3.7436	0.84144
The project employed tools to regularly assess stakeholder satisfaction.	156	1.00	5.00	3.6026	0.87015
Stakeholders needs, and expectations are being addressed in the project	156	2.00	5.00	3.8718	0.85548
Monitoring of stakeholder engagement was conducted at regular intervals.	156	2.00	5.00	3.9103	0.88260
Stakeholders are notified about work performance and project changes, and are jointly involved in plan revisions	156	2.00	5.00	4.0897	0.83760
Feedback mechanisms were effectively used to monitor engagement.	156	2.00	5.00	3.9487	0.83314
Stakeholder feedback was promptly acted upon to improve project processes.	156	1.00	5.00	3.8974	0.91707
The monitoring process helped identify areas needing more stakeholder input.	156	2.00	5.00	4.0513	0.80157
The results of engagement monitoring were shared with stakeholders	156	1.00	5.00	3.9615	0.91500
Changes based on stakeholder feedback were effectively implemented	156	1.00	5.00	3.6795	0.92970
Regular monitoring of engagement levels increased project efficiency.	156	1.00	5.00	4.1538	0.83592
The continuous monitoring of stakeholder engagement ensured project alignment with stakeholder expectations.	156	2.00	5.00	4.0897	0.79003
Overall Score	156			3.9167	0.67

Source: Survey SPSS result

- There is identification of knowledge gap in each stakeholder group: Mean score at 3.7436 (SD 0.84), it means that there is moderate agreement that each stakeholder group identifies the knowledge gaps. The standard deviation suggests that there could

be some variability in responses, perhaps from some differences in the thoroughness or consistency of gap identification across various projects or stakeholder groups.

- The project employed tools to regularly assess stakeholder satisfaction: The mean score of 3.6026 (SD 0.87) reflects a moderate perception of effectiveness in using tools to assess stakeholder satisfaction.
- Stakeholders' needs and expectations are being addressed in the project: Scoring a mean of 3.8718 (SD 0.85), this question seems to indicate that stakeholders feel that their needs and expectations are considered in the project decisions.
- Monitoring of stakeholder engagement was conducted at regular intervals: With a mean of 3.9103 (SD 0.88), there is a good level of agreement that stakeholder engagement is monitored regularly.
- Stakeholders are notified about work performance and project changes, and are jointly involved in plan revisions: With a higher mean of 4.0897 (SD 0.83), there is a strong agreement that stakeholders are notified and involved, which is crucial in maintaining engagement and trust.
- Feedback mechanisms were used effectively to monitor engagement: The mean of 3.9487 (SD 0.83) shows that the feedback mechanism is seen as effective in general.
- Stakeholder feedback was promptly acted upon to improve project processes: A mean score of 3.8974 (SD 0.91) reflects a positive view that feedback is acted upon in a timely manner.
- The monitoring process helped identify areas needing more stakeholder input.: Scoring a mean of 4.0513 (SD 0.80), this shows that monitoring effectively identifies areas where additional stakeholder input is needed.
- The results of engagement monitoring were shared with stakeholders: With a mean of 3.9615 (0.91), the general agreement by the respondents is that results from monitoring stakeholder engagement are share an aspect which is important for transparency and continuous improvement.
- Changes based on stakeholder feedback were effectively implemented: The mean of 3.6795 (SD 0.92) suggests that there is moderate satisfaction with the implementation of the changes based on the stakeholders' feedback the lowest mean score in the set.
- Regular monitoring of engagement levels increased project efficiency.: The mean of 4.1538 (SD 0.83) indicates a strong agreement that the regular monitoring has a positive impact on project efficiency.

- The continuous monitoring of stakeholder engagement ensured project alignment with stakeholder expectations: A mean of 4.0897 (SD 0.79) indicates strong agreement that continuous monitoring helps align the project with the expectation of stakeholders, which is important to the success of projects.

Generally, the overall mean 3.9167 (SD 0.67) these results underline the critical role an effective stakeholder engagement management plays in identifying knowledge gaps, addressing needs, and improving project outcomes through the application of regular monitoring and feedback mechanisms. While generally positive, the responses also indicate areas where practices could be enhanced for even greater effectiveness and stakeholder satisfaction.

CHAPTER FIVE SUMMERY, CONCLUSION AND RECOMMENDATION

The chapter is presented in three sections; summery of findings, conclusion and recommendations based on the research findings.

5.1 Summery

The study revealed that CSSP2 places a strong emphasis on stakeholder management practices, with respondents largely agreeing that the project effectively identifies and engages stakeholders. This emphasis on inclusivity, risk management, and alignment with stakeholder needs appears to contribute significantly to the project's perceived success. Stakeholders felt that their ideas were valued, their input was considered in decision-making, and they were kept informed about project progress.

However, the research also identified areas for improvement. While stakeholder management plans were generally perceived as adequate, there was a need to ensure greater consistency in stakeholder satisfaction levels. The study found that some stakeholders expressed less satisfaction with their level of involvement, particularly with the implementation of changes based on feedback. Additionally, the monitoring process, while generally perceived as effective, could be enhanced by focusing more on identifying and addressing knowledge gaps within each stakeholder group.

Overall, the findings suggest that CSSP2 has made considerable progress in integrating stakeholder management practices, fostering collaboration, and achieving project objectives. By addressing the identified areas for improvement, the project can further strengthen its stakeholder engagement strategies, leading to even greater success and a stronger sense of shared ownership amongst all participating parties.

5.2 Conclusion

The objective of the study was to assess the stakeholder management practice of CSSP2. Theoretical review was conducted to understand the underlying principles and process of stakeholder management and project performance. Empirical review was undertaken to incorporate prior studies made in area of the study. Based on the literature review; objectives was set, and conceptual framework developed to study the effect of the independent variables of stakeholder identification, planning stakeholder engagement, managing stakeholder engagement and monitoring stakeholder engagement on the dependent variable of project performance.

The questionnaire using 5-point Likert scale was developed. Data were then collected from 180 participant (80.2% response rate). SPSS version 27 was used to undertake the statistical analysis. Descriptive analysis was undertaken to describe the phenomena of the variables of study.

This study bears testimony to the overwhelming approval about the positive aspects and sheer relevance of stakeholder identification in relation to project outcomes. The evaluation and synthesis of evidences have revealed that overall, across different aspects, stakeholders received high means, which suggests that stakeholders were well identified and engaged this boosted the inclusiveness of stakeholders, effective management of risks and project objectives were attained. The low value for most questions' S.D. indicates the respondents are more or less in consensus with one another to form a reliability in support of these propositions.

Stakeholder identification processes were regarded as participatory, while other relevant individuals had been incorporated into projects adequately. This kind of participation was important in mobilising everybody and in having all sorts of people address the issues. In addition, stakeholder engagement was identified as a crucial factor in such projects and in achieving goals, and as a tool that helps to control risks by minimizing them.

Nevertheless, there were several recommendations of areas that would need some enhancement for better performance, which included the identification of the appropriate projects that best suits the needs and expectations of the stakeholders and the management of the current stakeholder register. The survey meant that the different responses and, even higher coefficients of variations in these areas imply that the levels of satisfaction among the stakeholders are variable and that there is need for improved consistency.

5.3 Recommendation

Enhance Stakeholder Involvement in Project Selection: To assert the stakeholder's enhanced participation in selecting projects, such a tool as the stakeholder map should be utilized and adjusted for the following:

- **Continuous Monitoring and Updating of Stakeholder Information:** This involves constant determination of facts related to stakeholders and updating of facts more frequently.
- **Strengthen Communication and Feedback Mechanisms:** Communications and feedback are other important items within organisational needs, as to how exactly the flow of the information is performed and how strictly the feedbacks are delivered, the certain responsibility, procedures and structures have to be developed.
- **Training and Capacity Building:** Regarding the above, the following best practices for project managers and teams in managing stakeholders must be implemented: involves identification of stakeholders and arising at the early stages of a project, communicate plans and ensure their participation where necessary, and adapt plans and actions based on the feedback that they are likely to get from stakeholders.
- **Periodic Evaluation and Adjustment:** It is equally thus, necessary to review, occasionally, the management of the engagement with stakeholders to note the magnanimity of the highest qualities and or the levels of flaw. Therefore, tighten the activity of managing the stakeholders and utilize the sources on the areas that could be suggest plots for future operations.
- **Standardize Stakeholder Management Plans:** Implementation of changes on how improved practices of the formulation and application of the stakeholder management plans can be made for the creation of the stakeholder management plans and integration into every process of project delivery. This should contain agreement of the parties on the realization of authority and responsibility of each party concerning the project, as well as on how each party will address all the emerging disputes ensuing from the contractual relationship.
- **Improve communication:** Improve the way of communication so that everyone is aware and involved during the project process. It includes openness about the plan, the problems that have been solved, and changes, if there are any.
- **Ensure feedback action is fast:** Foster a culture of responsiveness where the feedback given by the stakeholders is acted upon in the shortest time possible. Have a tracking

system for feedback in which all comments are ensured to be acted upon and the actions taken are communicated to the stakeholders.

Implementation of the above-mentioned recommendations allows the project team to use strengths in order to correct inconsistency in certain areas and, hence, result in a better and proper stakeholder engagement, which is productive to the project's overall success.

5.4 Recommendation to Future Researchers

Utilize Mixed Research Methods: To gain a comprehensive understanding of project risk management practices in construction projects, future researchers should consider using mixed research methods. This could include a combination of quantitative surveys, qualitative interviews, case studies, and observations to gather rich and diverse data.

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ANNEX 1 Questionnaire

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
PROJECT MANAGEMET DEPARTMENT**

Dear Respondents,

My name is Mussie Dessalegn, I am an MA graduate student in Project Management at AAUSC. As part of my study, I am conducting a project work entitled “Assessment of Stakeholder Management Practices: The Case of the Civil Society Support Programme Phase 2 (CSSP2). I kindly request you to participate in this research by completing the attached questionnaire. This is academic research and the information you provide will be anonymous and strictly confidential.

Therefore, I kindly request you to complete the questionnaire with honesty and genuinely.

Thank you in advance for taking your precious time to fill out this questionnaire.

Instruction:

- Please answer this questionnaire with reference to your experience about stakeholder management of CSSP2 in the project you participated.

- Please answer the question by ticking () the appropriate box,

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 within your current or other organizations

a) 0-5 years

b) 6-10 years

c) 11-15 years

d) 15 years and above

e) Others, please Specify

4. Educational Level

a) Diploma

b) BA/ BSc

c) MA/Msc

d) Others; please specify.....

5. Can please indicate your position in your current project (Choose only one, if you have more than one specify as other and indicate which role you predominantly do from among the many

a) Program Manager

b) Project coordinator

c) Project team member

d) Technical specialist

e) Project administration

(Including any human resource, finance, and logistics related activity)

f) Other please specify.....

SECTION II: Stakeholder Identification, Classification and Relevance

Questions		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	All stakeholders with interests have been identified in the project					
2	The process of identifying stakeholders was inclusive of all relevant groups.					
3	Effective stakeholder identification contributed significantly to meeting the project's objectives.					
4	The project's risk management was improved by accurate stakeholder identification.					
5	Stakeholder ideas are contributed in the project					
6	Stakeholders get a chance to select a project that is realistic and meet their needs					
7	Early identification of stakeholders facilitated better resource allocation.					
8	Stakeholder needs and expectations were identified before the project begins					
9	The project adapted its approaches based on the needs and inputs of identified stakeholders.					
10	An appropriate stakeholder register is developed and continuously monitored and updated					
11	The initial identification of stakeholders helped in achieving project goals.					
12	Stakeholder identification was critical to the overall success of the project.					

SECTION III: Stakeholder Management Planning

Questions	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1 Stakeholder management plan is prepared as part of the project plan.					
2 The stakeholder management plan has obtained agreement and support from all stakeholders.					
3 Stakeholder management plan is prepared based on the analysis of stakeholders' needs, interests, and potential impact					
4 Efforts were made to involve project stakeholder in project planning					
5 The roles and responsibilities of the project stakeholders participating in the stakeholder management plan is clearly established					
6 There is a conflict resolution plan in place and communicated among the relevant stakeholders					
7 Analysis of the change in stakeholders' influence, reactions and relations was done.					
8 The planned frequency of engagement activities was sufficient.					
9 The project's engagement activities were well-organized and effectively executed.					
10 Adhering to the engagement plan contributed to the project's success.					
11 The planning of stakeholder engagement positively impacted project timeline and deliverables.					

SECTION IV: Managing Stakeholder Engagement

Questions	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1 Stakeholder engagement was effectively managed and coordinated by the CSSP2 team.					
2 There was continuous engagement with stakeholders throughout the project					
3 Relevant stakeholders are included in workshops, events and demos					
4 Feedback mechanisms are adequate and appropriate					
5 Stakeholder inputs were considered critical and were integrated into project decision-making.					
6 Stakeholders are aware of the progress of the project					
7 Engagement of stakeholders is driven by proactive and not reactive events					
8 Effective management of stakeholder engagement minimized project delays.					
9 Change requests are well documented and are handled as per agreements made					
10 Our project team responded promptly to stakeholder inquiries and concerns.					
11 Stakeholder suggestions were frequently incorporated into the project workflow.					
12 Stakeholders were consistently satisfied with their level of involvement.					
13 Managing engagement helped in achieving project milestones on time.					

SECTION V: Monitoring Stakeholder Engagement

Questions	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	There is identification of knowledge gap in each stakeholder group				
2	The project employed tools to regularly assess stakeholder satisfaction.				
3	Stakeholders needs, and expectations are being addressed in the project				
4	Monitoring of stakeholder engagement was conducted at regular intervals.				
5	Stakeholders are notified about work performance and project changes, and are jointly involved in plan revisions				
6	Feedback mechanisms were effectively used to monitor engagement.				
7	Stakeholder feedback was promptly acted upon to improve project processes.				
8	The monitoring process helped identify areas needing more stakeholder input.				
9	The results of engagement monitoring were shared with stakeholders.				
10	Changes based on stakeholder feedback were effectively implemented.				
11	Regular monitoring of engagement levels increased project efficiency.				
12	The continuous monitoring of stakeholder engagement ensured project alignment with stakeholder expectations.				