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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

DEPARTMENT OF PROJECT MANAGEMENT

ASSESSESMENT OF PROJECT STAKEHOLDER MANAGEMENT PRACTICE IN THE CASE OF ETHIO TELECOM

BY

YODIT BELETE

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE MA PROGRAM

JULY, 2019

ADDIS ABABA, ETHIOPIA

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A RESEARCH PROJECT WORK SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS DEGREE IN PROJECT MANAGEMENT

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JULY, 2019

ADDIS ABABA, ETHIOPIA

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Approved Board Committee:

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Advisor **Signature**

DECLARATION

I, the undersigned, declare that, this research paper is my original work, prepared under the guidance of Dr. Konjit Hailu. All resources and materials used herein have been properly acknowledged. I further confirm that the project work has never been presented either in part or in full to any other university for the purpose of earning any degree.

BY: Yodit Belete

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DATE: ______________________

ADVISOR: Konjit Hailu (PhD)

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DATE: _________________________

ABSTRACT

Project stakeholder management is among the ten knowledge areas that a project manager must be familiar with for a successful implementation of a project work. Hence, this study is targeted to assess project stakeholder practice of Ethio Telecom by addressing the process undergone namely: Stakeholder Identification, Stakeholder Analysis, plan stakeholder management process, stakeholder Engagement and communication. This study has made use of descriptive method of research design. In the meanwhile, mixed research approach has been adopted to carry out the study. Because it was possible to obtain the information the researcher needed by using primary data and it was collected from 60 respondents which are selected using census and the collected data was analyzed using SPSS version 20.0. Then the data presented quantitatively using descriptive statistics with the help of table, frequency and percentage. Semi-structured interview was also conducted with the 5 project managers, and analyzed qualitatively by integrating secondary data obtained from TEP chart, reports, magazines and Ethio telecom booklet. Accordingly, the findings of the study reveals the company fails to organize separate functional unit for managing stakeholder relationship, conflict of interest, change of requirement, and there is lack of clear understanding on stakeholder management processes. Finally, it is recommended that all stakeholders should understand project goals and objectives, all relevant stakeholders should identify from the project planning, ensure there is a strong communication among all stakeholders and need to assign a separate organizational stakeholder management unit.

Key words: *Ethio Telecom, Project Manager, SPSS, Stakeholders, Stakeholder Management.*

Acknowledgements

First and foremost, I would like to thanks to the Almighty God and St. Michael for giving me patience and strength for accomplishing this project work.

Again deepest gratitude goes to my beloved families Tsehay G/Hiwot, Belete Meshesha, Mekonnen Lema, and Kidist Mekonnen to your prayer, love and encouragement to complete the research. I am also thankful to my sister Rediat Mekonnen for her priceless support and encouragement.

The completion of this research project involved kindly contribution, support and inspiration of many people but I am grateful to Abel Solomon who encouraged me in the process and gives me the courage when I was really in need. It is a pleasant aspect that I have now the opportunity to express my gratitude for him.

My deepest gratitude goes to my advisor Dr. Konjit Hailu, for structuring the research, for her constructive comments, supportive ideas and encouragement me to complete the research project.

In addition, I would like to indebted all participated Ethio telecom managers and staffs especially IS Manager Ato.Ashine Eshetu who willingly cooperate in responding the questionnaires and share ideas on research related issues during Project work.

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List of Abbreviations and Acronyms

BB	Broad Band
CBS	Convergent Billing System
CC	Call Center
CEO	Chief Executive Officer
CRM	Customer Relation Management
FDRE	Federal Democratic Republic of Ethiopia
FMS	Fraud Management System
ICT	Information Communication Technology
IFC	International Finance Corporation
GDP	Growth and Transformation Plan
MVAS	Multi Value Added Service
OSS	Operation Support System,
PM	Project Management / Project Manager
PMI	Project Management Institutions
PMBOK	Project Management Body of Knowledge
SOC	Security Operations Center
TEP	Telecom Expansion Program

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Project is a series of activities and tasks that have a specific objective to be completed within certain specification having a defined schedule, funding limit, and consume human and non-human resources (i.e., money and equipment) with multifunctional nature (i.e., cut across several functional lines) (Kerzner, 2009).

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (PMBOK, 2013). Project management is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing. It requires all of the skills of general management to secure the project success (PMBOK, 2013).

According to the IFC(2007) stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests, the academic community, or other businesses.

According to Beringer et al. (2013), stakeholder management is considered, from both a professional and an academic standpoint, to be extremely important for achieving success in projects. For these authors, the stakeholders have a dual relationship with the performance of the project, because their actions can influence the project, but, on the other hand, the results of the project may affect their interests. Stakeholder management in a project must also involve an understanding of the behavior of the stakeholders during the life cycle of the project, with the aim of performing actions that meet their expectations (Beringer et al. 2013).

Projects have always required planning, management and control to deliver the desired outcome. From the building of the pyramids in ancient Egypt to the implementation of new information and communication technology (ICT) systems in the modern world, satisfying key stakeholder requirements has been central to achieving a successful outcome (Bourne, 2006).

It is noticeable that in every aspects development of telecom industry is one of the significant indicators for sustainable development of a given country. Similarly, in Ethiopia Ethio telecom is sole telecom operator with the vision to become world class provider of telecom services, and it has been conducting telecom service expansion project to address the network problem and coverage of the whole country both geographically and in quality. To meet the desire objective, the company works with different internal and external stakeholders since they are working with them they must give focus on how to manage different stakeholder interest, who should be involved in the project and how we communicate with them.

According to the Telecom Expansion Program (TEP) project charter, the Telecom Expansion Program is a large project undertaken by Ethio telecom and started in 2013 to achieve the telecom sector objectives in growth and transformation program defined by the Federal Democratic Republic of Ethiopia (FDRE) government. The program mainly targets to solve the quality, coverage and capacity challenge. This research tried to assess the project stakeholder management practice of Ethio telecom.

1.2. Background of the Company

Telecommunication service was introduced in Ethiopia by Emperor Menelik II in 1894 when the construction of telephone line from Harar to the capital city Addis Ababa was commenced. Then the interurban network was continued to expand in all other directions from the capital city. Many important centers in the empire were interconnected by lines, thus facilitating long distance communication with the assistants or operators at intermediate station frequently acting as verbal human repeaters between the distant calling parties.

According to a report by Ethio Telecom published (made public) on February 4, 2019 Ethio Telecom has 41,110,210 customers out of which 39,540,729 are mobile subscribers, 184,573 are fixed line subscribers, 241,286 are narrow band data and internet subscribers and 1,143,623 are broadband data subscribers. The company also earned 16.71 Billion Birr revenue in the first six month of Ethiopian fiscal year July 8 2018.

Among its sixteen divisions, Program Management Division is the one which is responsible to manage the project management methodologies, skills, and tools within the company. Its primary objective is to achieve all of the project goals and targets while honoring the preconceived project constraints. It also has an objective to optimize the allocation and integration of inputs necessary to meet pre-defined objectives. The scope of the division is limited to make follow up of projects which fulfill one or combination of the following parameters. The total cost of the project need to be greater than 10 million Birr, the scope of the project needed to cover more than two divisions and/or the project required to have strategic importance for the company. Other projects that do not meet one of the above requirements fall under the supervision of their own respective division. There are two types of projects identified by the Program Management division called Hardware Projects that include infrastructural expansion assigned to Network division of the company and the Software Projects which is assigned to the Information System division.

According to the TEP project charter, the out lay of the program is covered using vender financing strategy. the TEP Project have a goal to achieve target objective of GTP on mobile Broad Band (BB) service as defined by the FDRE government, to build strong infrastructure with the latest technology, and to enhance and modernize IS domain. The major stakeholders of the program are Information System Division, Network Division, and Sourcing and Facility Division of the company are the internal one and

ZTE, Huawei and Ericson are external. The Information System division of the company establishes IS-Transition Section which includes Multi Value Added Service-MVAS, Customer Relation Management –CRM, Convergent Billing System –CBS, Call Center–CC, Operation Support System–OSS , Security Operations Center–SOC, Fraud Management System-FMS, and Dunning automation/Debt collection management departments to implement the software project of the Program.

Generally the TEP project management procedures has been following international roll-out of the 3G and 4G telecom network capacity expansion. The TEP project was based on international vendors' contractual agreement (agreement with ZTE, Huawei and Ericson) for network capacity and quality expansion and local SME contractors' agreement for project civil work purpose.

1.3. Statement of the Problem

Projects are needed to be completed within the planned time frame, budgeted cost and required quality. Yet, paradoxically, the poor performance of projects and the disappointment of project stakeholders and beneficiaries seem to have become the rule and not the exception in contemporary reality (Ika et al., 2012). Thus, understanding of the reasons for failure and the circumstances and situations is the most important step towards improving of the practice, identifying the main problem areas in project activities and taking appropriate action is required.

These days, many government and non-government organizations largely depend on joint projects to achieve their strategic objectives. However, the success of these projects, to a large extent, depends on the ability of the organization to make wise use of stakeholders' potentials. Stakeholder management is crucial to the success of every project in every organization, and engaging the right people at the right time and in the right way is indispensable to its success.

The management should also be certain to identify and meet with all key stakeholders early in the project to understand all their needs and constraints. However, project managers are not inherently powerful or capable of imposing their will directly on the various project stakeholders. Thus, if they are to get their way, they have to exercise influence effectively over project stakeholders. More to the point, project managers have direct control over very few things; therefore, their ability to influence others may be very important.

By successfully managing project stakeholders, management will be better able to keep a lid on scope creep, ensure project requirements are aligned, understand tolerance for risk, and mitigate issues that would otherwise delay the project. Good stakeholder management is a testimony to administrative influence in an organization, and a key component to a healthy project environment. It’s therefore, a virtuous idea to practice good stakeholder management and constantly communicate with them in order to collaborate on the project. After all, they have a stake in how it all turns out.

Therefore, in order to realize project success, it is important to engage as well as manage stakeholders effectively in the course of carrying out joint projects. The question, however, still remains of how effective stakeholder management can be carried out in joint projects.

Through informal discussions the researcher has obtained information about not well accomplished project stakeholder management system in the organization. Additionally, as a current employee of the company, the researcher can’t find a dedicated department in the organizational structure for managing stakeholders for various multilateral and own initiated projects that Ethio telecom undertakes. Therefore, given the information obtained so far, this study aims to assess the project stakeholder management practices at Ethio telecom.

1.4. Research Questions

In order to explore the research problem stated above, this study largely focused on the following basic research questions:

- How does the stakeholder management practice of Ethio telecom look like?
- Is there any responsible body for managing project stakeholders in the organizational structure? If yes, how it organize in the organizational structure?
- What are the tools and techniques are being used for stakeholder management in Ethio Telecom?
- What challenges are there in managing project Stakeholders in Ethio Telecom?

1.5. Objective of the study

This study sets the following general and specific objectives.

1.5.1. General Objective

- To assess Project Stakeholder Management Practices in Ethio Telecom.

1.5.2. Specific Objective

- To assess the type of tools and techniques of stakeholder management used in Ethio telecom.
- To assess how stakeholders are managing in the organizational structure of Ethio telecom.
- To assess the challenges faced by the company in managing Stakeholders.

1.6. Significance of the Study

The finding of this study will help the organization to evaluate how current stakeholder management practices meet the project objective, to analyze the significance of stakeholder management practice and assess the effectiveness of the stakeholder management practice because the stakeholder's reaction determines the feat and failure of projects. Above all, the researcher acknowledges that stakeholder's reaction determines the feat and failure of projects. Hence, every project management ought to struggle to keep project stakeholders satisfied as it is the only way to secure their support for the successful accomplishment of projects.

In view of this reality of projects, the findings and recommendations will give appropriate, possible suggestions to how similar projects could be improved in the future by a rightful selection and implementation of project stakeholder management practice in Ethio telecom. Most importantly, this project will try to fill the knowledge gap affecting to stakeholder's management practice to meet the project objective. And also the findings may have a great use to the academia, especially those who may wish to carry out further research on project stakeholder management.

1.7. Scope of the Study

The scope of the study is delimited to one of the project management knowledge areas, which is stakeholder management. Even though the researcher aims to assess all Ethio telecom project stakeholder management practice but Ethio telecom is a big company and work with many stakeholders and also due to best utilizes available time, resource constraints, willingness of respondents and sample data availability, it is better to assess only stakeholder management practice on TEP software project. For this reason this research is limited to focus on the process of stakeholder management practice on TEP software project of the company and the research area limited to Addis Ababa city, however, the output of the study have equally significant to all Ethio telecom. The findings and conclusion that are drawn from the research TEP software project of Ethio Telecom.

1.8. Limitation of the Study

The researcher experienced the following holdups during the research process.

- Difficulty to meet all the targeted respondents who are managers due to their busy schedule and taking annual leave. Due to this two of the project managers reached via phone interview.
- Documents that are important for the researcher but confidential to the company are not allowed for detail.
- Time and Resource limitation.
- Due to lack of experience of the researcher and time constraint, difficulty to summarize the collected data.

1.9. Organization of the Paper

This research as a descriptive research, organized in five chapters in which the first part is introduction consists of background of the study, background of the company, statements of the problem, basic research questions, objective of the study, significance of the study, delimitation and Limitation of the study. The second chapter deals with review of related literature and the third chapter describes the methodology of the study. It covers research design, research approach, sampling techniques and sample size, source and instruments of data collection and data analysis method. Validity and reliability of the study as well as ethical consideration also included. Results and discussion are discussed in the fourth chapter, and the last chapter contains summary of findings, conclusion and recommendations. At the end of the paper, References and annexes had been attached.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter presents the theoretical and empirical literatures, and concepts related with the topic of the study. This literature review part is to provide a summary of previous related studies and various literatures on the research problem areas. The bodies of literature are discussed based on the specific nature of the relevant literatures that relates to this study and the available literature is aimed to review the major concept and research problem related with this research topic.

2.2. Theoretical review

2.2.1. Project, Project Management and Project Management Process

Project

There are number of definitions about project by different scholars having similar meaning. According to Wysocki (2014), Project is a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification.

According to Heerkens (2002), Project is temporary in nature undertaken to achieve a particular aim in response to a need and the solution to a problem which consists of small jobs (tasks) and ordinarily culminates in the creation of an end product or products (deliverables). It is also defined by Tayntor (2010), as a unique, finite set of multiple activities intended to accomplish a specific goal.

The above definitions have basic similarity which helps to emanate the following basic characteristics of project. Project is a temporary endeavor which refers done only one time having a definite beginning and end date. It does not necessarily mean the duration of the project is short (PMBOK, 2013).An ongoing work effort consists of a repetitive process which follows the organization procedure that may involve in providing the same product is Operation. Unlike operations, though similar activities are done a true project is unique at least in one aspect(Tayntor, 2010).

Heerkens (2002) states that projects are not only required for negative problems but also positive kinds of problems such as developing new product.

Project Management

Over the years, many definitions of project management were published as well. But, the most significant definition is given in 'Guide to Project Management Body of Knowledge (PMBOK 5th ed.)', which defines project management as the application of knowledge, skills, tools and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project.

According to Robert K.Wysocki (2014)project management is designed to answer what business situation is being addressed, what does the business need to do, what will you do, how will you do it, how will you know you did it and how well did you do. Project management is an organized common-sense approach that utilizes the appropriate client involvement in order to meet sponsor needs and deliver expected incremental business value.

According to Beleiu et al. (2015), adequate use of project management techniques is among the main factors influencing project success globally. Like other sectors, application of project management is important on telecommunication sectors for the following four main reasons (Sherif, 2006). First, regulatory and technological changes promoted unbundling of telecommunication services. Second, its infrastructural projects take several years and involve several thousands of individuals. Third, the forms of telecommunication services, ranging from basic telephony using wire line or wireless access, to internet or broadband services. Finally, new services must fit within an environment defined by already existing technical and organizational legacies.

According to the PMBOK(2013) there are ten project management knowledge areas that every project addresses and these Knowledge areas represent a set of competency skills and processes that must be properly utilized by the project managers throughout the life cycle of the project. These are;

- **Project Scope Management**

It includes the processes required to ensure that the project includes all the work required to complete the project successfully. It is an umbrella for the processes facilitating the inclusion of all the necessary and sufficient goods and/or services in the procurement package (Koväcs, 2004). Managing the project scope is first and foremost concerned with defining and controlling what is and is not included in the project.

- **Project Time Management**

Project Time Management includes both a planning component and a control component. The planning component provides time estimates for both the duration of a project task (that is, how long will it take in terms of clock time to complete the task) and the actual effort or labor time required to complete the task. The duration is used to estimate the total time needed to complete the project. The labor time is used to estimate the total labor cost of the project. The control component is part of the Monitoring and Controlling Process Group and involves comparing estimated times to actual times as well as managing the schedule and cost variances (Wysocki, 2014).

- **Project Cost Management**

It is involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget (PMBOK, 2013). According to Rad (2002), it used to minimize the cost of the project while maintaining acceptable levels of quality as well as scope of the deliverables for the duration of the project.

- **Project Quality Management**

According to Heerkens (2002), it includes both quality assurance (planning to meet quality requirements) and quality control (steps taken to monitor results to see if they conform to requirements).

- **Project Human Resource Management**

It focuses on actions related to human aspect of the project. It includes the processes that organize, manage, and lead the project team/staff. All the team members with assigned roles and responsibilities having their varied set of skills are important in project planning and decision making by adding their expertise to the process and strengthens their commitment to the project.

- **Project Communication Management**

It includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information (PMBOK, 2013). At the heart of many of the top ten reasons why projects fail is poor communications (Wysocki, 2014). The main reason for such failure is not from planning effective communication plan but from executing such plan.

- **Project Risk Management**

According to PMBOK (2013), project risk management includes the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project. Its primary focus is to minimize the probability of negative events challenging the outcome of the project and maximizing any opportunities that exist.

- **Project Integration Management**

It includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups (PMBOK, 2013).

Generally speaking, one way or another project manager and the project team members are involved in performing the above knowledge management areas throughout the life of a project.

- **Project Procurement Management**

It ensures that the project is getting the right materials at the right time with the best cost.

- **Project Stakeholder Management**

It 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 (PMBOK, 2013).

Project Management Process

Project life cycle is the series of phases that a project passes through from its initiation to its closure (PMI, 2013*).*According to PMBOK (2017) project life cycle is the series of phases that a project passes through from its start to its complete on. Project management involves five process groups as namely project initiation, project planning, project execution, project monitoring and controlling and project closure.

- **Project Initiating processes:** include defining and authorizing a project or project phase and in these stage activities like selection of the best project given resource limits, recognizing the benefits of the project, preparation of the documents to sanction the project and assigning of the project manager are expected to be done.

- **Project planning processes:** include devising and maintaining a workable scheme to ensure that the project addresses the organization's needs like definition of work requirements, the quality and quantity of work and the resources needed. Also scheduling the activities and evaluation of the various risks are expected to be done.
- **Project Executing processes:** negotiating for the project team members, directing and managing the work and working with the team members to help them improve and progress towards the project goals and objectives.
- **Project Monitoring and controlling processes:** include regularly measuring and monitoring progress to ensure that the project team meets the project objectives and comparing actual outcome to predicted outcome, analyzing variances and impacts, and making adjustments.
- **Project closing processes:** verifying that all of the work has been accomplished, contractual closure of the contract, financial closure of the charge numbers and administrative closure of the paper work. Documenting lessons learned for future use.

2.2.2. What is Stakeholder?

The term 'stakeholder' refers to persons, groups or organizations that must somehow be taken into account by leaders, managers and frontline staff (Bryson, 2004). According to Freeman (1984), a stakeholder is any group or individual who can affect or is affected by the achievement of the organization's objectives.

It is a curious term- stakeholder- which has come to mean almost totally the opposite to its original sense. A stakeholder was someone who held money on behalf of two or more other people pending the resolution of an issue between them usually the outcome of a wager. He was bound to hand over the money to the successful party. In other words, the stakeholder had a formal responsibility towards his principals. Even in jurisdictions where wagering contracts are unenforceable (including England to this day) the stakeholder still had to pay up. In the American Wild West, if the stakeholder ran off with the stakes the aggrieved parties could haunt him down and shoot him (Sunderland, 2006).

In a similar line, Peter (2008) also defined stakeholder as anybody whose interest can be negatively or positively affected by the project and who may be able to affect the success or failure of the project.

According to the IFC (2007) Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests, the academic community, or other businesses.

According to Neil (2011), there are three types of stakeholders, these are:

- Primary stakeholders: are those ultimately affected, either positively or negatively by an organization's actions.
- Secondary stakeholders: are the ‘intermediaries‘, that is, persons or organizations who are indirectly affected by an organization's actions.
- Key stakeholders: (who can also belong to the first two groups) have significant influence upon or importance within an organization.

2.2.3. Theory of Stakeholder

Modern stakeholder theory owes its intellectual development to Freeman’s seminal work: Strategic management: A stakeholder Approach (Shankman, 1999). According to Freeman, the word stakeholder was used for the first time in 1963 in an internal memorandum at the Stanford Research Institute (SRI); when the much SRI definition of stakeholders was reported to be: those groups without whose support the organization would cease to exist (Donaldson & Preston, 1995).

However, as early as 1950, Robert E. Woods, at that time Chief Executive Officer of Sears & Robuck Co., in Chicago, listed four parties to any business in order of their importance: customers, employees, community, and stockholders (Hummels, 1998). Wood maintained that if the appropriate needs and interests of the first three groups were looked after effectively, the company's stockholders would benefit in the long run. Freeman did not originally appear to portray the stakeholder concept from a broader philosophical or ethical basis. He has later pointed out that the term "stakeholder" actually was meant to generalize the notion of stockholder as the only group to whom management needed to be responsive (Freeman 1984).

Freeman was of the opinion that the modern organization is affected by a large set of forces. At minimum, these forces comprise stockholders, customers, employees, suppliers, and management, which summarily are referred to as the primary stakeholders. Characteristic for these groups of stakeholders is that they are vital to the survival and success of the organization. He enlarged, however, the list of stakeholders with other possible secondary stakeholders, such as the local community, the media, the courts, the government, special interest groups, the general public, and society (Hummels 1998). From this observation, Freeman (Freeman 1984) derives his contention from the belief that the responsibility of management is to take into account the different views and interests of any group or individual who can affect or is affected by the achievement of an organization's purpose (Hummels 1998). Freeman stated that systematic managerial attention to stakeholder interests is critical to firm success, a claim, however, not yet tested in the literature (Berman et al. 1999). According to Berman (Berman et al. 1999), Donaldson and Preston (Donaldson and Preston 1995) have best framed much of the recent dialogue on stakeholder theory. Donaldson's and Preston's taxonomy of stakeholder theory, where they distinguish between normative, instrumental, and descriptive/empirical theories, has required other authors to become more precise in their terminology and more coherent in their thinking about stakeholder theory (Berman et al. 1999).

2.2.4. The role of stakeholders

According to Bryson (2004) in his work, what to do when stakeholders matter, he argues that, Public agencies are born of and live by satisfying interests that are sufficiently influential to maintain the agencies' political legitimacy and the resources that come with it. If key stakeholders are not satisfied, at least minimally, according to their criteria for satisfaction, the normal expectation should be that something will change for example, budgets will be cut, elected or appointed officials will lose their job, and new initiatives will be undermined, and so on.

Attention to stakeholders is also needed to assess and enhance political feasibility, especially when it comes to articulating and achieving the common goods (Bryson et al., 2002; Campbell and Marshall, 2002). Finally, attention to stakeholders is important to satisfy those involved or affected that requirement for procedural justice; procedural rationality and legitimacy have been met (Eden and Ackermann, 1998; Suchman, 1995; Alexander, 2000). Note that what is being said does not imply that all possible stakeholders should be satisfied, or involved, or otherwise wholly taken into account, only that the key stakeholders must be, and that the choice of which stakeholders are key is inherently political (Stone, 1997), has ethical consequences (Lewis, 1991; Cooper, 1998) and involves judgment (Vickers and Vickers, 1998).

According to Neil (2011), think about everyone involved in your activities. But what gets more challenging is all the 'outsiders' who may be impacted by the activity and who might have an interest. This is why Stakeholder Management is so important. Stakeholder management supports an organization in achieving its strategic objectives by interpreting and influencing both the external and internal environments and by creating positive relationships with stakeholders through the appropriate management of their expectations and agreed objectives. The advantages of Stakeholder Management include eliminating conflicting interests among stakeholders, reducing the pressure of management to produce short-term results, reducing the costs associated with a high turnover among stakeholders, and providing the firm with committed stakeholders in an environment characterized by increasing competition.

2.2.5. Stakeholder Management

The Guide to Project Management Body of Knowledge (PMBOK), defines project stakeholder management as 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. While, the PMBOK (2012) defines Stakeholder Management as: The systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders.

Stakeholder Management is essentially stakeholder relationship management as it is the relationship and not the actual stakeholder groups that are managed (Friedman and Miles 2006).

According to Neil (2011), stakeholder management is a process and control that must be planned and guided by underlying Principles. Stakeholder Management, within business or projects, prepares a strategy utilizing information (or intelligence) gathered during the following common processes: Stakeholder Identification, Stakeholder Analysis, Stakeholder Engagement, Stakeholder Matrix, and Stakeholder Communication. Project stakeholder management is a key stakeholder skill as your stakeholders can either make or break your project.

Stakeholder management in a project must also involve an understanding of the behavior of the stakeholders during the life cycle of the project, with the aim of performing actions that meet their expectations (Beringer et al. 2013).

As we can see, stakeholders vary in influence, expectations, and interests and all have the potential to impact the project. The project manager's goal is to leverage stakeholder relationships and build coalitions that foster project success. Warning signs that stakeholder management is suffering include missed deadlines, scope creep, confusion, conflict, and churning. Often this is indicative of competing priorities, a lack of focus, or a lack of commitment. In discussing these issues with project managers, I always ask two questions: 1) what is the communications plan (how is information shared?) And, 2) what is your project governance structure (how do people plug in, decisions get made, issues get escalated?) (Friedman and Miles, 2006).

2.2.6. The Stakeholder Management Processes

Stakeholder Identification

According Peter (2008), the first step in developing Project Stakeholder Management strategy is to identify the stakeholders. These are people or organizations that are actively involved in a project, or whose interests may be positively or negatively affected by execution or completion of the project. Overlooking negative stakeholders can increase the likelihood of failure. Whatever list you produce will need to be re-visited during the project lifecycle as new information becomes available and as the project progresses.

In order to start the identification processes you‘ll needs the following inputs:

- Project Charter
- Procurement documents
- Company information
- Lessons learned from previous projects

The output of this exercise will simply be a listing of stakeholders, with no analysis at this stage. He went further to suggest an initial identification exercise by the

Project Manager, followed by exercises with the project team in the form of brainstorming or other group-facilitation methods.

When identifying stakeholders, it is not enough to focus on the formal structure of the organization. Rather it is necessary to have a look at informal and indirect relationships too. A useful model for this purpose is to visualize the stakeholder environment as a set of inner and outer circles. The inner circles stand for the most important stakeholders who have the highest influence (Dagmar, 2001).

The IFC (2007) also emphasizes that, the first step in the process of stakeholder engagement is stakeholder identification determining who your project stakeholders are, and their key groupings and sub-groupings. (Remember that certain stakeholder groups might be pre-determined through regulatory requirements). From this flows stakeholder analysis, a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on your project. The answers to these questions will provide the basis from which to build your stakeholder engagement strategy. Here it is important to keep in mind that not all stakeholders in a particular group or sub-group will necessarily share the same concerns or have unified opinions or priorities.

Unlike other authorities and writers who consider Stakeholder Identification as the first step in Stakeholder management, Karlsen(2002) however sees stakeholder Identification as a second step that comes after the first step of initiation of the process. The identification process focuses on identification of stakeholders. This includes both stakeholders that are involved in the project and potential stakeholders. There are several techniques that can support this work, e.g., interviews with experts, brainstorming in group meetings, and the use of checklists. What one team member identifies as a potential stakeholder may not be obvious for others. This identification procedure should, therefore, take place in a group of participants with different background, which will also improve the support and ownership to the stakeholder management process.

Stakeholder Analysis

Stakeholder Analysis is a technique used to identify and assess the influence and importance of key people, groups of people, or organizations that may significantly impact the success of your activity or project (Friedman and Miles 2006).

Stakeholder analysis is a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on your project (IFC, 2007). It is a critical process that feeds into stakeholder engagement and organizational change process in general; according to the International Finance Corporation, It is not practical, and usually not necessary, to engage with all stakeholder groups with the same level of intensity all of the time.

The IFC (2007) added that whilst doing this, it is important to keep in mind that the situation is dynamic and that both stakeholders and their interests might change over time, in terms of level of relevance to the project and the need to actively engage at various stages. It frequently used during the preparation phase of a project to assess the attitudes of the stakeholders regarding the potential changes.

The supportive stakeholder is low in potential to affect the project but high in potential for collaboration. This is an ideal stakeholder that supports the project‘s goals and actions. Most project managers wish all their stakeholders were of this type. Supportive stakeholders may include suppliers, consultants, and financial institutions. Marginal stakeholders are neither highly threatening nor especially collaborative. Although they potentially have a stake in the project and its decisions, they are generally not concerned about most issues (Karlsen, 2002).

Stakeholders of this kind may include third parties like neighbors or groups of environmentalists; however, certain issues such as pollution from the project could activate one or more of these stakeholders, thus increasing their potential for either affecting or cooperating. Non-supportive stakeholders that have a high potential to affect the project but are low on the potential for collaboration are the most distressing for a project and the project manager (Karlsen, 2002).

Typical non-supportive stakeholders include competing organizations, labor unions, public authorities, and sometimes the media. The mixed blessing stakeholders can play a major role in the project. Here, the project manager faces a stakeholder whose potential to affect or to collaborate is equally high. This group of stakeholders may include clients, end users, and line organization (Karlsen, 2002).

In a stakeholder analysis, impact or power of a stakeholder is defined as the extent to which they are able to persuade, induce, or coerce others into following certain courses of action. There are several ways to exert such power, for instance by direct authority, lobbying or exerting a dominant market position (Dagmar, 2001).

The steps for performing stakeholder analysis are:

- First, identify who you believe the key stakeholders are at any phase of the process, possibly using the stakeholder periscope.
- Second, evaluate whether these stakeholders have high, medium or low influence on the issue in question. You need to abstract this from their influence generally in the organization.
- Third, evaluate whether, at the current time, they are for the project, against it, or idling in neutral. Grundy and Brown,(2002), In order to estimate where a stakeholder is positioned approximately you will need to see the world from that particular stakeholder's perspective. From experience over the years we have found that the best way to convey this is to ask managers to have in effect an out-of-body experience-but not quite literally, of course. This involves not merely trying to sense the surface attitudes of stakeholders about a particular issue but also the deeper-seated emotions, focus, anxieties and even prejudices (Grundy and Brown, 2002).

Stakeholder analyses are undertaken for a purpose and that purpose should be articulated as clearly as it can be before the analyses begin while also understanding that purposes may change over time. The purpose should guide the choices concerning who should be involved in the analyses and how. Typically, stakeholder analyses are undertaken as part of policy, plan or strategy change exercises; or organizational development efforts.

Different analyses will be needed at different stages in these processes (Bryson, 2004); perhaps using different analysis/mapping methods:

- Mitchell et al., (1997)proposed a classification of stakeholders based on power to influence, the legitimacy of each stakeholder‘s relationship with the organization, and the urgency of the stakeholder‘s claim on the organization. The results of this classification may assess the fundamental question of -which groups are stakeholders deserving or requiring manager‘s attention, and which are not? This is salience - the degree to which managers give priority to competing stakeholder claims.
- Fletcher et al., (2003)defined a process for mapping stakeholder expectations based on value hierarchies and Key Performance Areas (KPA),
- Cameron et al., (2010) defined a process for ranking stakeholders based on needs and the relative importance of stakeholders to others in the network.
- Savage et al., (1991)offer a way to classify stakeholders according to potential for threat and potential for cooperation.
- Turner et al., (2002) have developed a process of identification, assessment of awareness, support and influence leading to strategies for communication and assessing stakeholder satisfaction, and who is aware or ignorant and whether their attitude is supportive or opposing.

Mapping techniques include the following sub-set of results from a Web search of analysis techniques being used by aid agencies, governments or consultant groups:

- Influence-interest grid (Imperial College, 2009).
- Mendelow's Power-interest grid (1991), see table 2.1 below.

Table 1 Interest Power Grid

	High Interest	**Low Interest**
High Power	A	B
Low Power	C	D

According to Lynn (1996), and Bardach(1998), like any other technique designed to aid strategic thinking and acting, stakeholder analyses must be undertaken skillfully and thoughtfully, with a willingness to learn and revise along the way.

Plan Stakeholder Management Process

The plan stakeholder management process provides a clear, actionable plan to effectively interact with stakeholders and support project's interest by defining the strategies for building close relationships with stakeholders, who can benefit the project and for minimizing the influence of stakeholders who may have a negative impact. This process is iterative and should be reviewed on a regular basis as the required level of engagement of the stakeholders' changes in the project, (Burke & Barron, 2014 and Karlsen, 2002).

According to the PMI (2013), the "Plan Stakeholder Management" process has the following inputs: Project Management Plan, Stakeholder Register, Enterprise Environmental Factors and Organizational Process Assets.

Stakeholder Engagement and Communication

Today, the term stakeholder engagement is emerging as a means of describing a broader, more inclusive, and continuous process between a company and those potentially impacted that encompasses a range of activities and approaches, and spans the entire life of a project (IFC, 2007).

According to IFC (2007), stakeholder engagement does not seek to develop the project/business requirements, solution or problem creation, or establishing roles and responsibilities but rather primarily focused at getting to know and understand each other, at the Executive level. Engagement is the opportunity to discuss and agree expectations of communication and, primarily, agree a set of Values and Principles.

According to PMBOK, stakeholder engagement is the process of communicating and working with stakeholders to meet their needs/expectations, addresses issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle. At this phase of stakeholder management, lines of communication need to be established with the key stakeholders to address what information is required, when it is required and how it should be communicated (Burke & Barren 2014).

As per the PMBOK, inputs for Manage Stakeholder Engagement include Stakeholder Management Plan, Communications Management Plan, Change log and Organizational Process Assets. The communications management plan includes a documentation of stakeholder's needs for communication requirements. All of this needs to be taken into consideration as inputs when managing stakeholder engagement.

2.2.7. Stakeholder Management Benefits

The relevance of stakeholders towards the achievement of every project's/organization's objectives has been, to some extent, manifested in the above conceptualizations from the different authors but more of it can be seen in Bryson(1995)and Moore(1995), who stated that Attention to stakeholders is important throughout the strategic management process because 'success' and certainly survival for public organizations depends on satisfying key stakeholders, according to their definition of what is valuable.

The reasons for performing a stakeholder management process are several:

- First, to become acquainted with the projects stakeholders;
- Second, it is important for ensuring the balance between contribution and reward;
- Third, it is a basis for managing the stakeholders;

- Fourth, it is a basis for deciding who should be involved in determining the project goals and how success should be measured (Karlsen, 2002).

The project environment is complex and changing (Gilbert, 1983). If stakeholder management is not adequately addressed in the project, this can mean unexpected problems and uncertainty to the project caused by stakeholders. For instance, a clear and comprehensive definition of project success and failure may not be determined, and consequently the project manager may strive to meet goals that were never intended by the stakeholders (Meredith and Mantel, 2000).

Highlighting more on Project environment, Peter (2008) also said that Project stakeholder management involves gaining an understanding of the social and political environment in which your project is taking place. He went further to add that, Now that‘s easy to say, but more difficult to find out. Luckily, there are ways to get a good idea about what‘s going on in a particular company, region, or country before you embark on your project. For example, if you are going to be involved in a project with a company called ABC Ltd, then you could search Google Trends for =ABC Ltd‘ to see how the interest in that company varies over time, and how that interest links to news stories. This is good for an overall view of what‘s going on and saves having to read all the detail in the annual report or the news that the company posts on its own website. The same thing can be done for a country.

2.2.8. Stakeholder Management Challenges

Tuchman‘s account in her book, The Match of folly identifies some challenges in stakeholder management when she wrote that, ignoring the interests of, and information held by, key stakeholders and 'Three outstanding attitudes: obliviousness to the growing disaffection of constituents, primacy of self-aggrandizement, and the illusion of invulnerable status are persistent aspects of folly'. Nutt(2002)analyzed 400 strategic decisions and revealed that half of the decisions 'failed' that is they were not implemented, only partially implemented or otherwise produced poor results in large part because decision makers failed to attend to interests and information held by key stakeholders.

Additional problems and uncertainty caused by stakeholders that contribute to project failure include poor communication, inadequate resources assigned to the project, changes in the scope of work, unfavorable news about the project in the press, and negative community reactions to the project (Kalsern, 2002).

whilst traditional Project managers focuses on tools and templates that allow us to complete the creation of the products or services being delivered, the discipline of Stakeholder management focus on human dynamics; managing relationships and communications (Peter, 2007)

According to Kastner, (2010) there are three major sources of Stakeholder Management challenges:

- Unclear Stakeholders- those who do not clearly articulate enough or who are not open and honest about their interests and expectations.
- Unidentified Stakeholders- those who were not identified early in the project.
- Unreasonable Stakeholders- those who do not embrace what some refer to as reason and the laws of physics.

Kastner, (2010) goes on to expatiate on these three challenges and how a good project manager will address them;

Unclear Stakeholders

Now there‘s a big difference between a stakeholder who does not articulate their expectations well and the stakeholder who is not totally open about their expectations. But the impact is the same: you are unclear about their true expectations of the project.

Case 1: Inarticulate stakeholders

The successful Project Manager will address the inarticulate stakeholder issue by using the Stakeholder Expectation matrix. The Expectation Matrix allows the successful Project Manager to- read back to the inarticulate stakeholder what the PM heard about the stakeholder ‘s expectations and how those expectations will be communicated to all the other identified stakeholders. At this point, when the project manager seeks confirmation, the inarticulate stakeholder is very likely to see the discrepancy between what they meant and what was written, and the PM and stakeholder should use this opportunity to clarify and document the correct expectations. If the stakeholder doesn’t catch the misunderstanding at this point, then yes, those incorrect expectations will be carried forward into the project, because the inarticulate stakeholder will have signed off on the wrong expectations. Later, when the stakeholder identifies that there’s an issue, the successful Project Manager will (first, scratch their head, and then) ask the inarticulate stakeholder to refer to the stakeholder-approved matrix and ask for their help in identifying a reasonable corrective action to re-align any new expectations with the approved baseline expectations.

Case 2: Less than candid stakeholders

Why might a stakeholder be less than 100% open and candid about their expectations? There can be many reasons for this. When a stakeholder is intentionally unclear about interests and expectations, the stakeholder may have issues based upon prior experiences. Maybe the stakeholder has previously had a less than stellar experience with a Project Manager due to issues with credibility or capability. Maybe there are organizational issues in play. If one group does not have open and honest communications with the other group, the stakeholder may be modeling that behavior. Regardless of the cause, the successful Project Manager can prevent this from occurring by taking a cue from Covey‘s Speed of Trust (undated) cited in Kastner (2010) and using one of the building blocks of developing credibility: stating intent.

2.2.9. Best Practice in Stakeholder Management

According to Clarkson (1995) successful Stakeholder management can be achieved through the following principles:

Principle 1: Managers should acknowledge and actively monitor the concerns of all legitimate stakeholders and should take their interests appropriately into account in decision-making and operations.

Principle 2: Managers should listen to and openly communicate with stakeholders about their respective concerns and contributions, and about the risks that they assume because of their involvement with the corporation.

Principle 3: Managers should adopt processes and modes of behavior that are sensitive to the concerns and capabilities of each stakeholder constituency.

Principle 4: Managers should recognize the interdependence of efforts and rewards among stakeholders, and should attempt to achieve a fair distribution of the benefits and burdens of corporate activity among them, taking into account their respective risks and vulnerabilities.

Principle 5: Managers should work cooperatively with other entities, both public and private, to insure that risks and harms arising from corporate activities are minimized and, where they cannot be avoided, appropriately compensated.

Principle 6: Managers should avoid altogether activities that might jeopardize inalienable human rights (e.g., the right to life) or give rise to risks which, if clearly understood, would be patently unacceptable to relevant stakeholders.

Principle 7: Managers should acknowledge the potential conflicts between (a) their own role as corporate stakeholders, and (b) their legal and moral responsibilities for the interests of stakeholders, and should address such conflicts through open communication, appropriate reporting and incentive systems, and, where necessary, third party review.

Allocating responsibilities for stakeholder engagement to business units and mainstreaming it into project operations increases the chances that it will serve the purposes of the project, rather than becoming a costly peripheral exercise that is out of touch with operational realities and raises expectations that cannot be met. As with other key business functions, direct reporting lines and the engagement of senior management is critical (IFC, 2007).

2.3. Empirical Review/Evidence

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

A study involving more than 65 joint projects in Finland found that majority of the respondents (89.3%) have problems in administering stakeholder management (McMahon, 1998). According to this study, larger enterprises tend to have more serious problems in their stakeholder management undertakings compared to smaller enterprises. Study examining joint projects performed by private limited companies in the UK found that 73 per cent of the respondents hardly manage stakeholder management protocol as it should be, and 25 per cent are partly contented with their stakeholder management performance; suggesting moderate level of sophistication of stakeholder management practices (Collis and Jarvis, 2002). Similarly another study revealed that international joint projects that are carried out by geographically dispersed partners are more likely to face problems in the course of their stakeholder management (Gorton, 1999). On the other side of the story, in addition to their permanent project employees (who are internal project stakeholders), joint projects often employ external stakeholders known as outside professionals to provide them technical advice. Studies conducted in this regard have found that the most frequent forms of outsourced technical services in joint projects are for project planning and preparation of project stakeholder management protocols (Collis and Jarvis 2002, McMahon 1998).

Studies conducted in Nigeria and UK with a sample size of forty-five questionnaires each between the UK and Nigeria carried out two Semi-structured interviews each between the UK and Nigeria. Out of the forty-five questionnaires administered each in the UK and

Nigeria, thirty five were returned in the UK and thirty were returned from Nigeria. The study conducted by having the variable that was measured with the question: "Do you agree that Poor stakeholder Management practices lead to Joint Projects failure in your country?" and the results showed that 68 percent and 57 percent of the respondents in the UK and Nigeria respectively agreed that it influenced joint projects failure. This reflects that in both countries, the respondents quite agree that poor stakeholder management practices influenced joint projects failure.

2.4. Conceptual framework

Based on the theoretical literature review in the previous sections the below indicated conceptual framework was developed for the purpose of the study. The developed conceptual framework provides useful and important information for the management of project stakeholder.

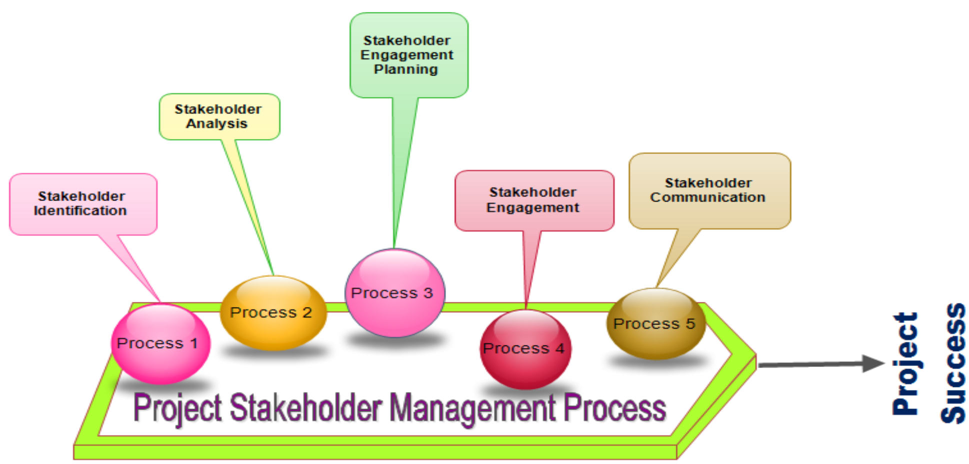

Figure 2.1 Conceptual Framework

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter presents the procedures to be used in conducting the study, focusing on research design, research approach, population and sampling technique, research instruments, and data collection, analysis procedures, validity and reliability and ethical consideration.

According to (Brynard and Hanekom, 1997) research methodology, or methods of collecting data, necessitates a reflection on the planning, structuring and execution of the research in order to comply with the demands of truth, objectivity and validity. Hence, research methodology focuses on the process of research and the decisions which the researcher has to take to execute the research project.

3.2. Research Design/Model

This study applied descriptive research design since it attempts to assess the Project Stakeholder Management Practices in Ethio Telecom. This is basically because the research instrument is designed as both open and close ended questions with semi-structured interviews. The other reason for selecting descriptive research approach is that the data gathered from all possible sources were described to assess the project stakeholder management practice of Ethio telecom .Descriptive design helps to present a picture of the specific detail of a situation and describing the characteristics of a particular situation (Neuman, 2007).

3.3. Research Approach

This study used a mixed research approach which is both quantitative and qualitative research approach. According to Creswell (2009), there is more insight to be gained from the combination of both qualitative and quantitative research than either form by itself. Their combined use provides an expanded understanding of research problems. Therefore, it is reasonable to use mixed research approach because it aimed to gain background information, clarify problems with assumptions made and then established general picture of the practice of project stakeholder management. Finally, generalizations made based on the results of the study.

3.4. Population and Sampling Technique

Ethio telecom expansion project structured from Project director to staffs level. But as the researcher described in the scope of the study it give focus for TEP software project stakeholder management practice. The researcher used census because the target population of this study is small in number and were also found accessible. Thus all the staffs that participate in software part of TEP project from initiation to closing from different sites were included in the study.

According to Kothari (2004) Census inquiry needs to be emphasized that when the universe is a small one, it is no use resorting to a sample survey. Census is a complete enumeration of all items in the 'population'. It can be presumed that in such an inquiry, when all items are covered, no element of chance is left and highest accuracy is obtained. Thus, the Census inquiry will be employed this technique will be appropriate to use because the target population for this study will be small in number and easily. Therefore, all of the target population will be addressed for information inquiry on the subject under study.

3.4.1. Sample Size

The target populations of the study are about 60 dedicated staffs of the TEP project. This 60 permanent staffs are worked in software part of TEP project from initiation to closing. These target populations categorized to 5 different departments which are IT Service Strategy & Program Management, IT Service Design, IT Service Transition and IT Service Operation.

All target population is found in Addis Ababa Leghar branch. 60 questionnaires are distributed and interview is held with 5 project managers.

3.5. Data Collection

To get appropriate data the study use both primary and secondary sources of data. A primary data is collected from sample respondents by using both open and close ended questionnaire and semi-structured interview. The reason for selecting the questionnaire and interview method is to supply firsthand information from sample respondents based on the review of related literature important to the subject of the study. While the secondary data is collected from the project management working manual include different brochures, reports, project review documents, articles, academic journals and other related publications documents to see the structure, list of stakeholders and way of communication engagement with different stakeholders.

3.6. Data Analysis

In the analysis part, the data collected analyzed using both quantitative and qualitative methods. The data obtained from close ended questionnaire was analyzed using SPSS version 20.00 software which helps to make descriptive analysis of the gathered data to present quantitatively using frequency and percentage. While the semi structured interview and the open ended questionnaire made was analyzed by organizing the common ideas and concepts of the response into generalize able format.

3.7. Validity and Reliability

For research data in order to be of value and of use requires validity and reliability measurements. Both are fundamental bases of scientific method of research. For a research to be reliable, it also needs to be valid.

3.7.1 Validity

Validity of research refers the degree to which the research findings are true (Walliman, 2006). It is about finding out if the data collected is relevant to the problem being investigated. The validity of the research was considered by developing open and close ended questionnaires and semi structured interviews checked by benchmarking the related literature review and questionnaires in order to generate a valid response. The instrument of data collection validity was checked by asking others that has known how on the studied area for feedback and asks my advisor for approval before conducting collection.

3.7.2 Reliability

Reliability refers the degree to which the results of the research are repeatable (Walliman, 2006). It is about absence of difference in the research findings if the research were repeated. In order to confirm the applied researcher approach is consistent or not, the research has been supported by using reliable sources of information such as related journals, articles, books, websites, and work papers and studies related to the studied area.

The questionnaire items reliability was checked by the application of the Cronbach Coefficient Alpha using SPSS software for the computations of internal consistency. As a rule of thumb, researchers consider a measure to have adequate reliability if Cronbach’s alpha coefficient exceeds 0.7 (Leary, 2012). It scored 0.72 which indicates the presence of good internal consistency among the items and promise the reliability and acceptability of the items for the study.

The reliability of the interviews was also maintained by having interview with each software managers to ensure the reliability of the information obtained by cross checking the respective responses gained from them.

3.8. Ethical Consideration

An official support letter from Addis Ababa University School of Commerce was written to Ethio Telecom. Data collection was undertaken after permission has been obtained from the company. The researcher followed ethically and morally acceptable processes throughout the research. The data was collected with the full consent of the participants. Since it could not be ethical to access some confidential documents of the company, the organization code of ethics also considered. All the collected data are confidential for both the participants and the company. All documents which are referred throughout the research are fully acknowledged.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1. Introduction

The objective of this chapter is to provide the findings and results from the data collected through close and open ended questionnaire which is analyzed using SPSS statistics version 20.0 in order to assess project stakeholder management practice of Ethio Telecom and to provide adequate recommendations for the identified gaps. In addition the researchers reviewed different templates, validated process, and validate the findings by using multiple sources. The researcher of this study believes that using this scheme within case analysis has the potential to aid in-depth views of the issues considered and their outcomes.

The section is divided into five subsections: first, general profile of the respondents, Second the stakeholder identification, classification and relevance, Third the stakeholder analysis, Fourth the stakeholder engagement and communication and Fifth, stakeholder management, its practice and challenges. Descriptive statistics such as, percentages, frequency, minimum and maximum were employed.

4.2. General Profile of the Respondents

This section summarizes and presents the demographic characteristics of the respondents such as age, level of educational, your position in the project and years of work experience in the organization and years worked on the project.

Table 2 Age of the Respondents

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 30 year	13	21.7	21.7	21.7
	30-40 year	35	58.3	58.3	80.0
	40 - 50 year	10	16.7	16.7	96.7
	above 50 years	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

The above table shows that 21.7% of respondents age is between 20–30, 58.3% of them age is between 30– 40, 16.7% is between 40–50 and the remaining 3.3% age is above 50 years.

Table 3 Level of education of the Respondents

Level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	3	5.0	5.0	5.0
	Degree	39	65.0	65.0	70.0
	Masters	18	30.0	30.0	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

The above table reveals that 5.0% of the respondents' holds diploma, 65.0% of the respondents is degree holders and the remaining 30% respondents' hold Masters. All respondents of the company are well educated and majorities holds degree.

Table 4 Work experience of the Respondents

Year of work experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3-5 year	10	16.7	16.7	16.7
	6-10 years	13	21.7	21.7	38.3
	11-15 years	28	46.7	46.7	85.0
	above 15	9	15.0	15.0	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

As the above table shows, in respect to year of work experience 16.7% of the respondents have3–5 years' of experience. While 21.7% of the respondents hold between 6–10 years' of experience and most of the respondents 46.7% have 11–15 years' of experience and the rest 15.0% respondents has above 15 years' of experience .

Table 5 Work experience of the Respondents on project

Year of work experience on project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 1 year	8	13.3	13.3	13.3
	2 year	17	28.3	28.3	41.7
	2-3years	11	18.3	18.3	60.0
	above 3 years	24	40.0	40.0	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

As the above table shows, in respect to year of work experience on project 13.3% of the respondents has below 1 years' of experience on project, 28.3% of the respondents has below 2 years' of experience on project, 18.3% of the respondents hold between 2–3 years' of experience on project and most of the respondents 40.0% have above 3 years' of experience on project.

Table 6 Position of the Respondents

Your position in the project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	5	8.3	8.3	8.3
	Supervisor	6	10.0	10.0	18.3
	Expert	12	20.0	20.0	38.3
	Specialist	14	23.3	23.3	61.7
	Administrator	23	38.3	38.3	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

The above table shows the respondents can understand the process of the study area and respond for the questionnaire clearly. The above table also depicts 8.3% of the respondents were on manager position, 10.0% of the respondents were on supervisory position, 20.0% of the respondents are expertise, 23.3% of them are specialists and the remaining 38.3% are on administrator position.

From the above all table information the researcher accredited the finding reveals that Ethio Telecom has well educated employees for the study area and respondents' qualifications, experiences and positions that they hold allow them to knowledgably and reasonably put their extent of agreement, so that, it has positive contribution on the validity of the study.

4.3. Result

The researcher used open and closed questionnaire to collect data from respondents. 60questionnaires were distributed to the target group of respondents and all of them are filled and returned. The data was analyzed and presented using SPSS software program while semi structure interview results have been analyzed qualitatively.

4.3.1. Stakeholder Identification, Tools and techniques, Classification and Relevance

Stakeholder Identification Processes

There are different stakeholder identification processes which are

A) Project team brainstorming - to identify some core relevant duty bearers as they are alternatively called, usually at the project team level

B) Stakeholder Forums - the project problem and objectives are discussed, roles identified, resources are assessed and more duty bearers are identified and tentative action plans made

C) Snowballing/through peers - used to reach out to more stakeholders; in some cases, checklists are developed and used in identifying Stakeholders and the last option is Combination of all using all options above.

The below Table 7depicts that, 13.3% of the respondent use project team brainstorming, 18.3% of the respondents use stakeholder forums, 5.0% of the respondents use snowballing and the rest 63.3% of the respondents use combination of all mentioned below.

Table 7 Identification Processes used by respondents

How do you identify your stakeholders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Project team brainstorming	8	13.3	13.3	13.3
	Stakeholder forum	11	18.3	18.3	31.7
	Snowballing(Through peers)	3	5.0	5.0	36.7
	Combination of all	38	63.3	63.3	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

From the above table we can conclude that the finding clearly states that, majority of the respondent's uses combination of all which includes Project team brainstorming, stakeholder forum, snowballing (through peers) which indicates that these identified processes are not full of all stakeholder identification processes the scenario here gives a majority of the respondents could either be dealing with predetermined stakeholders.

Karlsen (2002) however sees stakeholder identification as a second step that comes after the first step of initiation of the process. The identification process focuses on identification of stakeholders. This includes both stakeholders that are involved in the project and potential stakeholders. There are several techniques that can support this work, e.g., interviews with experts, brainstorming in group meetings, and the use of checklists.

Bases for Stakeholder Identification

Table 8 Bases for Stakeholder Identification by respondents

Bases for stakeholder Identification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Influence	3	5.0	5.0	5.0
	Mission and Vision based	19	31.7	31.7	36.7
	Interest based	4	6.7	6.7	43.3
	Geographic reasons	2	3.3	3.3	46.7
	Combination of all	32	53.3	53.3	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

The finding shows that, 5.0% of the respondent use influence to identify their stakeholder, 31.7% of the respondents use mission and vision based, 6.7% of the respondents use interest based, 3.3% of the respondents use geographic reasons and the rest 53.3% of the respondents use combination of all mentioned above.

The finding clearly states that, majority of the respondent's uses combination of all which includes influence, mission and vision based, interest based and geographic reasons. When we compare the rest of the options, the respondents select mission based and interest based that influence and geographic reasons as shown in Table 8 above.

Tools and techniques used for stakeholder management

The below Table 9 depicts that, the majority 50.0% respondents state that the use combination of all tools and techniques, 5.0% of the respondent use project plan, 21.7% of the respondents use communication plan, 5.0% of the respondents use contract,16.7% of the respondents use requirement documentation and the rest 1.7% of the respondents use stakeholder registration below. But most respondents picked combination of all tools and techniques as the most important tool in the stakeholder management practice. Therefore, they say, combination of all tools and techniques is worth preparing throughout project life of every project.

Table 9 Tools and techniques used by respondents

Tools and techniques used for stakeholder management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Project plan	3	5.0	5.0	5.0
	Communication Plan	13	21.7	21.7	26.7
	Contracts	3	5.0	5.0	31.7
	Requirement Documentation	10	16.7	16.7	48.3
	Stakeholder Registration	1	1.7	1.7	50.0
	Combination of all	30	50.0	50.0	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019

Stakeholder Identification Timing

As shown in Table 10 below, it shows that a majority 50% of the respondents are select that the work closely with their stakeholder throughout project life (from pre-feasibility to completion stages of their projects). 16.7% of respondents mention that, the projects stakeholder identification process is done in prefeasibility stage, 21.7% of respondents mention that, the projects stakeholder identification process is done in the initiation stage and the rest 11.7% of the respondents mention that, the projects stakeholder identification process implementation stage.

Table 10 Stakeholder Identification Stage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Prefeasibility Stage	10	16.7	16.7	16.7
	Initiation Stage	13	21.7	21.7	38.3
	Implementation Stage	7	11.7	11.7	50.0
	Throughout project life	30	50.0	50.0	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

From the above table we can say that the project stakeholder identification process is done throughout the project life cycle.

4.3.2. Determinants of Stakeholder's Status

As shown in Table 11 in below, the critical determinants of a stakeholder as key majority of 31.7% the respondents states that both influence over project resource and stake on project deliverables determine their status as key, 13.3% of the respondents states political influence and the rest 23.3% information access & control .

The finding clearly states that, majority of the respondent's determine their status as a key is by influence over project resource and stake on project deliverables.

Table 11 Critical determinants of Stakeholders Status

Critical determinants of Stakeholders Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Influence over project resources	19	31.7	31.7	31.7
	Stake on project deliverables	19	31.7	31.7	63.3
	Political influence	8	13.3	13.3	76.7
	Information access and control	14	23.3	23.3	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

Mitchell, et al., (1997), proposed a classification of stakeholders based on power to influence, the legitimacy of each stakeholder‘s relationship with the organization, and the urgency of the stakeholder‘s claim on the organization. The results of this classification may assess the fundamental question of which groups are stakeholders deserving or requiring manager‘s attention, and which are not? This is salience the degrees to which managers give priority to competing stakeholder claims. For the purposes of planning, the classless group faces the risk of disorganization when it comes to dealing with the various stakeholders as individuals due to the obvious reason that, Stakeholder Management is a process and control that must be planned and guided by underlying Principles.

4.3.3. Stakeholder Analysis

When we see the understanding of respondents about stakeholder analysis from the interview with management body of the organization and from open questionnaire respondents is stakeholder analysis is expressions of engagement, identification of stake interest, identification of key actors of a project and assessment of their relationship with the aim of achieving overall project goals, it is also a framework for addressing stakeholder needs and it is a list of way of determining levels of interests, influence & power of various stakeholders. The rest of the respondent said they do not have any understanding about the term Stakeholder Analysis However, they heard the basic stakeholder analysis tasks during project update meetings, conferences and annual general meetings. Considering this group of respondents, it was shown that stakeholder Analysis is not recognized activity they undertake as a core component of Stakeholder Management processes.

4.3.4. The Relevance and Timing of Stakeholder Analysis

All respondents agreed that it is necessary to carry out stakeholder analysis since in projects there is a participation of different stakeholders and also they do have different power on the project.

Table 12 Stage of carry out stakeholder Analysis

Stage of carry out stakeholder Analysis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Prefeasibility Stage	7	11.7	11.7	11.7
	Initiation Stage	8	13.3	13.3	25.0
	Throughout project life	42	75.0	75.0	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

As shown in Table 12above majority of the respondents 75% sated that it is an ongoing process which means from pre-feasibility to completion stages of their projects, 11.7% of respondents pre-feasibility and 13.3% of respondents consider it only at the project initiation.

This finding directly similar with what IFC (2007) stated, it is important to keep in mind that the situation is dynamic and that both stakeholders and their interests might change over time, in terms of level of relevance to the project and the need to actively engage at various stages. It is frequently used during the preparation phase of a project to assess the attitudes of the stakeholders regarding the potential changes.

4.3.5. Stakeholder Engagement and Communication

There is an options to get the understanding of the respondents about stakeholder engagement which are: a process of working with Stakeholders, a two-way dialogue process between project management and their Stakeholders and an event to let Stakeholders know what is/should be expected from and by them.

Table 13 Understanding of Stakeholder Engagement

Understanding of Stakeholder Engagement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Process of working with stakeholders	23	38.3	38.3	38.3
	A two-way dialogue process between project management and stakeholder	19	31.7	31.7	70.0
	An event to let stakeholders know what is/should be expected from and by them	18	30.0	30.0	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

As shown in Table 13: above, Majority of the respondents 38.3% stated that stakeholder engagement is a process of working with stakeholder, the rest 31.7% believe that it is a two-way dialogue process between PM and Stakeholders and 30.0% say it is an event to let stakeholder know what is/should be expected from and by them. From this finding it is simple to conclude that, there are differences in the understanding of the term but there are commonalities in its application as the frequencies.

According to International Finance Institute (2007), stakeholder engagement is emerging as a means of describing a broader, more inclusive, and continuous process between a company and those potentially impacted that encompasses a range of activities and approaches, and spans the entire life of a project as they all undertake it throughout the project life. In this point of view, the finding of this study and the concept of International Finance Institute, there are no inconsistencies.

4.3.6. Timing of Stakeholder Engagement

Today, the term-stakeholder engagement is emerging as a means of describing a broader, more inclusive, and continuous process between a company and those potentially impacted that encompasses a range of activities and approaches, and spans the entire life of a project (IFC, 2007).

Table 14 Stage of carry out stakeholder Engagement

Stage of carry out stakeholder Engagement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Prefeasibility Stage	7	11.7	11.7	11.7
	Initiation Stage	8	13.3	13.3	25.0
	Implementation Stage	2	3.3	3.3	28.3
	Completion stage	1	1.7	1.7	30.0
	Throughout project life	42	70.0	70.0	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

As shown in Table 14 above, it shows clearly that a majority 70% of the respondents are select that the work closely with their stakeholder throughout project life which means from pre-feasibility to completion stages of their projects, 11.7% of respondents mention that, the projects stakeholder engagement process is done in the initiation stage of their projects, 3.3% of the respondents mention that, the projects stakeholder engagement process implementation stage of their projects and the rest 1.7% of the respondents mention that, the projects stakeholder engagement process completion stage.

4.3.7. Stakeholder Communication

Table 15 Communication plan with Stakeholders

Communication plan with stakeholder

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	60	100.0	100.0	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

As shown in Table 15: above, all 100.0% respondents stated that stakeholder communication plan is part of their stakeholder management process. From this finding it is simple to conclude that, in Ethio telecom there is communication plan as part of their stakeholder management process.

4.3.8. Stakeholder Communication Method

Table 16 Stakeholder Communication Method

If yes, how do you ensure it

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Meeting	19	31.7	31.7	31.7
	Reporting	7	11.7	11.7	43.3
	Both	34	56.7	56.7	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

As shown in above table 16, the various forms and the numbers of projects sharing similar or same ways of communicating with their Stakeholders are portrayed in table 16 above. It is clearly shown that, majority of 56.7% of the respondents indicate they use both meeting and reporting in combination at the same time and the 31.7% respondents indicate they use meeting and the rest 11.7% respondents uses reporting method and they also mention other stakeholder communication methods not included in the options that are; E-mails, Phone calls, media programs, conferences, workshops and forums. The findings clearly show that the company uses different communication method to communicate with their different stakeholders.

According to Wysocki, 2014, at the heart of many of the top ten reasons why projects fail is poor communications.

4.3.9. Stakeholder Management, Its practice and Challenges

Table 17 Responsible unit for stakeholder management

Responsible unit for stakeholder management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	60	100.0	100.0	100.0

Source: own survey, 2019.

Table 17 above supported clearly that there is no separate functional unit in the organization to manage the relationships among the stakeholders. Even though there is general awareness of the Stakeholder management function in the TEP software projects but as the respondents stated the percent of Stakeholder institutionalization in the Ethio telecom TEP software projects was no existence (i.e 0%).

Table 18 In Charge of stakeholder management function

In Charge of stakeholder management function

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	The CEO	6	10.0	10.0	10.0
	Program Manager	10	16.7	16.7	26.7
	Project Manager	20	33.3	33.3	60.0
	All team members	24	40.0	40.0	100.0
	Total	60	100.0	100.0	

Source: own survey, 2019.

From this finding it is simple to conclude that, Stakeholder management is a unique discipline or function that may not be successfully handled by anybody in the project team especially due to the fact that it has to do with human relations.

4.3.10. Stakeholder Management Challenges

From the open questions and interview response there are different challenges faced in TEP software projects in managing the activity of stakeholders but the higher magnitude challenges are:

- Conflicting interests, opinions, beliefs or orientation.
- Need of stakeholders uncontrollable
- Changing requirement
- Low response
- Personal benefit seeking
- Project delay

According to the majority of the respondent’s response in the open questions and interview is conflicting of interest and changing requirement is the major challenges they faced in the TEP software projects.

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This study aims to assess project stakeholder management practice of Ethio Telecom. To accomplish the objectives of the research, the researcher applied descriptive approach and qualitative data were collected through questionnaire, semi structured interview and document review. Thus, this section reports the summary of findings, conclusions and recommendations of the study.

5.2. Summary

The sampling technique used was census. 60 questionnaires were prepared and distributed for 60 samples, all samples participants fill out the questionnaire project stakeholder process of the study area. All participants' responses using closed and open ended questions. To triangulate the findings, interview was conducted with 5 project managers. The data gathered through semi structured interviews were compiled and well maintained with the data gathered with questionnaire. Thus, findings retrieved from the data presented in this section are:

5.2.1. Findings on Stakeholder Management Processes

1. Stakeholder Identification Processes, determinant and timing of stakeholder identification

In the project stakeholder identification process majority of the projects uses combination of all methods which includes Project team brainstorming, stakeholder forum, snowballing (through peers) which indicates that these identified processes are not full of all stakeholder identification processes the scenario here gives a majority of the respondents could either be dealing with predetermined stakeholders.

After the identification processes, to determine who must participate as Stakeholders has a set of conditions that guide project teams these conditions include the power of the group or institution to influence, how related its mission and vision are to the project objectives, whether there is a shared interest or not and geographical reasons from those conditions the majority of the projects uses combination of all in their projects.

When we see the timing of identification process, the majority 50% of the respondents are select that they work closely with their stakeholder throughout project life means from pre-feasibility to completion stages of their projects.

According Peter (2008), Overlooking negative stakeholders can increase the likelihood of failure. Whatever list you produce will need to be re-visited during the project lifecycle as new information becomes available and as the project progresses.

2. Stakeholder Analysis Processes, relevance and timing of stakeholder analysis

From the interview with management body of the organization and from open questionnaire respondents, it is obvious that their understanding is an imaginary representation of what Stakeholder Analysis is and also they heard the basic stakeholder analysis tasks during project update meetings, conferences and annual general meetings.

When we see the relevance, all respondents were agreed and they said it is necessary since in projects there is a participation of different stakeholders and also they do have different power on the project.

As the majority of respondents assume stakeholder analysis is an ongoing process covering the whole project life. The IFC (2007) added that whilst doing this, it is important to keep in mind that the situation is dynamic and that both stakeholders and their interests might change over time, in terms of level of relevance to the project and the need to actively engage at various stages. It is frequently used during the preparation phase of a project to assess the attitudes of the stakeholders regarding the potential changes.

3. Stakeholder Engagement Processes, relevance and timing of stakeholder analysis

The majority respondents' understanding about stakeholder engagement is, it is a process of working with stakeholder, the rest 31.7% and 30.0% respectively stated that it is a two-way dialogue process between project management and Stakeholders and it is an event to let stakeholder know what is/should be expected from and by them. From this finding, it is simple to conclude that, they have different understanding about stakeholder engagement but there are commonalities in its application as the frequencies.

As computed by respondents from the interview, Stakeholder Engagement has a lot benefit, which includes:

- It brings out clearer and better understanding of roles, objective and expectations among stakeholders,
- It serves as a platform for monitoring and evaluation of your project in order to determine what to do next,
- It ensures transparency accountability and responsiveness among stakeholders as well as efficiency in project delivery it equally serves as a check on project team and as such makes them time conscious and
- It ensures project success in the form of project effectiveness and sustainability.

Regarding the timing of stakeholder analysis, majority 70% of the respondents are select that the work closely with their stakeholder throughout project life, which means from pre-feasibility to completion stages of their projects.

4. Communication Processes and Communication Methods

In communication process all respondent reflect that it is important and the majority of the respondents stated that there is a communication plan in the organization. To ensure the communication they use various ways which are: Meetings, Reporting and both (Meeting and Reporting) from those way of communication the majority uses both meeting and reporting methods and they also mention other stakeholder communication methods not included in the options that are; E-mails, Phone calls, media programs, conferences, workshops and forums.

5.2.2. Findings on Stakeholder Management, Its practice and Challenges

The finding is clearly shows that there is no separate functional unit in the organization to manage the relationships among the stakeholders. Even though there is a general awareness of Stakeholder management function in the projects but as the respondents stated the percent of Stakeholder management institutionalization in the Ethio telecom projects was 0%.

Findings from the open questions and interview respondent's is Conflicting of interest and changing requirement, need of stakeholders uncontrollable and Project delay are some stakeholder management challenges in TEP software projects it is clear that this challenge have negative influence on the performance of the projects.

5.3. CONCLUSION

This research aimed at assessing Project Stakeholder Management practice in the case of Ethio telecom, and aimed to show necessary processes required to manage the challenges. Data obtained from analysis and major findings of the research are concluded here below.

- Ethio Telecom has well educated, qualified and well experienced employees.

- Ethio Telecom ensures technical and project management related knowledge transformation from its stakeholders to its project team members but fail to build separate functional unit for stakeholder management.
- The company uses different combination of all methods to identify their stakeholder like Project team brainstorming, stakeholder forum, snowballing (through peers).
- In the company there is a bases for stakeholder identification which includes influence, mission and vision based, interest based and geographic reasons but the company uses combination of all.
- There are different tools and techniques applied in stakeholder management but both communication plan and Requirement Documentation are the most used tools and techniques in the company.
- The company uses influence over project resource and stake on project deliverable method to determine their status as a key.
- All the respondents agreed that project stakeholder management make a difference in the performance of a project.
- The company use appropriate means of communication method like meeting, reporting, E-mails, Phone calls, media programs, conferences, workshops and forums to communicate with their stakeholders.
- In Ethio telecom there is a stakeholder engagement but no separate functional unit to manage the relationships among the stakeholders. Even though there is general awareness of the Stakeholder management function. And as per this study seem to be majority of the respondents reflect that they did not have units managing Stakeholders; instead it is the duty of all team members.
- Lastly, the study find out the challenges mentioned by the respondents that are faced by the TEP software projects; Conflicting interests, opinions, beliefs or orientation, need of stakeholders' uncontrollable, Changing requirement, Low response, Personal benefit seeking and Project delay.

5.4. RECOMMENDATIONS

The practice of project stakeholder management in Ethio Telecom shows a deviation with that of theoretical aspect of the knowledge area. On which the company should recognize and give greater emphasis to the identified gaps and ensure the effective management of its project stakeholder management practice.

Thus, based on the finding of the study the following recommendations are forwarded, pinpointing the focal points that would be helpful to the company project stakeholder management in fruitful directions for successful project management.

- All relevant stakeholders should always be identified from project inception so that the maximum possible benefit can be achieved from these stakeholders and work with them to accomplish project goals even if their interests are different.
- Projects should design their stakeholder management practice with long-term partnerships in mind with the aim of enjoying sustainable institutional relationships.
- It needs to be ensured whether all stakeholders have better understanding about projects general goal and objective to remove conflicts and misunderstanding among all stakeholders.
- Need to assigned a separate organizational stakeholder management unit to effective use of stakeholder management process.
- In teamwork, communication is perhaps the most important success factor since there is the need to build stronger collaborative relationship through continuous engagement and information sharing as well as harmonization of stakeholder plans at all levels. So as to facilitate the fulfillment of this strong need well-designed and appropriate communication plan should always be in place. Moreover, it should be prepared in the earliest possible development stage of every project.
- Also there is a need to institutionalize the stakeholder management efforts of individuals in projects. With this in mind, projects should have separate

organizational units delegated with the complex task of project stakeholder management. The fellows (members) of the unit should come from all key actors especially from project beneficiaries and donors.

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Appendix

Appendix 1: Questionnaire

Addis Ababa University College of Business and Economics School of Commerce Masters of Art in Project Management

Dear Respondents:

My name is Yodit Belete, I am a post graduate student in Master's in Project Management at Addis Ababa University School of Commerce. As part of my studies I am conducting a project work entitled "Assessment of project stakeholder management Practice at Ethio Telecom".

I kindly request you to participate in this research study by completing the attached questionnaire. In order to ensure that all information will remain confidential please do not include your name anywhere in the questionnaire. I also sincerely request you to respond to the questions as honestly as possible and return the completed questionnaires at your earliest convenience.

In case of any question or dilemma please contact me via ―yod.bel6@gmail.com

Thank you for your cooperation!

Instructions

- Please put a tick mark in the bracket provided for each choice option or by encircling the option provided for each question below.
- Write your opinion on the space provided for the open-ended questions included.

SECTION 1: General profile of the respondent

1. Age

   20 -30years ☐ 30-40years ☐

   40-50years ☐ Above 50 years ☐

2. Level of Education

   Diploma ☐ Degree ☐

   Masters ☐ Others, please specify ________________

3. Years of work experience

   3-5 Years ☐ 6-10Years ☐

   11-15 Years ☐ above 15 Years ☐

4. For how many years have you worked on the project?

   Below 1 year ☐ 2 Years ☐

   2-3Years ☐ Above 3 Years ☐

5. Your position in the project

   Manager ☐ Supervisor ☐

   Expert ☐ Specialist ☐

   Administrator ☐ Others, please specify ________________

SECTION 2: Stakeholder Identification, Classification and Relevance

1. How do you identify your Stakeholders?

A. Project team brainstorming
B. Stakeholder forums
C. snowballing (through peers)
D. Combination of all
E. Other……………

2. What is/are the bases for your stakeholder identification?

A. Influence
B. Mission and vision based
C. Interest based
D. Geographic reasons
E. Combination of all

3. What are the tools and techniques for stakeholder management in joint projects?

A) Project plan
B) Communication plan
C) Contracts
D) Requirements Documentation
E) Stakeholder Register
F) Combination of all

4. At which stage of your project life do you identify stakeholders?

A. Prefeasibility stage
B. Initiation stage
C. Implementation stage
D. Throughout project life

5. What determines your stakeholders' status as key?

A. Influence over project resources
B. Stake on project deliverables
C. Political influence
D. Information access and control
E. other………………………..

6. Do you think Project Stakeholder Management (PSM) can make a difference in the performance of a project?

A) Yes
B) No

7. If your answer to the above question is "YES", how important is Project Stakeholder Management (PSM) to you?

A) A Priority
B) Reasonably Important
C) Irrelevant

SECTION 3: Stakeholder Analysis

8. How is stakeholder analysis understood in your organization?

………………………………………………………………………………………………
………………………………………………………………………………………………
……………………………………………………………………………………

9. Is stakeholder analysis an activity you undertake as part of your project management processes?

A. Yes B. No

10. Do you find stakeholder analysis necessary in project management?

A. Yes B. No

11. If yes, which stage of project implementation is ideal for stakeholder analysis to be undertaken?

A. Initiation stage B. Implementation stage

C. Completion stake D. on-going activity

12. If no, why? Explain

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………………………………………………………………………………………………
………………………………………………………………………………………………
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SECTION 4: Stakeholder Engagement and Communication

13. How is the term stakeholder engagement understood in the context of stakeholder management in your organization?

A. process of working with stakeholders

B. A two-way dialogue process between project management and stakeholders

C. An event to let Stakeholders know what is/should be expected from and by them.

D. Other (specify) ……………………………………..……

14. Is there any stakeholder engagement practice in your organization?

A. Yes B. No

15. At which stage of your Project life cycle do you carry out Stakeholder engagement?

A. Prefeasibility stage B. Initiation stage

C. Implementation stage D. Completion stage

E. Throughout the project life

16. Is communication plan part of your Stakeholder management process?

A. Yes B. No

17. If yes, how do you ensure it?

A. Meetings B. Reporting

C. Both D. Other (specify)………………………

18. If no, why? Please state the reason.………

19. Mention any other stakeholder management tool not included in this questionnaire………..……………………………………………

SECTION 5: Stakeholder Management, Its Practice and Challenges

20. Is there a unit in your organization that is responsible for stakeholder management (managing relationships and communications)?

A. Yes B. No

21. If yes what specific functions does it perform?

Name them……………………………………………..……………………………

22. If no, who performs the stakeholder management function in your organization?

A. The CEO

B. Program Manager

C. Project Manager

D. All team members

E. Other

23. If no, are you considering having one?

A. Yes B. No

24. What challenges face project management due to the presence of stakeholders? List

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………………………………………………………………………………………

25. From your experience, what would you recommend to better enhance stakeholder management for a successful project management? Please indicate.

……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………

THANK YOU.

Appendix 2: Interview for Key Informants

Interview Guides and Questions

Addis Ababa University College of Business and Economics School of Commerce
Masters of Art in Project Management

Interview Questions for the Ethio Telecom project management office (PMO)

My name is Yodit Belete, I am a post graduate student in Master's in Project Management at Addis Ababa University School of Commerce. As part of my studies I am conducting a project work entitled "Assessment of project stakeholder management Practice at Ethio Telecom".

Therefore, I would like to express my deepest gratitude for your cooperation in answering the following interview questions. I would like to assure you that, the data being collected from you will be presented anonymously, that it will be kept confidential and will be used for the intended academic purpose only.

1. What roles do you play as an employer in the project undertaking?

2. How the stakeholders become efficient in terms of meeting its objectives?

3. How does the stakeholder management practice of Telecom Expansion Program (TEP) software project is looks like?

4. How do you evaluate the stakeholder management practices in your organization?

5. What are the tools and techniques for stakeholder management used in joint projects?

6. What challenges have you faced working with different stakeholders?